

Association of Food and Drug Officials

◆ Elliot O. Grosvenor Food Safety Award ◆

*This nomination must be submitted by **April 1**  
to be considered for the current year's award*

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**Criteria for Nominations**

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The Elliot O. Grosvenor Food Safety Award is given to recognize outstanding achievements made by food safety programs within State Departments of Agriculture, Natural Resource Agencies, Public Health Departments or Environmental Conservation Departments in the United States or Canada. The award will go to the program that best showcases improvement, innovation or sustained high performance within a food safety program. A food safety program could include responsibility for: food safety, food protection, and food defense or food sanitation. The applications will be made to the AFDO awards committee by the deadline.

**(PLEASE TYPE)**

Date of Nomination: April 1, 2026 for the year ending December 31, 2025

Program's Full Name: Minnesota Department of Agriculture, Food & Feed Safety Division

Nominator: Katherine Simon

Immediate Organization: Food & Feed Safety Division

Agency: Minnesota Department of Agriculture

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AFDO Member: Yes

## Executive Summary:

The Minnesota Department of Agriculture's Food and Feed Safety Division (FFSD) is the state's primary regulatory authority for human and animal food safety, overseeing more than 7,000 retail food establishments, 2,000 manufacturing and wholesale facilities, 250+ produce farms, and over 14,000 cottage food registrants statewide. FFSD operates within a cross-functional, standards-aligned regulatory model supported by 102 staff across Minnesota, and maintains strong partnerships with delegated agencies, the Minnesota Department of Health, the US Food and Drug Administration, industry associations, and academic institutions. Its vision centers on delivering risk-based oversight, meaningful stakeholder engagement, and equitable protection of human and animal health.

In recent years, FFSD has advanced several major improvements that strengthen public health protection and regulatory efficiency. These include a multi-phase, stakeholder-informed licensing reform that modernized statutory structures and established sustainable funding; significant service enhancements to inquiry management and food licensing workflows that reduced response times and launched a new Technical Review Team; and expanded strategic partnerships, including with the Minnesota Office of Cannabis Management, to improve statewide food safety capacity and coordinated incident response. FFSD's programs also achieved notable performance outcomes across Manufactured Food, Retail Food, and Produce Safety Programs, including improvements in on-time inspections, regulatory consistency, training compliance, and risk-based enforcement.

FFSD has further demonstrated a strong regulatory food safety culture through rapid, coordinated responses to multiple large-scale food recalls from 2023 to 2025, ensuring contaminated products were removed from store shelves and preventing consumer exposure. These accomplishments reflect FFSD's commitment to continuous improvement, data-driven regulatory oversight, and collaborative public health action. Together, they illustrate why the division's innovative practices, measurable outcomes, and strong partnerships make it a compelling candidate for recognition for innovation and sustained high performance through the Grosvenor Award.

□ **Agency Demography (Population Served, Age and Diversity)**

Minnesota is the 12th largest in land area and the 22nd most populous of the U.S. states with a current population of approximately 5.7 million; nearly 60 percent of its residents live in the Minneapolis–Saint Paul metropolitan area (known as the "Twin Cities"), the center of transportation, business, industry, education, and government and home to an internationally known arts community. The Minnesota community is diverse with 8 percent of the population reporting as foreign-born, and celebrates thriving cultural communities of Mexican, Somlai, Indian, Hmong, and East African origins. The state boasts 65,300 farms and is the fourth largest agricultural exporting state in the US.

FFSD is the primary state regulatory agency for all human and animal food inspections conducted in the state of Minnesota. Retail food inspection is delegated through the department's authority to seven local public health agencies located primarily in the Twin Cities metropolitan area. While foodborne illness outbreak monitoring is conducted by the Minnesota Department of Health (MDH), the MDA FFSD houses the Rapid Response Team which partners to conduct traceback activities, coordinate investigation activities, and ensure contaminated products are removed from the marketplace.

Approximately 7,000 retail food facilities and 2,000 manufacturing and wholesale food facilities are inspected by the FFSD Retail Food and Manufactured Food Programs, respectively. These facilities are located throughout the state of Minnesota with 22 retail inspection territories and 13 manufactured food inspection territories. Over 250 produce farms are regulated by the FFSD Produce Safety Program, including those covered by the Produce Safety Rule and those who qualify for an exemption, using 2 inspection territories. The FFSD also maintains and supports over 14,000 cottage food registrants in producing and selling under a statutory exemption from state food licensing requirements.

□ **Agency Resources and Budget (Staff, Facilities, Revenues)**

The FFSD offices are located within the State Capitol Complex and are co-located with the agency’s laboratory services and Minnesota Department of Health partners. The 102 FFSD staff are located across Minnesota and perform a wide range of regulatory services. Approximately 70 percent of staff serve in direct field inspection roles, while the remaining 30 percent provide core support services such as licensing, enforcement, and operations (Appendix 1 – FFSD Organizational Chart).

The food programs are projecting healthy fund balances that will continue to support both current and expanded staffing needs, which account for approximately 78 percent of budgeted expenses. This stability is due in part to strategic shifts in funding sources that were made to smooth spending cycles. Specifically, through successful legislative proposals in 2023 and 2025, the programs transitioned from relying primarily on biennially appropriated general funds to a mixed funding model consisting of general fund appropriations and dedicated (retained) licensing fees.

Program-specific funding summaries include:

**Retail Food Program (RFP):**

Operations are supported by a combination of state appropriations, dedicated license fees, and a USDA contract. This blended funding model supports inspections, training, and program improvements that strengthen public health. The estimated RFP budget for state fiscal year 2025 was \$4,365,135, consisting of \$3,064,605 (70%) in dedicated fees, \$1,242,530 (28%) from the general fund, and \$58,000 from federal contracts.

**Manufactured Food Program (MFP):**

Operations are supported by state appropriations, dedicated license fees, an FDA contract, and an FDA grant. This funding enables inspections, staff training, and modernization initiatives that enhance program effectiveness. The estimated MFP budget for state fiscal year 2025 was \$2,160,133, including \$1,626,789 in dedicated fees, \$425,670 from the general fund, \$348,000 from federal special revenue (contract), and \$107,326 from a federal grant.

**Produce Safety Program (PSP):**

Operations are funded primarily through an FDA cooperative agreement, with \$500,211 allocated for FY26 (July 1, 2025–June 30, 2026), down from \$551,500 in FY25. This reduction required adjustments to staffing and operations, including decreasing the supervisory role from 0.97 to 0.7 FTE. Additional support included two full-time inspectors, 0.2 FTE for outreach and inventory, and 0.1 FTE administrative support funded through general funds. To address ongoing funding challenges, the program merged operations with the MFP to improve stability and efficiency. Supplemental funding from USDA Specialty Crop Block Grants supported grower mini-grants, training, and continuing education activities.

❑ **Program Planning/Self Evaluation (Vision, Staff Participation)**

The FFSD vision is to be a leader of quality food and feed safety programs through meaningful engagement with other regulatory agencies, regulated industries, academia, and the public to equitably protect human and animal health in Minnesota.

We fulfill 4 core functions of service to Minnesotans:  
maintain accurate inventories of regulated entities,  
assess conformance to regulatory standards,  
respond to food and feed safety incidents, and  
determine and administer enforcement activities.

The following principles guide FFSD planning and implementation actions, and were developed collaboratively by FFSD staff:

1. We foster a culture of open collaboration and continuous improvement, valuing our diverse perspectives, and demonstrating respect for each other and those with whom we work.
2. We hold ourselves accountable to measurable, quality outcomes for Minnesotans, recognizing the significant impacts of our work on the public and regulated communities.
3. We actively engage diverse perspectives to improve food and feed safety education, scientific and technical understanding/knowledge, and risk-based regulatory approaches.

Self-assessment and accountability functions are routinely demonstrated through the collaborative process used by each program to develop public reports of program goals, outcomes achieved, and planned improvement activities (Appendix 2 - 2025 Manufactured Food Program Annual Report, Appendix 3 - 2025 Produce Safety Annual Report, Appendix 4 - 2025 Retail Food Program Annual Report).

Self-assessments are also routinely conducted as part of the on-going conformance of the Manufactured Food Program and Retail Food Program with the applicable national regulatory program standards (Manufactured Food Regulatory Program Standards, Voluntary National Retail Food Regulatory Program Standards) and the Produce Safety Program development to newly released Produce Regulatory Program Standards. Self-assessments are coordinated by dedicate program standards staff and completed through collaborative input from all program staff to capture on-going continuous improvement feedback.

## □ Program Management (Staff Control, Community/Industry/Consumer Support)

The FFSD organizational structure prioritizes the division's four core service functions through a cross-functional design. As outlined in the division's third guiding principle, FFSD programs and units intentionally share processes and systems to effectively achieve their objectives. This structure is closely aligned with FDA program standards related to food inspection, including the Voluntary National Retail Food Regulatory Program Standards (VNRFRPS), the Manufactured Food Regulatory Program Standards (MFRPS), and the Produce Regulatory Program Standards (PRPS).

The nine standards within the VNRFRPS and the ten standards within the MFRPS and PRPS provide a roadmap for effective program management and complement the division's organizational design. In addition to the Manufactured Food, Retail Food, and Produce Safety Programs, the division includes the following units:

### **Business Quality Management Unit**

This unit supports program implementation and ongoing conformance with FDA program standards. It ensures consistent training for division staff and manages the division's data and inspection systems. Staff in this unit assist inspection programs with self-assessments and conduct internal audits to evaluate overall performance. The unit includes a supervisor, two data management positions, a training coordinator, two program standards coordinators, and a general professional support position.

### **Food and Agriculture Security Team**

Established in 2008 through one of FDA's original Rapid Response Team grants, this team has since expanded to include agency-wide emergency preparedness and response functions. The team is responsible for all-hazards response activities related to animal disease and food safety. The team—consisting of a Director, supervisor, and five staff—investigates animal disease outbreaks, food contamination events, and foodborne illness outbreaks associated with FFSD-regulated facilities. Well-versed in the Incident Command Structure (ICS), they also support or lead investigatory planning for all inspection programs. This consistent, coordinated approach strengthens the division's ability to manage large or complex investigations. Working with the Minnesota Department of Health, the team has played a key role in resolving several major national foodborne outbreaks.

### **Compliance Unit**

The Compliance Unit includes three food standards compliance officers, a unit supervisor, and a case administrator. The unit reviews inspection data and initiates progressive enforcement actions for the division's food inspection programs. Modeled loosely after FDA's structure, FFSD separates inspection functions from compliance functions to promote regulatory objectivity and consistency. Inspection programs report to the Assistant Division Director, while the Compliance Unit reports to the Division Director. In recent years, significant investments have strengthened the compliance program, including improvements in data tracking and efforts to enhance process efficiency.

### **Licensing and Logistics Management Unit**

This support unit manages core operational needs of the division, including employee onboarding and off-boarding, inventory and supply management, fleet oversight, and licensing and registration data management. The unit consists of a supervisor and five professional-level administrative staff.

Stakeholder input on program priorities and service improvements is gathered through Standard 7–based outreach and intentional engagement efforts. Relationships with representative associations, industry members, consumers, partner agencies, and academic institutions are actively cultivated. FFSD administers the Food Safety and Defense Task Force, which is established in state statutes. The division also participates in the Local Food Advisory Committee, maintains active stakeholder listservs, incorporates agency-level community input into legislative initiatives, conducts industry feedback surveys following all routine retail inspections, and hosts topic-specific listening sessions with key partners.

## □ Program Implementation (Training, Compliance, Enforcement)

The division's training structure and programs fully conform to all Standard 2 elements of both the VNRFRPS and the MFRPS.

The division requires extensive training for food inspection staff. Training includes all required elements in the standards, such as FDA online and classroom courses, as well as the required number of joint inspections based on experience. In addition, the division provides comprehensive internal classroom instruction on topics such as sampling, risk-based inspections, licensing, field enforcement, and applicable state statutes and regulations. Together, online training, classroom instruction, and joint inspections ensure that staff gain and apply the skills, knowledge, and abilities needed to conduct high-quality inspections. All inspectors also receive at least two field evaluations before being authorized to conduct independent basic inspections.

The division provides numerous ongoing training opportunities. Operations and Planning Section staff receive extensive training in project management and planning. Inspection programs also conduct monthly program meetings to reinforce consistency in program direction and to serve as a cross-cutting communication platform that connects Compliance and Enforcement Unit staff, Operations and Planning Section staff, and inspection program teams.

FFSD's compliance program operates under a progressive enforcement continuum (Figure 3) that begins with education and outreach and may escalate to criminal prosecution when necessary. Escalated enforcement actions are determined and carried out by the Compliance and Enforcement Unit, with appropriate consultation from inspection programs. This separation helps ensure objectivity in regulatory enforcement. The division emphasizes achieving compliance through the least restrictive means possible. Initial actions following inspections typically include letters of information or warning letters. When these measures do not achieve compliance, enforcement may progress to settlement agreements, administrative and civil penalties, license limitations or revocations, and, when warranted, criminal prosecution.

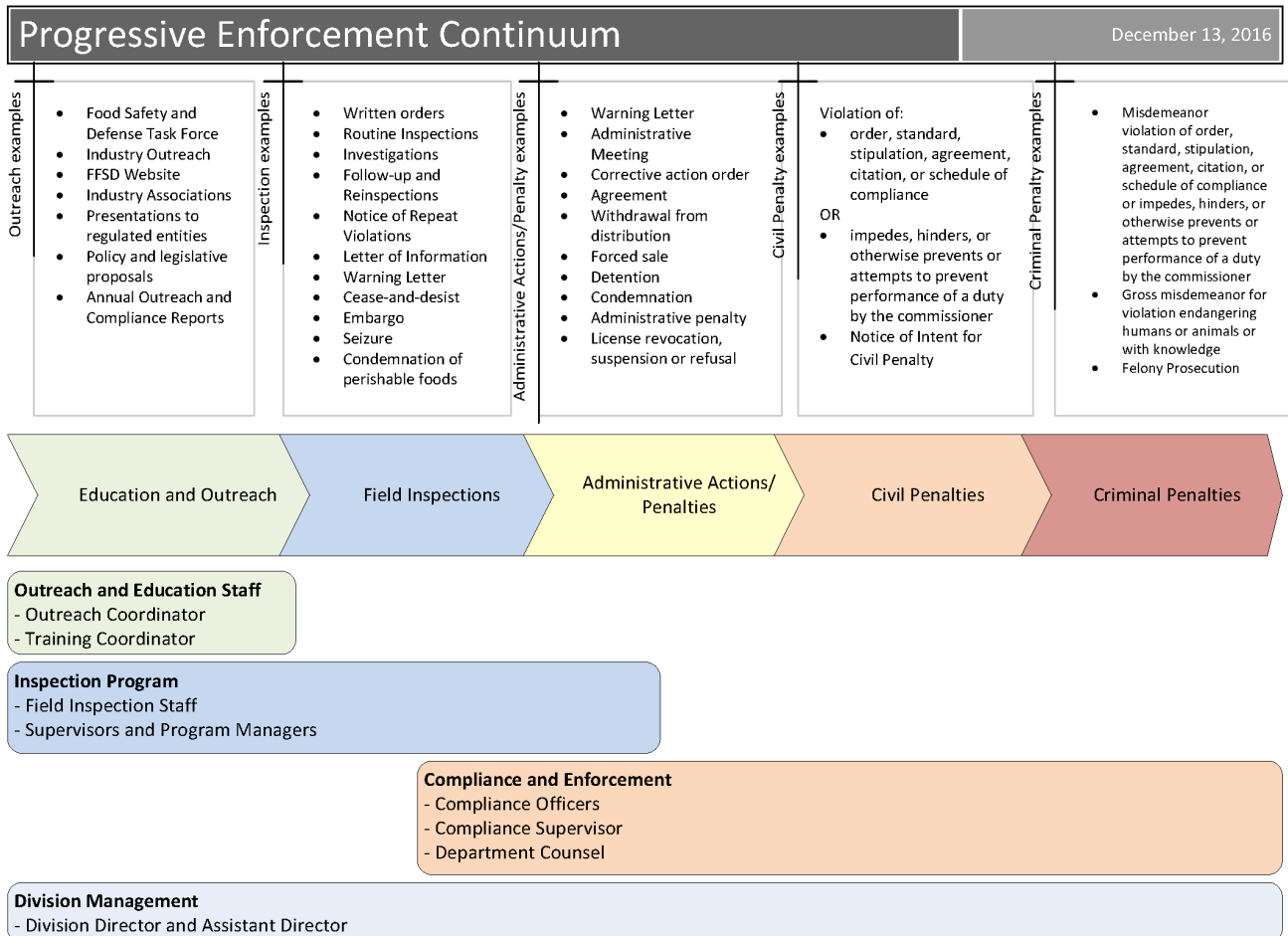


Figure 1. Food and Feed Safety Division Progressive Enforcement Continuum for Food Inspection Programs

□ **Program Outcomes (Measurable Outcomes)**

**Manufactured Food Program** *See Appendix 2 for additional relevant MFP outcomes and outputs.*

**Consistent, risk-based oversight** The MFP completed more than 1,300 inspections statewide, with a strong focus on timely completion of high risk inspections. Enhanced supervisory monitoring and data-informed inspection planning improved consistency across regions and facility types. Inspectors identified and addressed risks early by strengthening preventive food safety practices, particularly among small and emerging firms. The MFP improved its on-time inspection completion rate as a result. This work resulted in an 8% improvement from the start of the year, demonstrating measurable improvements in efficiency by inspecting 100 additional firms this past year, even during a time of staffing variability.

**Effective enforcement that reinforces compliance.** When voluntary compliance was insufficient, the program used enforcement tools to protect public health and maintain consumer confidence. During the fiscal year, 30 enforcement cases were managed in coordination with the division’s compliance team. Actions ranged from warning letters to administrative citations, serving both corrective and educational purposes by reinforcing accountability while supporting facilities in improving preventive controls and management systems.

**Produce Safety Program** *See Appendix 3 for additional relevant RFP outcomes and outputs.*

Provide timely risk-based regulatory services

**On-time inspections conducted for 85% of covered farms:** 46 of 54 covered farms, including both routine and initial visits, were completed in 2025. Of the farms that were not inspected, they were lower-risk or newly identified farms, meaning they did not need an inspection during 2025.

**Reduction in handwashing access issues by 89%:** Findings under 21 Code of Federal Regulations (CFR) 112.130(a) fell from nine in 2022, peaking in 2023 at 11, to one in 2025, reflecting major improvements in how farms place and maintain handwashing stations to support better worker hygiene.

**Improvement in training record compliance by 77%:** Findings under 21 CFR 112.30(b) decreased from 13 in 2022 to 3 in 2025. This demonstrates that farms have improved how they document and maintain worker training records, ensuring that food safety training is consistently completed and verifiable.

**Reduction in orders following targeted follow-up inspections by 75%:** Follow-up inspections at four farms with prior noncompliance showed orders decreased from 20 during routine inspections to five on follow-up inspections—a 75% reduction. All farms improved, with two farms achieving full compliance, demonstrating effective corrective actions addressing key produce safety risk factors such as employee hygiene, sanitation, and environmental contamination.

**Retail Food Program** *See Appendix 4 for additional relevant RFP outcomes and outputs.*

**Increased inspection and enforcement activity.** Inspection and enforcement activity increased due to increased staffing and more efficient work planning in FY25. Key growth areas from FY24 included licensing inspections (up 5.6%), routine inspections (up 12%), complaint inspections (up 14.3%), re-inspections (up 25.5%), and follow-up inspections (up 19.9%). Associated review of retail inspections for further compliance actions also increased (up 11.9%). These increases indicate the RFP supported public health by spending more time interacting with the food establishments we regulate, identifying food safety risks, and providing additional regulatory oversight for businesses with critical violations to promote compliance with food safety regulations.

**Strengthened regulatory consistency.** The RFP evaluated seven delegated local health agencies to ensure uniform application of food safety standards during FY25. These periodic audits serve to ensure a consistent regulatory approach across jurisdictions in Minnesota, enhance food safety, and eliminate duplication of work across jurisdictions. Assessment of these audits continues into FY26, when preliminary results and any necessary corrective actions will be completed.

**Division-wide**

**Increased inventory processing accuracy.** Licensing team processed over 41,000 licenses and registrations in 2025. During this time, the team reduced the number of outstanding issues with licenses by 2/3rds over the course of 6-month period in 2025, resulting in less than 2.5% of FFSD’s overall inventory in queue for issue resolution.

## Goals for Improvement

### Manufactured Food Program

**Assessment and Response.** The MFP will focus on risk-based, data-driven inspections to identify and address potential food safety risks before they affect consumers. This will include prioritizing routine planning with the Compliance and Enforcement Unit to identify firms that are not yet in the compliance system but are showing early signs of repeat violations or delays in making necessary corrections. By December 31, 2026, the program will use inspection and compliance data to identify at least 90% of high-risk facilities with repeat or escalating violations and prioritize these facilities in routine inspection planning in coordination with the Compliance Team. The planned rollout of the new electronic inspection system over the next two years will support more accurate documentation, streamline reporting, and enable trend analysis to guide program planning. By using inspection data to target high-risk facilities and recurring violations, the MFP will strengthen its focus on firms with repeat observations and improve statewide compliance with food safety requirements.

**Enforcement.** Enforcement activities will remain targeted and educational. When voluntary compliance is insufficient to protect public health, corrective actions will be issued promptly in the field to maintain food safety standards and ensure accountability. By integrating enforcement tracking into monthly work planning, the MFP will establish a baseline to monitor trends, assess outcomes, and measure the effectiveness of interventions over time. This will include incorporating enforcement data into routine planning and creating a dataset to track the frequency, timeliness, and outcomes of enforcement actions, with results reviewed twice per year.

### Produce Safety Program

These goals build on lessons learned in 2025 and reflect the program's commitment to practical, grower-centered food safety solutions that support both compliance and community-based food systems. Top priorities include:

**Support Subpart E compliance:** Deliver training, technical assistance, and clear guidance to help farms meet new agricultural water requirements.

Launch a voluntary produce safety certification pilot: Develop and pilot a non-regulatory certification to help small and exempt farms demonstrate safe practices to local buyers, building trust and market access.

**Strengthen program capacity:** Finalize the merger with the Manufactured Food Program and improve internal coordination to maintain service quality amid funding changes.

**Secure funding:** Obtain the next Cooperative Agreement with the FDA to sustain the capacity to deliver trainings, technical assistance, and resources that support growers in meeting produce safety requirements.

**Field compliance:** Continue education during inspections to help growers implement safe practices and reduce corrective orders.

### Retail Food Program

**Hiring Inspectors and Restructuring Inspection Territories.** At the close of FY25, three inspector positions remained vacant. Filling these positions is a priority for FY26. Once hiring is complete, the program will redistribute inspection territories based on staff home locations to reduce travel time and improve operational efficiency. Because inspectors spend more than 70% of their time in the field, restructuring territories will help lower costs and increase productivity.

**Complete Mobile License Inventory Improvements.** Many mobile food establishments have not been regularly inspected since initial licensing. The RFP will increase awareness of mobile food handling activities by completing a project to update the risk classifications of these facilities. This will ensure businesses are correctly classified and improve the program's understanding of their food handling activities and operational locations—ultimately enabling more efficient use of inspection resources.

**Modernize Delegation Agreements.** Because delegation contracts have been in place for more than two decades, this is an appropriate time to reassess and modernize them to reflect the current food industry and regulatory landscape. Several key developments support this need, including the implementation of the Biosecurity and Food Safety Modernization Acts, the development of national regulatory program standards, and recent updates to the MDA food licensing law. Updating the agreements will enhance operational clarity, align with current best practices, and strengthen the shared commitment to continuous improvement in food safety. In the coming months, the MDA will begin a collaborative process to modernize the delegation agreement and will engage delegated agencies throughout the effort to ensure updates reflect shared priorities, operational realities, and best practices.

□ **Issues/Challenges/Risks**

Like many public health regulatory agencies, the FFSD continues to face significant challenges, including shifting consumer preferences, a rapidly evolving and innovative food system, emerging business models, a difficult political climate, and tightening financial resources. To navigate these pressures, we will continue to emphasize demonstrating program outcomes through a return-on-investment framework that clearly connects industry fees and state legislative funding to measurable public health impact. This focus will help prepare the division for an anticipated increase in scrutiny of regulatory programs. Efforts to improve data quality and modernize data analysis will also continue, enabling more timely program decision-making and enhancing long-term efficiency and effectiveness.

Most importantly, recruiting, hiring, and retaining an excellent and engaged workforce will be essential to sustaining and enhancing the work of the FFSD. We will continue developing systems that support career growth and foster mastery and autonomy, enabling staff to excel in their roles as protectors of public health. Key initiatives include removing barriers to entry, standardizing positions using the competency-based framework established in the National Curriculum Standards and strengthening assessment standards to support advancement opportunities and ensure individuals can demonstrate required qualifications.

□ **Summary (Improvement or Innovation that Merits Award)**

The MDA FFSD operates with a model of continuous improvement and a strong focus on public health and service outcomes. This commitment is reflected in several recent accomplishments:

**Successful, stakeholder-informed legislative initiative.**

With the goals of simplifying the licensing structure, improving business access, enabling innovation and adaptability, strengthening alignment with food safety risk, and ensuring sustainable program funding, FFSD carried out a multi-phased legislative initiative grounded in extensive stakeholder input. Multiple listening sessions helped identify and prioritize needs, propose system changes, and establish a transparent process for developing the agency’s legislative proposal (described in detail in Appendix 5: Partner Feedback on Potential Food Licensing Model). This work resulted in significant statutory updates during the 2025 Minnesota Legislative Session, meeting both stakeholder and program needs while securing long-term sustainability for food inspection funding.

**Service improvement focus.**

In 2024 and 2025, staff in the Operations and Planning Section designed and implemented process-efficiency improvements for the FFSD inquiry management system. Enhanced inbox management, resource triage, and response-based work strategies were applied to more than 23,000 annual inquiries, reducing the average response time for licensing-specific inquiries from 15 days to 8 days.

Implementation of legislative changes to food licensing also created an opportunity to establish a pre-operational Technical Review Team (TRT) to improve customer service and increase data visibility in the licensing workflow. The TRT—comprised of staff from three inspection programs, Compliance and Enforcement, and the Operations and Planning Section—developed new business processes, a work management site, and updates to the agency licensing system, all within two months. Using only existing staff resources, 495 new license applications were processed in 6 months with an average start to finish time of 40 days; completed while simultaneously building out the review process and technical data support systems. Appendix 6 (Food Business License Process) illustrates the customer-centered TRT workflow.

**Enhanced strategic regulatory partnerships.**

FFSD has strengthened key partnerships that expand public health capacity and improve regulatory efficiency. Notably, the division deepened its collaboration with the new Minnesota Office of Cannabis Management by providing early organizational consultation, delivering high-quality food safety assessment training, and partnering through contractual inspections of cannabis edible manufacturers. This partnership increased statewide food safety capacity, reduced duplication for dually regulated businesses, and provided supplemental funding for the MFP. FFSD also continues its long-standing intra-agency partnership with the Pesticide and Fertilizer Management Division (PFMD) to coordinate responses to seasonal pesticide drift investigations affecting food and feed commodities. Using Rapid Response Team Incident Command System (ICS) expertise, the agencies developed a proactive, managed system for tracking laboratory analyses, assessing regulatory compliance, coordinating PFMD and FFSD staff assignments, and communicating with affected farmers. This well-established process now supports consistent deployment of investigative resources, defensible public health decisions, and informed farm management choices.

**Commitment to regulatory food safety culture.**

FFSD and its local agency partners have repeatedly demonstrated their commitment to protecting public health by prioritizing resources to respond to critical food recalls with direct impacts on consumers. These cross-program and multi-agency efforts ensured recalled products were rapidly identified and removed from store shelves. Examples include:

- **November 2023 fruit pouch recall:** 56 stores visited; recalled product removed from 2 stores.
- **June 2024 mushroom ingredient recall:** 28 stores visited; recalled product removed from 7 stores.
- **April 2025 toddler teething product recall:** 162 stores visited; all recalled items confirmed removed.
- **November 2025 powdered infant formula recall:** 140 stores visited; recalled product removed from 4 stores.
- **November 2025 recall of over 1,400 products exposed to rodent and bird infestation:** 56 stores visited; recalled product removed from 22 stores.

These actions required diverting staff from routine work but were prioritized to ensure all reasonable public health interventions were taken. Because of these swift and coordinated efforts, Minnesota families did not purchase or consume contaminated products.

□ **Attachments**

- Testimonials (maximum of two)
- Acknowledgements
- Appendices

Nominated by: Katherine Simon

Signature: \_\_\_\_\_

The winner of this award will identify an individual to receive travel funds (if available and pursuant to AFDO's travel policy) to attend the annual AFDO conference held in June in order to publicly receive an official plaque of recognition and will be given time on the program agenda to comment on the award. The winner will be invited to attend the AFDO Wiley Awards Banquet during the conference.

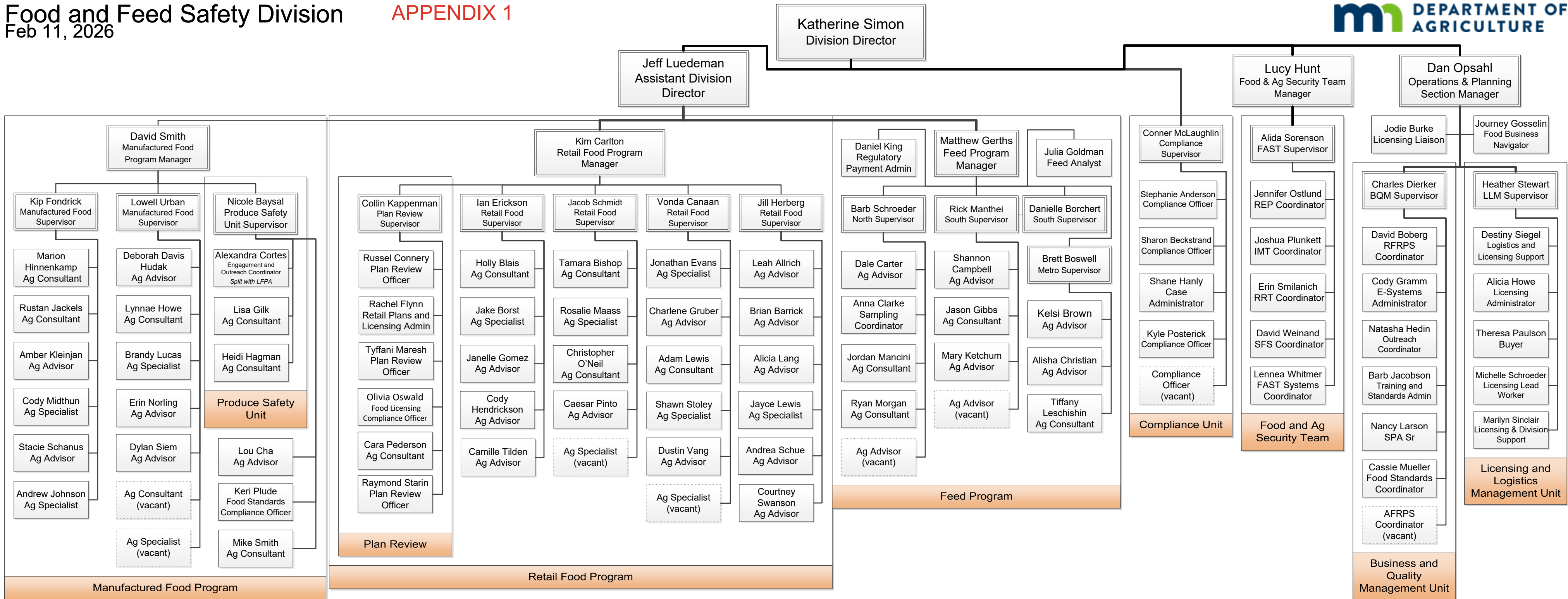
Attendance is not mandatory for receiving the award. Return this form, a photocopy of this form (both sides) and ***please submit by April 1*** to:

Dr. Joanne M. Brown  
Chair, AFDO Awards Committee  
Association of Food and Drug Officials  
155 W Market Street, 3<sup>rd</sup> Floor  
York, PA 17401

Phone: 717-757-2888

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APPENDIX 2

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# Manufactured Food Program Annual Report

2025 Annual Report

01/29/2026

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Minnesota Department of Agriculture  
Manufactured Food Program  
625 Robert Street North  
Saint Paul, MN 55155  
Phone: 651-539-3648

[www.mda.state.mn.us](http://www.mda.state.mn.us)

In accordance with the Americans with Disabilities Act, this information is available in alternative forms of communication upon request by calling 651-201-6000. TTY users can call the Minnesota Relay Service at 711. The MDA is an equal opportunity employer and provider.

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**Program Purpose**

The Minnesota Department of Agriculture (MDA)’s Manufactured Food Program (MFP) exists to ensure that the food Minnesotans and consumers across the world eat is safe, accurately labeled, and produced in facilities that follow good manufacturing practices. In doing so, we advance the MDA’s mission to enhance all Minnesotans’ quality of life by protecting the integrity of the food supply, supporting a resilient agricultural economy, and promoting public health.

The MFP partners with over 2,000 food manufacturers and warehouses across the state, from small, family-owned businesses to large commercial multinational operations, providing guidance, inspections, and licensing support to help them meet state and federal safety standards for the wholesale production and distribution of food. Our work is rooted in education, transparency, and risk-based approaches that encourage voluntary compliance while maintaining accountability.

Our efforts reflect the core functions and principles of the Food and Feed Safety Division: we maintain accurate inventories of regulated entities, assess conformance to regulatory standards, respond to food safety incidents, and administer enforcement when needed. We engage with industry, regulatory partners, and the public collaboratively, fostering continuous improvement and equitable outcomes in all we do.

This past year, the MFP emphasized being a partner as well as a regulator, helping food businesses understand *why* food safety matters, using data to improve services, and supporting the growth of a safe, thriving food industry in Minnesota.

## Program Goals and Objectives

During the past year, the MFP advanced its mission to protect consumers while supporting a safe, resilient, and compliant food manufacturing industry. Program goals focused on modernizing regulatory systems, strengthening consistency and accountability, and investing in a highly skilled workforce. Together, these objectives support continuous improvement in food safety outcomes across Minnesota.

### Goal 1: Modernizing and clarifying regulatory requirements

The MFP sought to improve transparency and accessibility of regulatory expectations for both new and existing food manufacturers. Objectives included developing clear guidance for complex processes, such as acidified food production, and improving public-facing licensing information to help firms understand requirements and navigate the licensing process efficiently by updating public-facing licensing web content. Another objective was to implement a risk-based inspection planning and monitoring process that includes routine supervisory review, with evaluation of monthly performance reports to track inspection timeliness and coverage for high-risk facilities statewide. The program's stretch goal was to complete 95% of high-risk manufactured food inspections within required timeframes, as tracked through the inspection database.

To strengthen food safety outcomes statewide, the program prioritized consistent, risk-based inspection planning and enhanced supervisory oversight. Objectives included completing high-risk inspections on schedule, improving data use for inspection monitoring, and reinforcing consistent expectations across regions and facility types.

### Goal 2: Skilled staff and stronger external partnerships

Recognizing that program effectiveness depends on staff education, the MFP invested in training, technical proficiency, and leadership development. Objectives included increasing the number of staff receiving Food and Drug Administration (FDA)-specialized training and expanding internal capacity through developing instructors by supporting at least two staff to complete instructor-level training to expand in-house expertise and reducing reliance on external resources.

These goals reflect the MFP's commitment to using education, data, and modernized systems to protect public health while supporting a strong and compliant food manufacturing sector.

## Program Impact

In FY25, the MFP made measurable progress toward its goals, strengthening food safety protections, improving regulatory consistency, and supporting Minnesota's food manufacturers through assessment, enforcement, licensing, and outreach activities.

### Goal 1: Modernizing and clarifying regulatory requirements

**Outcome: Clearer requirements and more efficient licensing**

Guidance development and licensing process improvements directly supported firms' understanding of regulatory expectations. Over 150 new food manufacturer licenses were issued during the fiscal year. Newly developed guidance documents, particularly for acidified foods and licensing requirements, improved transparency, reduced processing delays, and helped applicants better prepare for compliance before operations began.

**Outcome: Consistent, risk-based oversight**

The MFP completed more than 1,300 inspections statewide, with a strong focus on timely completion of high-risk inspections. Enhanced supervisory monitoring and data-informed inspection planning improved consistency across regions and facility types. Inspectors identified and addressed risks early by strengthening preventive food safety practices, particularly among small and emerging firms.

The MFP improved its on-time inspection completion rate as a result. This work resulted in an 8% improvement from the start of the year, demonstrating measurable improvements in efficiency by inspecting 100 additional firms this past year, even during a time of staffing variability.

**Outcome: Effective enforcement that reinforces compliance**

When voluntary compliance was insufficient, the program used enforcement tools to protect public health and maintain consumer confidence. During the fiscal year, 30 enforcement cases were managed in coordination with the division's compliance team. Actions ranged from warning letters to administrative citations, serving both corrective and educational purposes by reinforcing accountability while supporting facilities in improving preventive controls and management systems.

**Goal 2: Skilled staff and stronger external partnerships**

**Outcome: A more skilled and engaged workforce**

All inspectors completed FDA's standard training curriculum, and one staff member advanced through instructor-level training with FDA's Partnership for Regulatory Education and Training with a second team member well on their way. These investments strengthened technical expertise, inspection quality, and internal training capacity, directly supporting consistent and high-quality regulatory oversight.

**Outcome: Stronger partnerships through outreach and education**

Proactive outreach and education efforts connected the MFP with current and future food manufacturers, industry groups, and academic partners. Participation in 33 educational and outreach events improved the public's understanding of regulatory requirements, strengthened partnerships, and promoted voluntary compliance, which reinforces a preventive, collaborative approach to food safety.

**Program Outputs**

In 2025, the Manufactured Food Program conducted 1,665 inspections, prioritizing routine (1,164) and complaints investigated (327) (Table 1).

**Table 1: Types of inspections completed in 2025**

Type of Inspections	Inspection Description	Total Number in 2025
<b>Routine Inspections</b>	Risk-based inspections conducted at a scheduled frequency to ensure compliance with applicable food safety standards	1,164
<b>Complaints Investigated</b>	Targeted inspection to assess a specific possible concern	327
<b>New Licenses Issued</b>	Conducted to verify if a manufacturer or distributor meets requirements for food production.	111
<b>Educational and Outreach Events</b>	An organized event (in-person or remote) designed primarily to educate a variety of stakeholders	33
<b>Compliance Actions</b>	Conducted when firms do not make timely or adequate corrections to food safety observations	30

## Program Inputs

Behind every inspection, license review, and outreach effort are the people, tools, and systems that make the MFP effective at protecting public health and supporting Minnesota’s economy.

**People:** Our program relies on 18 full-time staff to achieve its objectives, along with multiple division-level team members to support its operation. Inspectors, supervisors, and support personnel are remotely positioned across the state to ensure timely and consistent service. As with any program, staffing levels are not consistent, and training is a significant impact to both the trainers and inspection capacity.

**Training:** Our team invests in ongoing professional development, completing an average of 40 hours of training per employee in areas ranging from food safety to leadership development.

**Systems:** The FDA’s Manufactured Food Regulatory Program Standards serves as the backbone of the program’s Quality Management System, streamlining how inspection and enforcement data is managed and used for decision-making.

**Funding:** MFP operations are supported through a combination of funds from state appropriations, dedicated license fees, and a contract and grant from the FDA. This enables inspections, staff training, and modernization projects that improve overall program effectiveness. The estimated MFP budget for the state fiscal year 2025 was \$2,160,133 total, with \$1,626,789 coming from dedicated fees, \$425,670 from the general fund, \$348,000 from special revenue (federal contract), and \$107,326 from a federal grant.

## Future Goals and Objectives

Looking ahead, the MFP will build on lessons learned to strengthen food safety, improve regulatory efficiency, and support Minnesota's food manufacturing community. We will also focus on modernizing systems, optimizing inspections, advancing workforce capability, and enhancing collaboration across programs.

### Assessment and response

The MFP will be focused on risk-based, data-driven inspections to identify and address potential food safety risks before they affect consumers. This will be accomplished, in part, by focusing our routine planning work with the Compliance team on firms not yet in the compliance system but showing early signs of repeat violations and inability to make corrections promptly. By December 31, 2026, use inspection and compliance data to identify at least 90% of high-risk facilities with repeat or escalating violations and prioritize them in routine inspection planning in coordination with the Compliance Team.

The rollout of the new electronic inspection system in the next two years will support accurate documentation, streamline reporting, and enable trend analysis to guide program planning. By using inspection data to target high-risk facilities and recurring violations where needed, the MFP continues to focus on firms having repeat observations and improving statewide compliance with food safety requirements.

### Enforcement

Enforcement activities will be targeted and educational. When voluntary compliance is insufficient to protect public health, corrective actions will be issued promptly in the field to maintain food safety standards and ensure accountability. By further integrating enforcement tracking into monthly work planning, the MFP will be establishing a baseline to monitor trends, assess outcomes, and measure the effectiveness of interventions over time. This will include tracking into routine work planning and establishing a dataset to monitor enforcement frequency, timeliness, and outcomes, with results reviewed biannually.

### Licensing

Modernizing the approach we take to license a firm is a priority. Objectives include clearly explaining what's expected and what compliance looks like. This year, the MFP is hiring a program-specific licensing specialist who will work within the division and with food license applicants. Objectives will focus on completing development of the modernized licensing process, including setting baseline performance metrics by using licensing-inspection data, along with completing onboarding and integration of a Manufactured Food Program licensing specialist, with defined roles supporting applicants, inspection staff, and compliance coordination.

### Outreach and education

Proactive outreach will continue to support voluntary compliance and promote a culture of food safety. The MFP will conduct targeted outreach, technical consultations, and cross-program training, including collaboration with the MDA's Produce Safety and Retail Food Programs by completing at least two cross-program training or outreach initiatives to improve consistency of regulatory expectations and inspection practices.

Outreach will focus on helping businesses understand regulatory expectations, licensing requirements, and implement best practices between programs to strengthen overall food safety performance. We plan to develop and disseminate at least three educational resources (e.g., guidance documents, webinars, or FAQs) addressing common compliance challenges identified through inspection data.

By focusing on these priorities, the MFP will continue to evolve its programs to meet emerging challenges, leverage new tools and data, and support a skilled, capable workforce. These strategic initiatives ensure that Minnesota's food supply remains safe, regulated efficiently, and supported by strong partnerships with industry and regulatory partners alike.

## **Acknowledgments**

The success of this past year belongs to the MFP team, including its inspectors, supervisors, administrative and program standards staff, along with our dedicated public health partners in the State of Minnesota and the FDA.

We also thank the Minnesota food industry for its continued commitment to producing safe, high-quality products. Together, we're building a food safety system Minnesotans can trust while promoting a thriving economy.

APPENDIX 3

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# Produce Safety Annual Report

2025 Annual Report

01/12/2026

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## Program Purpose

Since launching the Produce Safety Program in 2016, the Minnesota Department of Agriculture (MDA), in partnership with the U.S. Food and Drug Administration (FDA), has focused on helping Minnesota produce farms understand and comply with the Food Safety Modernization Act (FSMA) Produce Safety Rule (PSR). Nearly a decade later, the MDA continues to provide produce growers with the training, resources, and support needed to grow safe food and meet regulatory requirements, advancing MDA’s mission to promote public health and strong agricultural communities statewide.

In 2024, the FDA finalized Subpart E of the Produce Safety Rule, addressing agricultural water—one of the most significant risk factors in produce safety. With compliance dates beginning in 2025 for large farms, we are now entering a new phase: one where the full rule is in effect, and we can start to see its impact not only in inspections, but in safer practices taking root on Minnesota farms.

## Program Goals and Objectives

The Produce Safety Program worked to reduce food safety risks on Minnesota produce farms by supporting FSMA PSR compliance. Our goals helped the program stay focused on reducing risks, increasing compliance, and delivering support where it was needed most. In 2025, our activities were guided by the following goals:

### Goal 1: Provide timely, risk-based regulatory services

We complete 100% of the annual inspections for all medium and high-risk farms during their peak harvesting periods by the end of the calendar year. Inspection frequencies were based on consistent, proven practices, allowing the program to focus resources where risks were greatest.

### Goal 2: Improve on-farm food safety through education and support

To support on-farm food safety, the inspection process helped growers identify risks and implement corrective

actions. Inspections also helped farms better understand contamination sources and routes, supporting informed decision-making and continuous improvement.

As a direct extension of education provided during on-farm inspections, we also provided FSMA PSR grower trainings, including at least one in-person and one virtual session each year, with non-English and technology-free options as needed. We also offered refresher training resources in multiple formats, including live online sessions, in-person trainings, and self-paced online modules. To further support farms in applying what they've learned from our educational efforts (on-farm and trainings), we offered the Produce Safety Mini-Grant program, which supported them in implementing practical, on-farm improvements.

In 2025, we delivered two FSMA PSR Grower Trainings and maintained at least 80% training coverage among inspected farms. We provided refresher education in multiple formats and awarded mini-grants to at least 35 farms to support food safety improvements.

### **Goal 3: Maintain accurate farm status with updated inventory data**

We verified that 100% of the farms in the Produce Safety Program inventory had accurate information at least once every three years, while also identifying and adding new produce farms for early outreach and education. Data was collected through email, mail, phone, and on-site visits.

## **Program Impact and Outcomes**

### **Goal 1: Provide timely risk-based regulatory services**

- **On-time inspections conducted for 85% of covered farms:** 46 of 54 covered farms, including both routine and initial visits, were completed in 2025. Of the farms that were not inspected, they were lower-risk or newly identified farms, meaning they did not need an inspection during 2025.
- **Reduction in handwashing access issues by 89%:** Findings under 21 Code of Federal Regulations (CFR) 112.130(a) fell from nine in 2022, peaking in 2023 to 11, to one in 2025, reflecting major improvements in how farms place and maintain handwashing stations to support better worker hygiene.
- **Improvement in training record compliance by 77%:** Findings under 21 CFR 112.30(b) decreased from 13 in 2022 to 3 in 2025. This demonstrates that farms have improved how they document and maintain worker training records, ensuring that food safety training is consistently completed and verifiable.
- **Reduction in orders following targeted follow-up inspections by 75%:** Follow-up inspections at four farms with prior noncompliance showed orders decreased from 20 during routine inspections to five on follow-up inspections, a 75% reduction. All farms improved, with two farms achieving full compliance, demonstrating effective corrective actions addressing key produce safety risk factors such as employee hygiene, sanitation, and environmental contamination.

As shown in Figure 1, the most common issues observed in 2025 involved keeping food and nonfood contact surfaces, equipment, and tools properly cleaned and sanitized; preventing contamination of produce and food contact surfaces from condensate; repeating training when personnel are not meeting the required standards; and providing adequate annual training to all personnel who handle produce or food contact surfaces.

### **Most frequently cited observations on covered farms in 2025**

**Figure 1: The most frequently cited observations from all inspections completed in 2025**




Maintain food contact and nonfood contact surfaces — clean and sanitize regularly to protect covered produce. 112.123 (d)(1-2)



Prevent contamination of produce and food contact surfaces from floors, walls, ceilings, fixtures, ducts, pipes, and condensate. 112.126(b)(1-2)



Repeat training as needed when personnel are not meeting required standards. 112.21(d)



Provide adequate training to all personnel who handle covered produce or food contact surfaces at least annually. 112.21 (a)

## Goal 2 - Improve on-farm food safety through education and support

- **Produce Safety Alliance Grower Training:** 44 of the 54 (81%) inspected farms have had at least one person complete the Produce Safety Alliance Grower Training, an 8-hour course designed to help farms identify and reduce biological risks to food safety and understand corrective actions. In 2024, 95% of inspected farms completed this training. The decrease in 2025 reflects farms that newly grew into inspected status and have not yet completed the required training.
- **Newsletters:** Five newsletters were distributed in 2025, reaching approximately 4,300–4,700 stakeholders per issue. Engagement was strong, with an average unique open rate of 36%, well above public-sector benchmarks. Across the year, readers consistently interacted with newsletter content, generating 120–220 clicks per issue. This suggests that growers and partners are not only reading but also taking action—accessing guidance, events, training links, or regulatory updates.
- **Support for Beginning Farmers (35% of Applicants):** Thirty-five percent of Produce Safety Mini-Grant applicants (43 of 124) identified as beginning farmers, demonstrating the program’s role in helping new growers implement safer produce handling and hygiene practices early in their operations.

### Mini-grant applicant experiences

"It was very easy—most grants require lots of time to fill out!" – anonymous

"The process was very straightforward. The questions were clear and concise." – anonymous

"Mini-grant helps small farmers to purchase some [things] needed for food safety." – anonymous

## Goal 3: Delivering accurate farm status with improved inventory data

The Produce Safety Program Grower Questionnaire is a tool we developed to help farms identify their status under the PSR and assist the Produce Safety Program in building and maintaining the Produce Farm Inventory. As shown in Figure 2, in 2025, there were 432 responses, as farms are now being asked every three years to complete the grower questionnaire.

- **Reduced grower reporting time by 72% through streamlined data collection:** Use of a pre-populated inventory form reduced survey completion time to approximately five minutes for returning farms,

saving growers an average of 13 minutes compared to first-time respondents and supporting a less intrusive, more efficient reporting process.

- **Early engagement with new produce farms through inventory and outreach:** In 2025, inventory efforts identified approximately 188 potential new produce farms. Through online surveys and follow-up phone outreach, 117 new farms were reached and received education on the Produce Safety Rule and clarification of their coverage status, strengthening early compliance and preventive food safety practices among new operations.

Figure 22: Produce Safety Grower Questionnaire by the numbers in 2025



## Program Outputs

### Goal 1: Provide timely risk-based regulatory services

In 2025, the Produce Safety Program conducted 59 inspections, prioritizing routine (33) and follow-up (4) visits based on farm risk level (Table 1).

Table 1: Types of inspections completed in 2025

Type of Inspections	Inspection Description	Total Number in 2025
<b>Routine Inspections</b>	On-farm annual visit to review all food safety components under PSR	33
<b>Initial Inspections</b>	Initial on-farm inspection to review all food safety components under PSR, mainly for educational purposes	13
<b>Follow-up</b>	To determine if previously issued observations have been corrected	4
<b>Complaint</b>	Conducted in response to a complaint from outside the Produce Safety Program, which may involve sampling	1
<b>Investigation</b>	Targeted inspection to assess a specific possible concern	2
<b>Consultation</b>	Joint inspection with the FDA, where the FDA has oversight	1

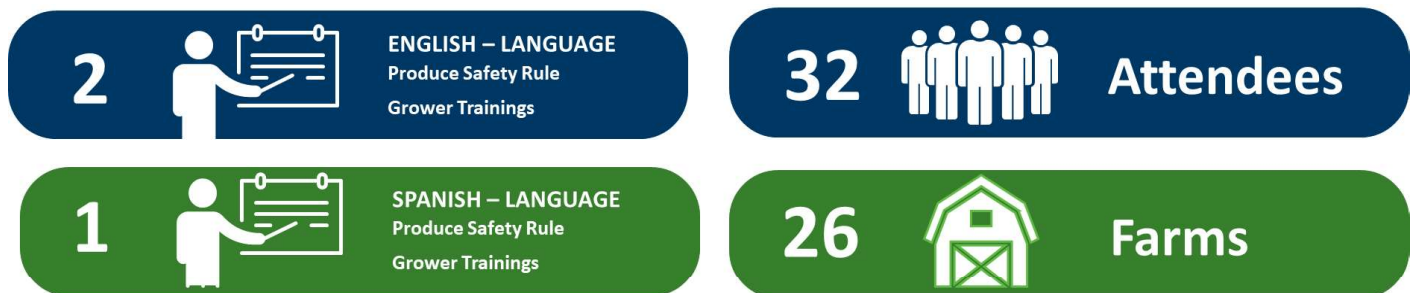
Type of Inspections	Inspection Description	Total Number in 2025
<b>On Farm Readiness Reviews</b>	Non-regulatory, confidential visit to a farm to assess a farm’s readiness for compliance with the Produce Safety Rule	5
<b>Total Inspections Completed</b>	All inspections from the 2025 growing season	59

## Goal 2: Improve on-farm food safety through education and support

The Produce Safety Program offers a range of services designed to strengthen food safety practices, including training, educational field days, a program newsletter for farms, and financial support through a mini-grant.

In 2025, we held two FSMA PSR Grower Trainings in English and partnered with the Produce Safety Alliance to support a Spanish-language training. Thanks to this collaboration, Minnesota growers were able to attend the national training at a reduced cost. Across these three sessions, as shown in Figure 3, 32 growers from 26 farms took part, expanding their knowledge and strengthening food safety practices across the state.

**Figure 3: Produce Safety Rule Grower Trainings by the numbers in 2025**



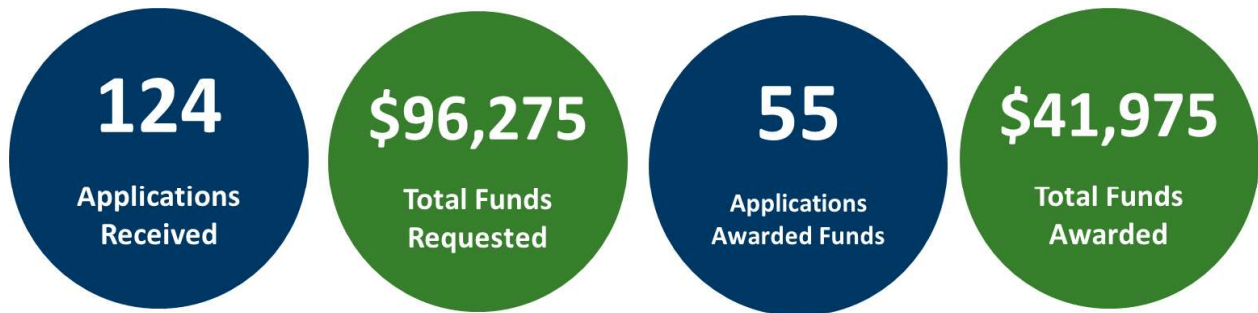
The Produce Safety Program worked to expand refresher training opportunities for growers and farm workers who had already completed the FSMA Produce Safety Rule Grower Training but wanted to strengthen their knowledge and skills. In May, we offered a virtual Spanish-language refresher course. This free training brought together farm owners and workers from both small and large farms, with 22 attendees. Trainers used videos, interactive discussion, and a workbook to revisit core food safety concepts and practical strategies for reducing risk.

Continuing to focus on refresher training, in partnership with the University of Minnesota Extension, four self-paced, online refresher modules were developed in 2025. These short virtual trainings are designed to give growers flexible options to review key aspects of the Produce Safety Rule at their own pace. This refresher video series—covering worker health and hygiene, soil amendments, wildlife and land use, and postharvest sanitation— has received over 200 total views since being released in the autumn of 2025, helping growers reinforce essential Produce Safety Rule concepts and improve compliance through accessible education.

Supporting on-farm food safety also includes targeted financial assistance through the Produce Safety Mini-Grant, which helps farms invest in practical food safety improvements that reduce risk. As shown in Figure 4,

interest remained strong in 2025, with 124 applications requesting nearly \$96,275 in support. Through a lottery process, 55 farms received awards totaling almost \$42,000, with most funds directed toward items such as harvest totes, waxed boxes, and pull wagons and carts. By providing modest, practical support, the mini-grant complements training and outreach efforts, helping farms implement safer practices while maintaining the program’s regulatory focus.

**Figure 4: Produce Safety Mini-Grant by the numbers in 2025**



### Goal 3: Delivering accurate farm status with improved inventory data

A farm’s status determines its requirements under the PSR and can change from year to year based on markets and sales data. For 2025, the program finalized the process for targeted outreach, including phone calls and farm visits, helping to ensure that farms are accurately assigned. This effort strengthens the Produce Safety Program’s ability to provide tailored education and support. The following data provides an overview of farm statuses for 2025 compared to 2024.

**Table 2: Total Produce Farms: 2024 MDA Data vs. 2025 MDA Data**

PSR Farm Status	Status Requirements	MDA Produce Farm Inventory 2024	MDA Produce Farm Inventory 2025
<b>Covered</b>	Must follow the full standards of the rule; farms are subject to a routine inspection	45	54
<b>Eligible for Exemptions</b>	Must keep certain records; farms are not subject to a routine inspection	207	200
<b>Excluded</b>	The rule doesn’t apply; farms are not subject to routine inspection	791	908

### Program Inputs

The Minnesota Produce Safety Program was funded primarily through an FDA cooperative agreement, with \$500,211 allocated for FY26 (July 1, 2025 – June 30, 2026), down from \$551,500 in FY25. This reduction required adjustments to staffing and operations, including a decrease in the unit supervisor role from 0.97 full-time equivalent (FTE) to 0.7 FTE. Additional support included two full-time inspectors, 0.2 FTE for outreach and inventory, and 0.1 FTE administrative support funded through general funds. To address ongoing budget threats,

the program merged operations with the Manufactured Food Program to increase stability and efficiency. Supplemental funding from USDA Specialty Crop Block Grants supported mini-grants, grower trainings, and continuing education efforts.

## Future Goals / Objectives

In 2026, the Produce Safety Program will continue core operations and focus on supporting farms through key transitions, expanding access to voluntary food safety tools, and strengthening program capacity. The goals build on lessons learned in 2025 and reflect our commitment to practical, grower-centered food safety solutions that support both compliance and community-based food systems.

### Top priorities include:

- **Support Subpart E compliance:** Deliver training, technical assistance, and clear guidance to help farms meet new agricultural water requirements.
- **Launch a voluntary produce safety certification pilot:** Develop and pilot a non-regulatory produce safety certification to help small and exempt farms demonstrate safe practices to local buyers—building trust and market access.
- **Strengthen program capacity:** Finalize merger with the Manufactured Food Program and improve internal coordination to maintain service quality amid funding changes.
- **Secure funding:** Obtain the next Cooperative Agreement with the FDA to sustain the capacity to deliver trainings, technical assistance, and resources that support growers in meeting produce safety requirements.
- **Field compliance:** Continue education during inspections to help growers implement safe practices and reduce corrective orders.

## Acknowledgments

This work is only possible because of the farmers and partners who walk alongside us. In 2025, Minnesota produce growers shared their perspectives through the Grower Questionnaire, joined trainings and field days, and offered thoughtful feedback that helps shape our program. We are equally grateful to our partners within and beyond the Minnesota Department of Agriculture, who contributed their time, expertise, and stories, especially the University of Minnesota, which continues to partner with us on education, such as the refresher videos, which take an incredible amount of time. Together, we are building a stronger foundation for food safety and supporting the success of farms across the state.

Appendix 4

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# Retail Food Program Annual Report

2025 Annual Report

01/31/2026

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## Program Purpose

The Minnesota Department of Agriculture's (MDA) Retail Food Program (RFP) protects public health by ensuring that food sold at retail is safe, wholesome, and accurately represented. The program fulfills this mission by reducing risks associated with foodborne illness through oversight of retail food establishments and by promoting sound food safety practices statewide.

Retail food establishments include businesses that sell food directly to consumers or indirectly through delivery or online platforms. Examples include grocery stores, meat markets, convenience stores, bakeries, mobile food units, wineries and taprooms, vending machines, micro markets, and farmers' market stands. These businesses serve as the primary point of contact between consumers and the food supply, making effective regulation essential to prevent illness and maintain consumer confidence.

To meet these needs, the program conducts risk-based inspections and provides education to operators, ensuring compliance with state and federal food safety requirements. Additional activities include construction plan reviews for new or remodeled facilities, Hazard Analysis and Critical Control Point (HACCP) plan reviews for specialized food processes, and Country of Origin Labeling (COOL) reviews under a cooperative agreement with the United States Department of Agriculture (USDA). The program also oversees delegated local health agencies and participates in the Food and Drug Administration's (FDA) Voluntary National Retail Food Regulatory Program Standards to continuously improve regulatory practices.

Through these efforts, the RFP supports a safe and reliable food system, aligning with the MDA's broader vision to protect public health and strengthen consumer trust in Minnesota's food supply.

## Program Goals and Objectives

In Fiscal Year 2025 (FY25), RFP activities were focused on goals that support timely service, consistent regulation, and preparation for future modernization:

- Complete licensing inspections on time so new and expanding businesses can open promptly once food safety requirements are met.
- Respond quickly to serious public health complaints to stop unsafe food handling before it harms the public.
- Process plan reviews, HACCP submissions, and variance requests efficiently to give industry partners predictable timelines.
- Conduct routine inspections to maintain consistent oversight and compliance statewide.
- Audit all seven delegated agencies to ensure Minnesota's retail food safety standards are applied uniformly.
- Prepare for statewide license modernization in fiscal year 2026 (FY26) by aligning processes and resources with upcoming system changes.
- Hire and retain plan review officers and inspectors to keep staffing levels strong and support timely service delivery.

## Program Impact

In FY25, the RFP delivered significant outcomes that strengthened food safety, enhanced regulatory consistency, and supported public health across Minnesota.

### Increased inspection and enforcement activity

Inspection and enforcement activity increased due to increased staffing and more efficient work planning in FY25. Key growth areas from FY24 included licensing inspections (up 5.6%), routine inspections (up 12%), complaint inspections (up 14.3%), re-inspections (up 25.5%), and follow-up inspections (up 19.9%). Associated review of retail inspections for further compliance actions also increased (up 11.9%). These increases indicate the RFP supported public health by spending more time interacting with the food establishments we regulate, identifying food safety risks, and providing additional regulatory oversight for businesses with critical violations to promote compliance with food safety regulations.

### Identified contaminated food

During routine surveillance sampling in January 2025, inspectors collected a food product that tested positive for *Listeria monocytogenes*, a type of bacteria that can cause significant illness or death. This resulted in a multi-state recall that removed contaminated food from commerce and prevented potential illness among vulnerable populations.

### Supported industry trends

The RFP navigated changes in the retail food industry and worked with partners to establish uniform standards for emerging trends. The Plan Review team identified increased interest in agritourism food models, the use of temporary or portable structures intended for permanent use, and continued interest in business models that allow dogs in customer areas of food establishments.

The RFP's HACCP team developed greater proficiency in evaluating less common specialized processes, such as canning, fermentation, and freeze drying. Additionally, the HACCP team noted significant increases in requests to review custom recipes and processes from smaller food producers interested in growing their business.

Both the Plan Review and HACCP teams participated with regulatory partners in Minnesota-based community of practice meetings, which streamlined plan review procedures and aligned statute interpretations, reducing delays and improving clarity for industry partners. These efforts ensured innovative practices could grow while maintaining strong protections for public health.

### Strengthened regulatory consistency

The RFP evaluated seven delegated local health agencies to ensure uniform application of food safety standards during FY25. These periodic audits serve to ensure a consistent regulatory approach across jurisdictions in Minnesota, enhance food safety, and eliminate duplication of work across jurisdictions. Assessment of these audits continues into FY26, when preliminary results and any necessary corrective actions will be completed.

## **Improved training and education**

Using a National Environmental Health Association (NEHA) FDA Retail Flexible Funding Model grant, the program developed two new online training modules on inspecting mobile food units and retail meat and seafood operations. These modules intend to improve food safety and inspection quality by serving as refresher training for inspectors ahead of complex or uncommon inspections. These resources are accessible to inspectors from the MDA, the Minnesota Department of Health (MDH), and local health departments across Minnesota. Five modules are currently available, and additional topics are planned for FY26.

## **Enhanced staff mentorship**

The RFP implemented a structured mentorship initiative to support new employee onboarding and professional growth. New guidance materials and an electronic training module were introduced, along with a pre-mentorship role to help new hires connect with potential mentors. This initiative directly impacted the RFP's ability to support new staff, share institutional knowledge more efficiently, and increased job satisfaction for new and experienced staff who participated.

## **Program Outputs**

### **Inspections**

In FY25, the RFP conducted different inspection types to reduce food safety risks in food establishments, both before and after licensing.

- Before licensing approval: Inspectors reviewed and verified facility design, equipment, and planned food production met safety standards.
- After licensing: Once approved, establishments received regular routine inspections. How often these happened depended on how complex the operation was and its level of risk. Routine inspections make up most of the inspections RFP inspectors conduct each year.

Inspectors also completed a range of additional inspection activities, including follow-up and re-inspections to address violations identified during previous inspections; complaint and investigation inspections to address specific issues; sampling inspections to collect samples for laboratory analysis; and plan review inspections to verify that remodels or operational changes complied with food code standards. The RFP also conducted COOL inspections under contract with the USDA to evaluate federal labeling requirements of specific foods.

### **Plan Review and HACCP approvals**

The MDA's Plan Review and HACCP teams sustained high productivity throughout FY25, advancing food safety oversight through collaboration, engagement, and responsiveness to industry trends.

The Plan Review team processed a substantial volume of submissions related to new construction, major remodels, and significant changes in food handling operations. Despite the retirement of two senior officers, the team maintained high levels of service and rebuilt capacity with the hiring of two

new Plan Review Officer. In the past 18 months, helping restore institutional knowledge and meet growing industry demand. FY25 saw increases in small-scale remodels and increased interest in food businesses related to agritourism, contributing to a higher overall volume of plan reviews.

The HACCP team adapted to staffing changes by shifting two inspectors to part-time HACCP review roles, expanding internal expertise, and improving response times. The team continued to support food operators navigating specialized processes and regulatory requirements.

**Table 1: Types of inspections completed in 2025**

Type of Inspections	Inspection Description	Total Number in 2025
<b>Routine</b>	Risk-based inspections conducted at a scheduled frequency to ensure compliance with applicable food safety standards	3,462
<b>Licensing / Plan Review</b>	Assess facilities and equipment to ensure changes in business ownership and food production meet food safety standards	447
<b>Follow-up / Re-inspection</b>	Assess and determine if previously issued observations have been corrected	385
<b>Complaint</b>	Conducted in response to a food or facility complaint	120
<b>Investigations &amp; Consultations</b>	Targeted assessment addressing a specific possible concern	140
<b>County of Origin Labeling (COOL)</b>	Assess compliance with federal labeling requirements	65
<b>Sampling</b>	Collection of food products for 180 total lab analyses	40
<b>Total Inspections Completed</b>	All inspections from FY25	4,659

**Table 2: Plan Review and HACCP Activities**

Activity	Description	FY25 Totals
<b>Plan Review Approvals</b>	Assessments of newly licensed and remodeled food establishments	409
<b>HACCP Plan Approvals</b>	Approvals of plans that establish safe practices for complex food processes	62
<b>Inquiries</b>	Questions from industry, academic, and regulatory partners	8,000

**Outreach and engagement**

In FY25, RFP staff actively engaged with industry, regulatory agencies, and service organizations to strengthen partnerships and share expertise. Outreach efforts ranged from local collaborations to presentations for international audiences. These activities fostered the exchange of new ideas and strategies, improved communication between regulators and the retail food industry, and enhanced the program’s ability to support safe food practices statewide.

**Table 3: Outreach and Engagement Activities**

Outreach Type	Description or Location
<b>Presentations</b>	<ul style="list-style-type: none"> <li>• Minnesota Environmental Health Association (MEHA) Spring and Winter conferences</li> <li>• North Dakota Environmental Health Association Conference</li> <li>• FDA Retail Food Protection Seminar</li> <li>• National Environmental Health Association (NEHA) Annual Education Conference</li> <li>• NEHA/World Health Organization World Food Safety Day</li> <li>• MDA Delegated Agency Training Day</li> <li>• Podcasts, industry conferences, and local events at the request of the organizers</li> </ul>
<b>Newsletters</b>	<ul style="list-style-type: none"> <li>• Quarterly publications to food establishments licensed by the RFP</li> </ul>
<b>Other Outreach and Engagement</b>	<ul style="list-style-type: none"> <li>• Voluntary Retail Food Program Standard Workshops</li> <li>• Meetings with industry partners</li> <li>• Educational career days</li> <li>• Industry training before special events</li> <li>• Community of Practice meetings</li> <li>• Participation in the Local Food Advisory Committee and Minnesota Food Safety and Defense Task Force</li> </ul>

Outreach Type	Description or Location
<b>Professional Organization Participation</b>	<ul style="list-style-type: none"> <li>• 27/29 staff were members of at least one professional organization</li> <li>• 2 staff served on the Minnesota Environmental Health Association (MEHA) Board of Directors</li> <li>• 2 staff served on the MEHA committees</li> <li>• 1 staff served on the NEHA Board of Directors</li> </ul>

## Program Inputs

### Staffing

The Retail Food Program relies on a highly trained workforce to deliver food safety oversight across Minnesota. Inspectors apply a risk-based approach during inspections to evaluate hazards in food processing and storage, helping establishments identify practical solutions for compliance and prioritizing education at every visit.

Staffing resources continued to be a critical input in FY25. The program experienced turnover among inspectors, requiring ongoing recruitment and training. Of 22 inspection territories, 17 were filled with fully trained inspectors, while two territories had inspectors in training and three remained vacant. Two inspectors completed initial training during FY25.

Professional development is another key investment. Retail Food inspectors work toward the Registered Environmental Health Specialist/Registered Sanitarian (REHS/RS) credential, a nationally recognized standard demonstrating competency in food safety and related environmental health disciplines. In FY25, three inspectors earned the REHS credential, and 13 of 19 inspectors currently hold this certification.

### Program funding

RFP operations are supported through a combination of funds from state appropriations, dedicated license fees, and a contract with the USDA. This enables inspections, training, and provides the RFP with a level of flexibility to plan program improvements and therefore to support public health. The estimated RFP budget for the state fiscal year 2025 was \$4,365,135 total, with \$3,064,605 (70%) coming from dedicated fees, \$1,242,530 (28%) from the general fund, and \$58,000 from special revenue (federal contract).

### Voluntary National Retail Food Regulatory Program Standards (VNRFPS)

The RFP follows the VNRFPS, which are standards designed to help food regulatory programs enhance the quality of services they provide to both the industry and public. These standards also act as an internal quality assurance program, ensuring that services are delivered consistently and equitably across the state. The MDA is approaching the end of a five-year assessment cycle and is currently conducting a self-assessment to determine if the program still meets all standards, which will continue

into FY26. This effort is guided by the program manager and conducted by the retail program standards & network coordinator, who may be assisted by RFP staff.

## **Future Goals/Objectives**

The RFP has identified several priorities for FY26 to ensure the integrity of the food supply in Minnesota. These goals focus on adapting to food license modernization, strengthening workforce capacity, improving operational efficiency, and increasing oversight of mobile food establishments.

### **Implement food license modernization**

The MDA began a food licensing modernization project in 2024 to improve how licenses are issued and better reflect the state's evolving food business landscape. Revisions to the MDA food licensing law were signed into law by the Governor Tim Walz on May 23, 2025, and went into effect on August 1, 2025. As a part of this project, the RFP will develop training and communication strategies for staff and stakeholders, create standard operating procedures for the new licensing process, and hire a dedicated position to manage licensing applications efficiently and equitably.

### **Hiring inspectors and restructuring inspection territories**

At the close of FY25, three inspector positions remained vacant. Filling these positions is a priority for FY26. Once hiring is complete, the program will redistribute inspection territories based on staff home locations to reduce travel time and improve efficiency. Inspectors currently spend more than 70% of their time in the field, so restructuring territories will help lower costs and increase productivity.

### **Complete mobile license inventory improvements**

Many mobile food establishments have not been regularly inspected since they were initially licensed. The RFP plans to increase our awareness of mobile food handling activities by completing a project to update the risk classifications of these facilities. This will ensure businesses are classified at the appropriate risk level and improve the RFP's understanding of their food handling activities and locations they operate at, which will enable efficient use of RFP inspection resources.

### **Modernize delegation agreements**

Given that the delegation contracts have been in place for over two decades, now is a fitting time to revisit and ensure it supports the current food industry and regulatory approach. Several key developments support this need, including the implementation of the Biosecurity and Food Safety Modernization Acts, the development of national regulatory program standards, and recent changes to the MDA food licensing law. Updating the agreement will enhance operational clarity, align with current best practices, and strengthen our shared commitment to continuous improvement in food safety.

In the coming months, the MDA will begin a collaborative process to modernize the delegation agreement. We will engage our delegated agencies throughout this effort to ensure that updates reflect shared priorities, operational realities, and best practices.

## Acknowledgments

The MDA's RFP extends its sincere appreciation to our inspection team for their dedication to protecting public health and ensuring a safe food supply across the state. Their professionalism and commitment to education, compliance, and consumer confidence form the foundation of our program's success.

We also thank our leadership, administrative staff, and partners, including local health agencies, industry stakeholders, and retail operators, for their collaboration and shared commitment to food safety. Together, we strengthen Minnesota's food system and uphold the high standards that keep our communities safe.

APPENDIX 5

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## **Partner Feedback on Potential Food Licensing Model**

A summary of partner feedback on a potential new food licensing model for the Food and Feed Safety Division

November 6, 2024

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## Introduction

The Minnesota Department of Agriculture (MDA) Food and Feed Safety Division is considering improvements to how the MDA structures its food licensing. The Minnesota State Legislature last made major modifications to the MDA food licensing in 2003. Recently, the agency has heard of challenges due to the current licensing, including:

- Barriers due to the system of classification and place of business.
- Classifications that have been challenging for innovative business models.
- System does not clearly relate to food safety risk or programs.

In 2024 the MDA initiated a Food Licensing Model project to identify and plan actions to address challenges with current food licensing.

### Phase 1 - Initial Input Gathering

The MDA initiated the engagement process with the independent consultant, [The Improve Group](#) interviewing people affected by food licensing in Minnesota. In an initial round of interviews (“Phase 1”), people impacted by food licensing in Minnesota shared that in general, those with years of experience know how to use the system and where to get questions answered. Figuring out classifications and what license is needed are primary complaints among those who find the system challenging. Participants in interviews said the system works smoothly once they have their license. About a third of interviewees said their experience with MDA food licensing has generally been positive and they are clear about how they fit in the license system and what steps they need to take.

Understanding classifications and identifying what license is needed were the primary complaints among those who find the system challenging. Some said the connection between license types and food safety concerns was not always evident. Entrepreneurs may have flexible business models that cross current license categories, some said. Participants also recommended addressing the financial and workload impact licensing may have on small businesses whose functions are spread out across several sites, and, perhaps relatedly, how to address shared-use facilities. Participants recommended addressing where multiple licenses for different locations create added fees, especially for businesses working across categories and/or evolving over the license period.

Some participants identified issues related to jurisdiction in addressing how food licensing coordination happens with the Tribal Nations that share Minnesota’s geography.

See the Phase 1 report, “Stakeholder Input on the Food Licensing Model” (in appendix) for more detail.

### Phase 2 – Potential Model Feedback

In response to this Phase 1 input, the MDA developed a new potential licensing model. The MDA aims to simplify and better facilitate business access, innovation, and adaptation/evolution with the potential model. It also hopes to better represent food safety risk. This report analyses feedback on the potential model (Figure 1).

The model proposed to restructure five current license classifications into a new model with four license categories (Table 1).

**Table 1: Changes in food licensing with potential model.**

Current License Classifications	Potential License Categories
<ul style="list-style-type: none"> <li>• Retail Food Handler</li> <li>• Retail Mobile Food Handler</li> <li>• Wholesale Food Handler</li> <li>• Wholesale Food Processor or Manufacturer</li> <li>• Food Broker</li> </ul>	<ul style="list-style-type: none"> <li>• Home Food Processor</li> <li>• Small-Scale Food Handler</li> <li>• Food Handler</li> <li>• Mobile Food Handler</li> </ul>

See the “Overview of MDA’s Potential Food Licensing Model” PowerPoint in the Appendix for more detail.

The MDA partnered with St. Paul-based consulting cooperative, The Improve Group, to seek feedback on the potential licensing model. The Improve Group used listening sessions, a virtual bulletin board, and a survey to gather input in September and October 2024.

**Figure 1: Process to develop potential food licensing model.**



## Phase 2 Analysis

Phase 2 focused on soliciting feedback on the potential licensing model. The MDA and The Improve Group used a survey, listening sessions, and a virtual bulletin board to collect feedback from people affected by license structures.

Fifty-five people attended three listening sessions in September 2024. Participants included food system advocates, farmers and growers, retailers (permanent and mobile/temporary), manufacturers, and wholesalers. Thirty-seven people completed the survey. The virtual bulletin board had eight unique “post-ers” and the informational video had 220 views.

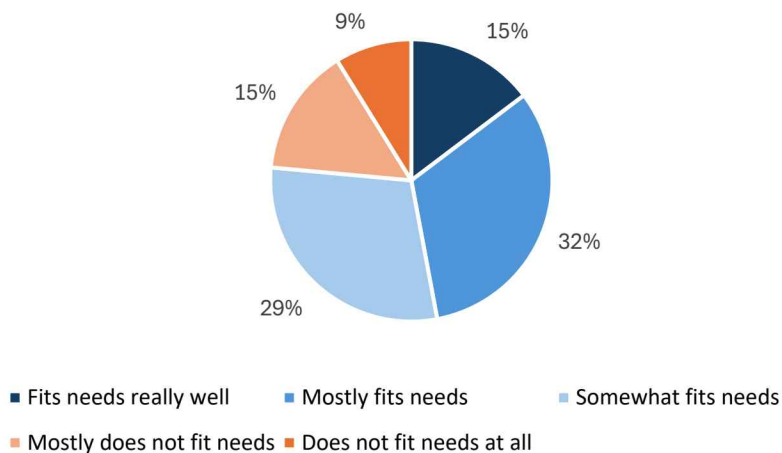
### What people liked about the potential model

Listening session conversations and virtual bulletin board posts indicated people saw the potential structure as **simplified and streamlined**. People said this helps with training (e.g., avoiding the struggle of clarifying wholesale versus retail categories); makes licensing easier to approach; and makes licensing easier to understand and interpret for people who are not part of the field.

Most people who responded to the survey said **the potential model fits their needs** (Fig. 2). About 75% of those responding to the survey said the new structure fits their needs to some degree, with almost half of respondents saying it would fit their needs “mostly” or “really well.”

**Figure 2: How well survey respondents said the new structure fits their needs.**

A majority of survey respondents feel the potential model fits their needs to some extent.

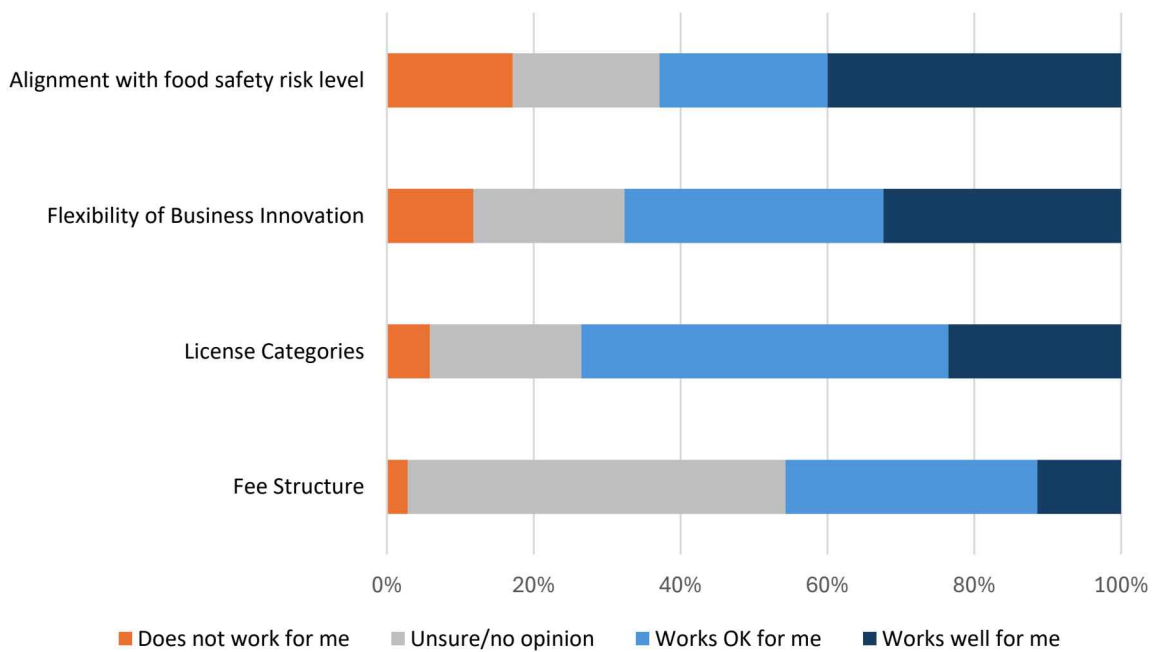


Similarly, 80% of survey respondents indicated being somewhat, fairly, or very confident they **could identify what category of license would best fit their situation**. However, one farmer/grower and one economic/development/community impact advocate identified that they were not at all confident that they could identify what category of license would best fit their situation.

Participants in listening sessions and bulletin boards said the potential structure **aligns better with the reality of today’s retail structure and the growth and flexibility businesses need**. They said the potential structure is more responsive to different businesses. Similarly, 74% of survey participants said the model’s **license categories** worked “well” or “OK” for them, and 67% said the model’s **flexibility for business innovation** worked “well” or “OK” for them (Fig. 3).

*“This new structure would allow my business to expand in a way that would not be prohibitive but would be financially sustainable. As a registered [Cottage Food Producer], having an opportunity to operate as a Home Food Processor would be a huge gamechanger for my business.”*  
 -Bulletin board participant

**Figure 3: Degree to which survey respondents said various aspects of the potential model work for them.**



Participants in listening sessions and bulletin boards specifically mentioned liking that umbrella licensing covers multiple locations of business (e.g., both storage and off-site sales). Nearly all survey respondents (94%) said the structure of one license per business fits their needs either somewhat, mostly, or really well.

In the survey, 45% of respondents said the fee structure works “OK” or “well” for them. Just over half (51%) were unsure or had no opinion on the fee structure. Listening session participants noted they liked the proposal of pro-rating license fees.

These changes can support newer organizations, one person said. Others commented:

*“This feels flexible for an organization that is just starting off and as they grow.”*

*-Listening session participant*

*“This new structure would absolutely allow me to branch out and try new and different things!”*

*-Bulletin board participant*

The potential structure **relates more clearly to food safety**, listening session and bulletin board participants noted. For example, people liked the application of facility and operating standards based on activity rather than raising everything to Food Code standards if a business has any retail component. In the survey, 63% of participants said the potential model’s alignment with food safety risk level worked “well” or “OK” for them. A few survey respondents who indicated that the alignment with food safety risk level does not work for them identified a need for more information on how food safety will be ensured within the growing cottage food industry.

The potential structure also **allows for expanded sales of product types produced in home kitchens**, said participants in listening sessions and the virtual bulletin board.

*“Home food processor makes sense as bridge between cottage and food handler.”*

*-Listening session participant*

No strong patterns emerged among what people liked based on their role (food system advocate, farmer/grower, retailer, manufacturer, or wholesaler in the food industry). Retailers, especially from larger-scale operations, more often mentioned that they did not anticipate much change for themselves and were pleased about that.

## **Uncertainties or concerns**

Listening session conversation participants and virtual bulletin board posts expressed some **uncertainties or concerns** about the potential licensing model. Several requested MDA consider longer license periods between renewals.

A few participants expressed **concern about the Home Food Processor license and food safety**, with comments that:

- Products should be clearly labeled as coming from a home kitchen,
- Food safety risk increases with no sales cap and the allowance of TCS food, and
- Locations where food is handled should be inspected.

A minority (about 25%, n=8) of survey respondents said this new structure did not meet their needs. None of the three farmer growers who responded to the survey thought it would fit their needs well.

## Questions or clarifications

Questions or clarifications came up among listening session and bulletin board participants around the following themes:

- Clarifying that this potential model does not mean any changes to current MDA authority, regulations, what is exempt from licensing, or inspector roles.
- Seeking details of training and requirements, especially for the new Home Food Processor license (for which these details were not yet developed).
- Looking to understand what distinguishes one category from another (e.g., does volume of sales or particular activity mean an entity should now move on to a different/higher license category?).

Questions specific to the potential Home Food Processor category included:

- What does not “co-mingling” with Cottage Food registration mean?
- What are allowable activities and requirements? (focus of current deeper input process)

People were confused how a few specific products would fit in the potential model. Participants mentioned a breast milk bank, maple syrup producers, distributors (e.g., for vending machines), and brokers.

Lastly, participants asked how a transition process might work for currently licensed producers. For example, would they be able to roll over to their new category to keep the ease of renewals?

## Recommendations on developing the fee structure

The MDA sought input from survey respondents on factors that should drive a fee schedule and to prioritize how fee levels should be determined. The most frequently selected factors were aligning fees to the food safety risk of activities and the amount of time needed to complete an inspection (Fig. 4). See all responses in the figure below.

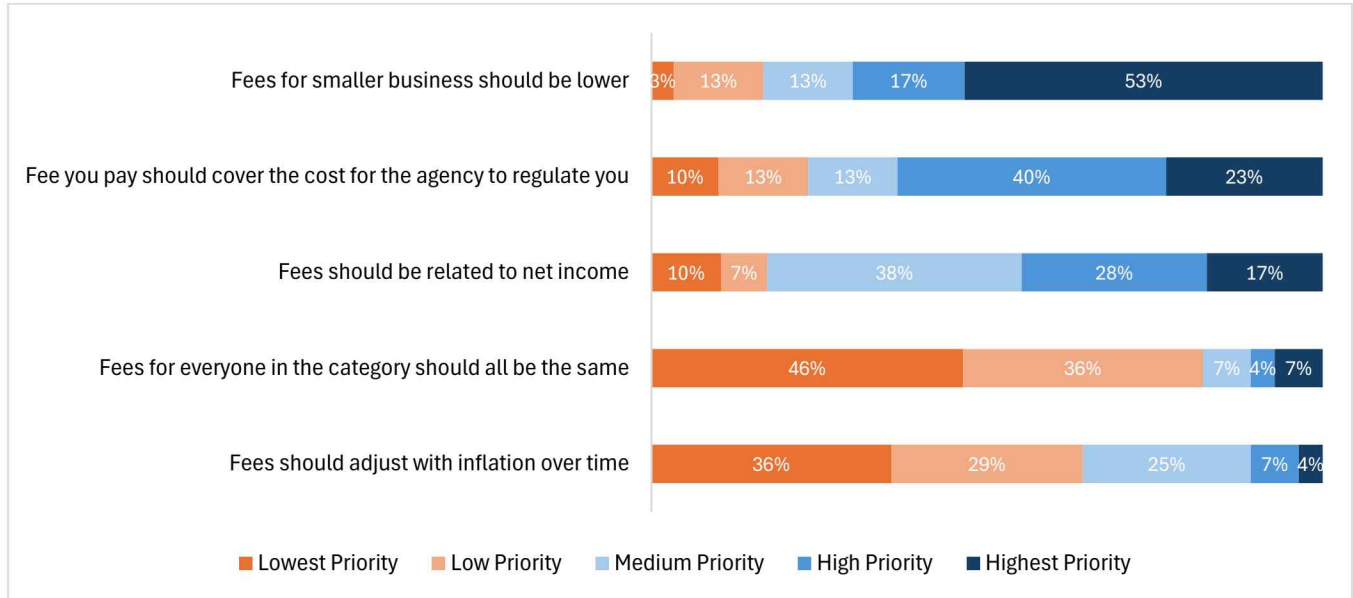
**Figure 4: Preferred factors for fee schedule.**

Food safety risk and the amount of time needed for inspection were the most commonly selected factors recommended for the fee schedule.



When looking at preferences for prioritizing fee levels, 53% of respondents felt that there should be lower fees for smaller businesses. Alternatively, having the same fees for everyone in a category was rated as the lowest priority for 46% of respondents.

**Figure 5: Preferences for prioritizing fee levels.**



### Recommendations on differentiating a small-scale food handler from a food handler

The survey also asked respondents for their feedback on how to differentiate between a small-scale food handler and a food handler. Fourteen (14, 40%) respondents agreed that gross sales were a good way to differentiate these categories; 15 (43%) were unsure and six (17%) did NOT think gross sales were a good approach to differentiation. For those who had hesitations about relying on gross sales, they indicated that this did not seem to directly correlate to food safety risk. Specifically, gross sales do not convey volume of sales, as this could be fewer units at a higher price or many units at a low price. Respondents believed the differentiation of small-scale food handler and food handler would benefit from additional considerations such as food type, scale of processing operation, and channel(s) where product is sold.

## Appendix

Please find these appendices on the following pages:

- a. "Stakeholder Input on the Food Licensing Model" Phase 1 report
- b. "Overview of MDA's Potential Food Licensing Model" PowerPoint
- c. Questions and Answers
- d. Virtual bulletin board (copy of final)
- e. Survey questions
- f. Summary of questions and feedback received through this process on other topics

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# Stakeholder Input on the Food Licensing Model

A summary of stakeholder input for the Food and Feed Safety Division

April 30, 2024

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# Introduction

The Minnesota Department of Agriculture Food and Feed Safety Division (MDA) is considering improvements to how its food licensing is structured. To ensure decisions are informed and inclusive, MDA FFSD wanted to start by hearing from stakeholders to make sure these needs and experiences inform the consideration of any changes.

MDA FFSD hired [The Improve Group](#), a St. Paul-based consulting cooperative, to conduct interviews with stakeholders. The Improve Group interviewed 35 people in individual and group interviews from February – April 2024. All interviewees had some experience with MDA Food Licensing; the group was fairly balanced with both direct and indirect experience (e.g. through providing support to association members) with MDA food licensing. They brought experience from grocery, retail, chain stores, small entrepreneurs, cottage food, farmers, food truck vendors, farmers’ market vendors, breweries, vineyards, commercial kitchens, culturally specific enterprise support, Native Nation food systems and researchers. They were involved in a variety of products from milk, meat, wine, sauces, and baked goods, among others. Interviews were voluntary, conducted by phone/virtual meeting and lasted between 30-60 minutes. This report summarizes stakeholder input shared in these interviews.

## Description of current licensing structure

MDA issues food licenses under the provisions of Minnesota Statute 28A. Relevant to the topics covered in these interviews, the current licensing model allows one MDA license will be issued per legal entity per place of business and current categories and renewal periods are as follows:

**Table 1: Current category definitions and renewal periods**

License Category	Definition	Renewal period
Food Brokers	A food broker is a person who buys and sells food and who negotiates between a buyer and a seller of food, but who at no time has custody of the food being bought and sold. (28A.05e).	January 1 - December 31

License Category	Definition	Renewal period
Wholesale Food Processors or Manufacturers	Wholesale food processors or manufacturers are persons who process or manufacture raw materials and other food ingredients into food items, or who reprocess food items, or who package food for sale to others for resale, or who commercially slaughter animals or poultry. Included herein are persons who can, extract, ferment, distill, pickle, bake, freeze, dry, smoke, grind, mix, stuff, pack, bottle, recondition, or otherwise treat or preserve food for sale to others for resale, cold storage warehouse operators as defined in section 28.01, subdivision 3, salvage food processors as defined in section 31.495, subdivision 1, dairy plants as defined in section 32D.01, subdivision 6. (28A.05c)	January 1 - December 31
Wholesale Food Handler	Wholesale food handlers are persons who sell to others for resale. (28A.05b)	July 1 - June 30
Retail Food Handler: Main classification	Retail food handlers are persons who sell or process and sell food directly to the ultimate consumer or who custom process meat or poultry. The term includes a person who sells food directly to the ultimate consumer through the use of vending machines, and a person who sells food for consumption on site or off site if the sale is conducted on the premises that are part of a grocery or convenience store operation. (28A.05a).	July 1 - June 30
Retail Food Handler: Mobile Food Unit	Mobile food unit means a food and beverage service establishment that is a vehicle mounted unit, either: (1) Motorized or trailered, operating no more than 21 days annually at any one place, or operating more than 21 days annually at any one place with the approval of the regulatory authority as defined in Minnesota Rules, part 4626.0020, subpart 70; or (2) Operated in conjunction with a permanent business licensed under this chapter or chapter 28A at the site of the permanent business by the same individual or company, and readily movable, without disassembling, for transport to another location. (157.15 Subd. 9)	April 1 - March 31

License Category	Definition	Renewal period
Retail Food Handler: Seasonal Temporary Food Stand	Seasonal temporary food stand means a food and beverage service establishment that is a food stand that is disassembled and moved from location to location, but which operates no more than 21 days annually at any one location except as provided below: A seasonal temporary food stand may operate for more than 21 days annually at any one place with the approval of the regulatory authority, as defined in Minnesota Rules, part 4626.0020, subpart 70, that has jurisdiction over the seasonal temporary food stand. (157.15 Subd. 13)	April 1 - March 31
Retail Food Handler: Special Event Food Stand	Special event food stand means a food and beverage service establishment which is used in conjunction with celebrations and special events, and which operates for no more than ten total days within the applicable license period. (157.15 Subd.14).	April 1 - March 31
Retail Food Handler: Food Vehicle/Portable Structure or Cart	Retail food vehicle, portable structure, or cart means a food establishment licensed under Minnesota Statutes, sections 28A.06 and 28A.07, that is a motor vehicle, portable structure, or non-motorized cart where food and food products are:  A. offered to the consumer;  B. intended for off-premises consumption; and  C. not subject to on-site preparation. (4626.0020 Subp. 73.)	April 1 - March 31

## Findings

Interviewees described their experiences and ideas for change generally and were prompted to specifically comment on:

- License categories: How license categories are helpful or not in the food licensing model as well as the relevance and clarity of existing license categories
- Location: How well or not it works to have one license per location per business entity
- Fees: How appropriate or not fee amounts and structure are
- Time periods: How long the license period should be and when renewals should happen

Finally, in addition to commenting on these elements of the MDA Food License structure, interviewees gave advice on how best to engage stakeholders in the future, when MDA seeks feedback on a proposed model.

## Overall impressions

In general, people with years of experience know how to use the system and get questions answered. Interviewees said the system works smoothly once they have their license. About a third of interviewees described that their experience with MDA food licensing has generally been positive. They are clear about how they fit and what they need to do.

Interviewees generally described benefits to being licensed around the reassurance it provides to themselves and their customers for food safety. As one put it, “I would do anything to avoid a problem as opposed to fixing a problem.” The license provides an opportunity to scale, add value, ship, or get the product into more locations. Several interviewees described the benefits of their own learning about food-safe practices. One interviewee who supports small businesses noted how this commitment to food safety reflects well on their small entrepreneur community.

Challenges on whether to be licensed were not necessarily about licensing itself. For example, a couple people noted the challenge that access to and cost of a commercial kitchen poses, especially in rural communities. Also, an interviewee who supports immigrant entrepreneurs noted that many may be coming from cultures where the norm was to avoid regulation, so part of the support to these entrepreneurs is clarifying why licensing is helpful and important.

Figuring out classifications and what license is needed are primary complaints among those who find the system challenging. This is all likely more challenging for people for whom English is not their first language – multiple interviewees raised this, though not all from their own direct experience.

Challenges more deeply affect newer, smaller entrepreneurs trying to do innovative things. As one said, “These boundaries-straddling innovative things ... are not what the licensing system was designed for.” Importantly, one interviewee said they have heard of people not continuing onto licensing when they wanted to scale up because they could not figure out what license to get.

Some interviewees perceive that the current system promotes more of a focus on following rules and tracking due dates of different renewals than on food safety. This was one of the themes of the few comments about rigidity. Interviewees pointed out that it was important to maintain a clear link to the logic for food safety, so licensing does not feel just like more hoops to go through, especially for people whose activities do not fit in

traditional boxes (selling food on the farm, e-commerce). While not the focus of interviews, many mentioned challenges getting help to understand the current system and getting questions answered on MDA's website.

A few interviewees noted that this confusion may result in people not being licensed. One interviewee who supports others in licensing noted that farmers may assume they do not need a license because of the exclusion for products of the farm. Another noted that they are maintaining both Cottage Food registration and Wholesale Food Handler license because of the "gray area" for fit of activities in different categories.

## License categories

Some say it is relatively clear to determine whether you need an MDA license and which (especially compared to other licensing agencies). The structure is clearer with straightforward situations, like single-location businesses that fit well into an existing category. A minority of interviewees described the benefits of license categories, noting:

- Different activities will come with different requirements (e.g. handwashing sink) and the license can reflect that.
- Supporting materials can align with the type of license to help licensees be compliant and also to learn more about good practices.
- Categories can help align inspector expertise and expectations; the right inspector comes and knows what they need to look for at the business.
- License options can reflect a diversity of businesses, even giving an entrepreneur a more concrete idea about what they want to do.

While some described both pros and cons, about half of the interviewees expressed some dissatisfaction with the current approach to categorization and recommended changing this aspect of the current model. Interviewees described that the number of categories can in general be overwhelming to figure out for someone new to the system. In particular, interviewees described situations in which businesses don't fit neatly into one category or straddle multiple categories. While more detail on specific category conflicts is below, interviewees generally described that they were doing multiple activities in their business and didn't know which should preside for licensing, or whether they needed to get separate licenses for each activity. Multiple licenses then translate to multiple fees, multiple application processes to track and confusion about how to allocate revenue from each activity separately to estimate license fees.

Interviewees noted that this blending of multiple activities may be increasingly common and is often a source of frustration with the category system as shifts in activities move a business back and forth across current boundaries. This was especially raised in the context of local food efforts and farmer entrepreneurs. One interviewee noted that with public interest in "local" food, it makes sense that this entails needing "people who do it all." Another noted that farmers "need three to four licenses just to go out and do what they love to do in the summer," from roadside food stands, to farmer's market stands to special events. This blending of activities extends to retail; one interviewee gave the example of a retailer wanting to host a rib fest in their parking lot, and asked "how can we navigate that to be fluid and meet today's realities?" Another described an example of a jam and jelly producer who 1) rents a kitchen to make a product so is licensed at that location as a food manufacturer, 2) stores the product at second location so is licensed as food handler at that location because it's not being processed but only stored, and 3) goes to shows and events with their jam so is licensed as a retail

mobile food handler. To the business, these activities are all a seamless way of advancing their product, but the current licensing structure treats them as discrete activities requiring separate licenses.

A related issue is that businesses are quickly evolving. One category may seem like a good fit at one point in the year but not later. A few interviewees gave examples of what they see as the direction that businesses are going with evolving activities that blend these categories, such as a grocery with a restaurant or a food truck with their brand of product. Another noted that small entrepreneurs are innovating in important niches; for example, the innovations of entrepreneurs in minority communities allow them to serve their community by providing culturally appropriate foods not easily available elsewhere. A November 2022 Food Innovation Team (FIT) Report to the Food Safety and Defense Taskforce noted blended business models and a wide array of topics (considered evidence of innovation) were two of the three major themes of challenges present in the cases they reviewed.

The notion of a single or just a couple license categories as a solution came up organically in eight of the interviews. Interviewees described that this could bring the focus back to food safety issues instead of focusing on differentiating categories in ways that are not apparently related to food safety. The ideas on how to do this included:

- A single license with certifications on the side or extra gold stars, using a ladder-type structure much like a Driver's License with endorsements.
- Umbrella food sales license (noting a separate license would be needed for manufacturing) covering both retail and wholesale, whether something is packaged or raw agricultural commodities (e.g. produce).
- All mobile food units licensed under a single license
- Single "food business" license encompassing all current categories that notes the training and regulations required for the activity of that business

Those advocating for combining categories said the streamlined licenses could shift the work of figuring out exactly how a business fits in the structure and which regulations are required from the license applicant to agencies like MDA (though the business would have to provide situation detail to the agency initially and update over time). They also described how this makes the connection directly to food safety needs and promotes tailored regulations for the specific situation/food.

### **Categories that are working**

Retail food handler was mentioned most often as a category which felt like a good fit. Interviewees also described that categories felt right when there was a real distinction in business activities, especially related to food safety such as manufacturing versus retail. Retail and wholesale were familiar terms to interviewees, though the application in licensing caused some issues as described below.

### **Categories that are not working**

Mobile Food Unit – Seasonal Temporary Food Stand – Special Event Food Stand - Retail Food Vehicle/Portable Structure or Cart:

Several interviewees questioned whether there were meaningful differences between these and brought up interpretation questions. Several interviewees also expressed confusion over why some

selling at a farmers' market are steered to Wholesale Food Handler license instead of a Retail or one of these mobile licenses. Another interviewee said the distinction between different mobile licenses was whether you were at different locations simultaneously or sequentially, though there was no need to use the same equipment with either. Another was confused about why someone would not just use a cottage food registration for a special event if that was a "one-off" event. Another interviewee wondered why the Special Event license would not just be a Retail Food Handler. One said the confusion could lead to not remembering that a separate license is needed, for instance if you have a mobile food license and are invited to do the same at a special event.

#### Food broker:

Several interviewees questioned the meaning of this category, with a couple saying it just does not fit in food licensing because it "doesn't belong in our world."

#### Wholesale Food Handler, Wholesale Food Processor or Manufacturer and Retail Food Handler:

The distinctions between these caused some confusion; in particular, interviewees struggled to make sense of the use of (1) who sales are to or (2) where sales are taking place driving the license classification. Some say the 51% threshold between wholesale and retail sales works well to determine license category and helps someone just hold one license versus two (e.g. a retail OR wholesale food handler license); others have challenges with it. Challenges stem from hovering above and below 51% wholesale versus retail sales year to year and/or not being able to clearly determine what activity is retail versus wholesale. One interviewee gave the example of removing the product from a store in their facility (considered wholesale) to a mobile trailer parked on location (considered retail).

One interviewee gave another example about the different classifications of selling a single product: "I'm a pig farmer selling bacon off-farm, so I need a Retail Food Handler license. To sell at a farmer's market, now [I need] a retail mobile license. If I send it to another food plant to put chocolate on it, now [I] have to buy [a] wholesale food handler processor because I'm selling my food from me the wholesaler to me the retailer."

Terminology of categories can cause confusion. Some expressed concern and have noticed confusion over MDA's definition of "wholesaling" and how this lines up with people's colloquial use of the word and how it is used in practice/by inspectors. One example was shared about a group of farmers selling product to grant-funded buyers who planned to distribute the product to customers. Because farmers had an organization serving as an aggregator, they needed a wholesale license and weren't excluded under product-of-the-farm.

A couple questions came up about the food safety reasoning behind retail license interpretations, such as whether packaged food should have the same oversight or why a retail license applies when food is shipped (since the business no longer has control over it). Another interviewee mentioned feeling uncomfortable with being under the "retail" license, even though it is the majority of their sales, because it could convey that their other operations are not inspected or approved.

## License by location

Currently, MDA food licenses are structured to have one license per location per business. In general, many interviewees understood the need for MDA to understand the safety of both each location and the practices (of a person or business). Further, interviewees also tended to agree with practices that align the effort of inspections to the license, so aligning a license per facility makes sense to them since it relates to the effort of inspections. For those who support others in getting licensed, this has not been a significant issue of concern.

Concerns centered around the needs of smaller businesses, such as the implications for multiple fees, especially for a small business using shared facilities (kitchen, storage, manufacturer). Those businesses, and organizations who support them, wondered if the site could be licensed or just inspected as part of a single license. A couple individuals raised interesting ideas to consider about this dimension of licensing. One interviewee talked about the potential disincentive of moving from a space where there are cleanliness challenges because of having to pay a new license fee (perhaps near the end of the license period). Another raised the idea of a “fleet license” for multiple trucks.

## Fees

Costs of single licenses feel reasonable and appropriate to many interviewees given the effort for an inspection. Those who support businesses in navigating licensing processes do not hear many meaningful complaints around fees. Interviewees shared negative feedback about more complicated situations, (which some noted are increasingly common with food innovation), such as when:

- people need to get two licenses within a short time period (e.g., if they start their business toward the end of the license time period);
- have to get a new license due to a change; and/or
- have multiple licenses spanning categories/locations.

In these situations, costs add up, especially for smaller businesses that produce and sell across different locations. One interviewee wondered, could fees be pro-rated if assessed later in the licensing period, or could license for the last three months of a period be rolled into a license for the next year to avoid two fees in a short time? Finally, one interviewee with multiple locations mentioned some concern about the level of effort to calculate the revenue/location in order to establish the appropriate fee.

Some interviewees had suggestions for more gradations in the fee schedule. “For somebody that’s small and starting out, [being] categorized as someone profiting 100K a year and you’re paying the same amount of money,” one interviewee said of the Wholesale Food Manufacturer fees. They suggested breaking the category in half: up to \$50K and \$50K-100K. Another related idea raised by an interviewee is to charge lower fees for nonprofits/organizations that serve high-need areas.

## Time period

Continuity and consistency are helpful for businesses so they know what to expect. For renewal timing, slightly more interviewees desired a consistent calendar date, rather than focusing on a year from initial application. Interviewees acknowledged pros and cons with both standard renewal periods (i.e., every license renewing on the same day) and rolling renewal periods. Different industries have different busy or slow periods. For small

businesses, there is tension between having more time to complete licensing applications or renewals in slow periods and recognizing that is when their cash flow may be at its lowest. Also, different kinds of businesses may have different planning periods, so they may not have a clear idea of the planned activities and resulting licensing needs at the same point in the year.

Different renewal periods across licenses are challenging if switching licenses (e.g., retail to wholesale) and businesses have to either go a few months unlicensed or double up; similarly, some said it is hard to keep track of different renewal periods with different licenses. Partial license periods can also be challenging for a small business, based on when it starts up (e.g., if you start in November and have to re-apply right away in January).

Some said a year feels like an appropriate length for a license given how often they make changes; people pointed to benefits of a longer license period like 5 years—less money spent on fees and less work for MDA and the business. A couple interviewees described the idea that this could be based on risk or past performance, with lower risk or a good track record leading to a longer renewal period. The short time periods of some licenses (10 days, 21 days) were criticized by a couple interviewees for the lack of flexibility these offered, the lack of clear connection to food safety and the potential for compounding licensing fees.

## **MDA Licensing and Native Nations**

Jurisdictional issues are present in the current licensing practices for Native Nations. Currently, food producers and vendors are being asked to comply with multiple, overlapping licensing bodies, from their own nation, to the Indian Health Service (IHS) to MDA. Producers and vendors are experiencing that they are licensed in their own nation and by IHS, but these licenses are not accepted by local authorities in the areas around the Nation, outside of the reservation boundaries. If the responsibilities and penalties are the same for State licensing, the perspective is that the federal licensing should be accepted outside of the reservation boundaries as well. Fond du Lac currently offers the reciprocal of this; when vendors come for pow wows, they will inspect the equipment free of charge and not require additional licensing. Native Nations food systems staff could be trained by MDA to have a “train the trainer” model and ensure alignment. The Great Lakes Indian Fish and Wildlife Commission (GLIFWC) is a model to reference, where the agricultural code is developed to follow the Federal Department of Agriculture but structured toward Indigenous culture. The conversation on next steps should include IHS staff in Minnesota as well as the Native Nations that share Minnesota’s geography.

## **Summary of feedback on license model changes**

In general, people with years of experience know how to use the system and get questions answered. People said the system works smoothly once they have their license. About a third of interviewees described that their experience with MDA food licensing has generally been positive. They are clear about how they fit and what they need to do. Figuring out classifications and what license is needed are primary complaints among those who find the system challenging.

### **Categorization**

While many stakeholders understood the relevance of some form of categorization for licensing to align with level of inspection effort and relevant regulations, this was the area of greatest concern and feedback. The

connection between license types and food safety concerns was not always evident, which causes concern among stakeholders. Further, a number of entrepreneurs have flexible business models and work across MDA food license categories. Of note, the Food Innovation Team’s Report to the Food Safety & Defense Task Force (November 1, 2022) also noted that the cases they reviewed “... often involved straddling or shifting of license categories” and that cases showed trends of “blended business models” and “evidence of innovation” among food entrepreneurs. Parting advice from one interviewee was “keep it simple!”

## **Location**

In general, many interviewees understood the need for MDA to understand the safety of both the location and the practices (person or business). Further, interviewees also tended to agree with practices that align the effort of inspections to the license, so aligning one license per facility makes sense to them since it relates to the effort of inspections. Recommendations for change focused on how to address the financial and workload impact on small businesses whose functions are spread out across several sites, and, perhaps relatedly, how to address shared-use facilities.

## **Fees**

Costs of single licenses feel reasonable and appropriate to many interviewees given the effort for an inspection. Stakeholders made recommendations for attention to places where multiple fees stack up, especially for businesses working across categories and/or evolving over the license period.

## **Time periods**

Continuity and consistency are helpful for businesses so they know what to expect. Slightly more interviewees desired a consistent calendar date for renewals, instead of focusing on a year from initial application. Interviewees acknowledged pros and cons with both standard renewal periods (i.e., every license renewing on the same day) and rolling renewal periods, with consideration for adjustments in the way to pay or adjust fees.

Finally, a set of issues related to jurisdiction are identified for attention in addressing how food licensing coordination happens with the Native Nations which share Minnesota’s geography.

## **Recommendations for feedback on model changes**

Interviewees shared ideas for framing as MDA shapes its food licensing model. A recurrent theme in interviews was the importance of food safety; if the case can clearly be made that the requirement or process is driven by food safety, then stakeholders are more ready to embrace the fees, rules, etc. Aligned with this was some input, provided specifically from a perspective within the Latino community but likely relevant elsewhere as well, that the sense of a license as a marker of quality and something to feel proud about was more powerful in driving action and attention than framing licensing as a compliance action.

Interviewees also gave advice on how MDA could request feedback on a proposed model. In terms of process, suggestions included sharing the proposed model and opportunities for feedback ahead of time through multiple channels in different languages - email, mail, website, social media. This would allow time for stakeholders to process their thoughts and not feel rushed. Then, they suggested giving an opportunity for

feedback through a combination of virtual town hall or meeting events and asynchronous feedback (e.g., a feedback form) opportunities for feedback. Some mentioned the idea of focus groups and/or breakout groups for people who would be covered by different license types. Content should be presented in plain language and incorporate real world examples. In terms of timing, one of the larger entities interviewed requested at least 3-6 months' notice before any change needs to be implemented in order to adjust systems.

Interviewees also gave suggestions of who should be notified of this opportunity for feedback, including:

- Membership groups who can spread the word
- Anyone currently licensed
- Those who may be considering licensing, from cottage food vendors to those with a basic permit from federal government's tax and trade bureau, DEED small business association participants, or commercial kitchen users
- Peer agencies
- Mission-driven organizations
- Related boards/task forces that are already convened

Other individual ideas for the process included:

- Identify 6-20 people from these interviews; ask them to carefully read draft and leave comments
- Train leaders of community groups for data collection and communication
- Ensure connection with Hispanic, Asian, Native American, Black and immigrant producers

## Appendix A: Summary of comments on other issues

While the interviews focused on the Food Licensing structure, stakeholders also gave input on a number of other issues. This report summarizes stakeholder input on these other issues.

### Overlap with local jurisdictions

Participants brought up the challenge of overlapping MDA and local food licensing jurisdictions in 11 of the 27 interviews. Multiple interviewees pointed to this as a priority issue to address regarding the current food licensing structure. This section addresses overlapping non-Tribal jurisdictions; see the main report for insights on how MDA and Tribal/Indian Health Service jurisdictions overlap to create challenges for Native Nations. See another section below on overlapping MDH and MDA jurisdictions.

Interviewees suggested a couple ways MDA could use its influence to resolve this. They said MDA should work with other jurisdictions to create consistent requirements, definitions, and processes. MDA could also aim to make its license automatically cover and supersede city and county requirements. In suggesting this, one interviewee cited another state, where state-licensed mobile markets are automatically covered for any city and county ordinances.

### Inconsistency and confusion

In five interviews, participants said inconsistent requirements (e.g., commercial kitchen requirements) across MDA and local jurisdictions create confusion.

*“What Minneapolis asks for in terms of rules, MDA is like, ‘That’s not even what we do.’”  
Interviewee*

A couple interviewees shared how Minneapolis requires its own food licensing while other local jurisdictions (Maplewood, St. Paul) are fine with the MDA license.

In two interviews, people cited farmer’s markets as occasions where food producers experience this problem, since they are selling their foods across different cities and counties in the state.

*“There isn’t any level of consistency or predictability.” -Interviewee*

### Increased burden

Interviewees said the need to be both state- and city- and/or county-licensed for food activities across jurisdictions creates a bigger licensing burden. One interviewee who regularly interacts with small businesses, including small businesses who rent commercial kitchens, said this is a top issue small businesses bring up. This person called the current structure a “broken delegated authority system.” One interviewee compared this burden to the lower requirements of cottage food license-holders:

*“Cottage food license have to do one set of things; those of us who are processors have to do all that and more.” -Interviewee*

Another interviewee cited what feel like duplicative food safety inspections. They said Minneapolis has strict inspections and does not care if a producer is licensed by someone else. If a business is already licensed with the U.S. Food and Drug Administration and the State, “Why do I have to be inspected by [the] city too?” they asked.

## Communication

Interviewees in several interviews shared feedback on communication with MDA. A minority of the feedback was positive. For example, one person said MDA makes it easy to determine whether you need a license. A few interviewees also complimented the online renewal process; one said it is “easy to find who to talk to,” though many interviewees had different experiences than this.

Six interviewees cited challenges getting questions answered by MDA or figuring out who to contact. One person said they had to call “about 20 times” and did not receive a response for 3 months; they ended up turning to other companies to get answers.

One person recommended ombudsperson-type roles to help food producers navigate licensing. Another cited the success of the recently created MDA meat processing licensing liaison, whose job is to problem-solve and answer questions.

Information that is available is not accessible to people who do not speak English or who have literacy barriers.

*“They find [the] process cumbersome because they cannot understand it.” -Interviewee,  
regarding people with language and literacy barriers trying to understand MDA  
communications*

Overall, one interviewee called on MDA to be more proactive to reach out to people with information. “It’s one thing to come out with information and another to make sure info actually gets through,” this person said. In particular, “...immigrant farmers [are] exposed to information but don’t get it,” they said.

Some people shared specific types of information that would be helpful:

- Guidance on how to close out old licenses.
- A flowchart or map of steps to follow for licensing, including steps outside of MDA (e.g., if someone needs to register with the FDA). Another described a similar idea of a checklist of what you need to do to get a license (e.g., checking in with zoning, the fire marshal, sanitation).
- Spelling out how licensure works for starting a business (this interviewee said this is done well but could always improve).
- Funding information on value-added grants.
- A list of approved off-site storage locations with directions on what to do from a licensing standpoint for each option.

One interviewee suggested MDA partner with the Secretary of State to provide licensing education when someone registers a business.

## Consistency and inspections

Some interviewees shared positive feedback on MDA inspectors, including that inspectors were:

- Flexible and accommodating.
- Fair and took time to educate them.
- Helpful.

Interviewees also mentioned inconsistencies among inspectors. One person shared their frustration at hearing that the type of flooring they had heard was acceptable was no longer OK after a year-and-a-half and a move to a new location.

One interviewee blamed “regulatory discretion” on a lot of grey area in licensing, as inspectors may be making decisions “one by one but not recording [them] anywhere and not [being] transparent.” Another said while not unique to Minnesota, 10 food inspectors would come up with 11 different answers to licensing questions. They attributed this to a lack of training.

Another person said it “seems like inspectors come and at least try to find something that’s wrong,” infractions that end up costing producers a lot of money and don’t necessarily relate to food safety.

One interviewee suggested having a mission statement that State health and safety staff are committed to helping food producers, so they feel more able to help producers do what they need to do for food safety and building a strong food system. They lauded a COVID-era flex in the regulations to get local processors to be able to sell meats to local consumers, in recognition of the need to be flexible because national meat processors’ staff was sick from COVID. Minnesota farmers had meat they could not sell because of state law, but MDA found a way to allow them to be MN-inspected instead of USDA-inspected. The State also gave loans to small Minnesota processors to do more processing. This interviewee said they would love to see this support for local food systems all the time, “not just during emergencies.”

## **Overlap with MDH**

A few interviewees brought up challenges from overlapping licensing between MDA and the Minnesota Department of Health (MDH). Some suggested MDA increase its collaboration with MDH to improve licensing experiences for people who are licensed by both agencies.

Speaking about the experience of businesses they support, one interviewee said those licensed by both MDH and MDA can deal with headaches and some contention. This person suggested improving alignment across agencies, as “people complain about overlap between MDH and MDA when [they] require different things.” Another interviewee similarly suggested collaborating with MDH to try to make some practices universal.

Overlapping MDH and MDA licensing can particularly affect small-scale entrepreneurs and stymie innovation, one interviewee said.

One interviewee mentioned a mismatch with another state agency, though not directly related to food licenses. They said Minnesota Department of Revenue sales tax regulations on prepared versus packaged foods do not map to MDA categories, which has caused confusion at farmer’s markets.

## **Additional comments**

Additional challenges that did not fit into categories above include:

- A sense MDA was not accurate about food licensing requirements for wineries, leading to higher costs for food safety investments that went unused.
- Lacking commercial kitchens to work with.
- Conflicting goals between store safety and food safety. For example, a store may want to make sure nobody slips from food or misting machines. At the same time, food safety needs it to be a washable surface. A carpet or pig mat could be in conflict with food safety requirements.
- Conflicting goals between food safety and energy conservation. For example, manufacturers are restricted in how much power they can consume; with higher humidity, lower-power fridges stop operating as they should and create food safety risks.
- Rigidity at the federal (FDA) level that MDA has to enforce. For example, Federal Food Safety and Modernization Act (“FSMA”) estimates of what is safe use what they can measure (5 percent) and multiply it by 20 to estimate risk. An interviewee said this seems to overestimate risks of raw milk, foodborne illness; they encouraged MDA to do anything in its power to help assess risks more based on real potential within this federal regulation.
- Current licensing is a hurdle to farmers being able to take their raw products and add value in terms of alcohol production. This interviewee said: “Law says fruit must be involved; would argue in botany, plants are anything coming from a plant. Argue that if you’re a farmer you can have a brewery, distillery under MDA license. I think that’s what we all want to promote. Expand that as much as possible so farmers can take their raw products and add value, and licensing is a hurdle to that currently.”
- One interviewee shared feedback for how MDA handles current license-holders’ renewals. This interviewee noted a lot of organic farmers are leaving organic farmers because of paperwork (all the jurisdictions, not MDA-specific), including in Minnesota. Their key suggestions for change included:
  - MDA should provide guidance and provide provisional permits until inspected for current license holders. The current process works well for buying all new equipment, but farms shop in used and auction markets, which can cause delays in the application process. As another example, if an applicant is building and installing a new septic system, which has its own complicated approval process, MDA can issue a permit and say not to start until they have the septic permit.
  - Current license-holders should get a fast-track, saving applicants and MDA money.
  - Current license-holders could just fill out an amendment form reminding them of rules and get an inspection later.
  - Change the requirement of paying \$800 for “guidance” to build a plan ahead of scheduling an inspection. For plan renewals, they said it would save applicants and MDA time and money to not fill out a plan and not have a review process. “We could simply be at risk of inspection... or have no inspection since we are already inspected by FDA and MDA in our plant, MDA in our other manufacturing plants (winery/distillery) and technically we could have even have MDH stop by. ”
- Minnesota has been aggressive about prosecuting raw milk. This person pointed to Vermont and California as examples of states that intensively regulate raw milk rather than prosecuting people who sell it.
- Consider how to work with adjacent states, such as through reciprocity agreements and harmonizing regulations.
- Check that there are no regulatory barriers for farmer co-ops to do group insurance and if there could be incentives in place to promote farmer co-ops.

- Interviewees were not sure whether Minnesota includes gas sales in “total sales” for determining licensing for businesses that sell both gas and food; if it is part of the sales total, they said this does not make sense.
- Meat processors could potentially get their license paid for while the inspector is there – a way a simplify things.

## Appendix B: Interview protocol

### MDA Food Licensing Input Stakeholder Interview

Time: 45-60 min

#### Introduction

The purpose of our conversation today is to hear about your experience with food licensing and your perspective on what would work best for you [and those you represent in the association]. The Minnesota Department of Agriculture (MDA) is starting the process of gathering stakeholder input for modernizing the food licensing structure. They really want to hear your perspectives in this early phase about what is important to you so this can inform them as they consider different approaches to the licensing model. After they have heard from you and used that input to inform ideas of a possible new model, they plan to return to ask for additional stakeholder input on those ideas. Each stakeholder's role and reality is different for food licensing; we are so grateful for you taking the time to share your perspective today! There is no wrong answer for you to give.

PRIVACY NOTICE: Please be aware that any information collected via this interview is public data and as such must be released by the MDA to anyone who properly submits a request to see it, as required by Minnesota law. For more information, please visit the Minnesota Statute Chapter 13 Government Data Practices website (<https://www.revisor.mn.gov/statutes/cite/13>). Keep this in mind when providing your responses.

Our conversation will last approximately 45-60 minutes. I'll be taking notes during our conversation to ensure I don't miss any of the insights you have to share. Before we proceed, is it okay if I record the conversation so I have something to reference later for note taking? The recording will be deleted after use for this purpose.

Our team will then summarize your responses along with those of other interviewees to share with the MDA. In our reporting to the MDA, your responses will be made as anonymous as possible. As we are writing up our summary, if there are details in your answers that we believe may identify you, we will ask you to review the content before sharing it with the MDA. We may use quotes in the report that describe experiences or provide insight into common themes across interviews, but they will not be connected to your name without your explicit approval.

Please remember, however, that while we will not proactively provide data that identifies you to the MDA, if we receive a formal request to see the information you are about to provide to us in its original, un-edited form, we are legally obligated to provide it to them.

Do you have any questions before we start?

#### Questions

1. [Warm up/context] I understand you are [position/role]. About how long have you done this? Have you had direct interaction with food licensing? Where have you heard about others' experiences with food

licenses? What else have you had experiences with that is like food licensing, for example Cottage Food Registration?

Today, I will be asking mostly about the licensing structures, so classifications such as retail and manufacturing, license time periods, and things like that. We won't be digging into regulations or process improvement (like application or software improvements) at this point.

2. I'd like to hear your thoughts on what is working well and not with the current license structure. Please think back to your experience, from initiating the process (learning you needed a license, figuring out what license to apply for) or perhaps an update (needing an additional license, or a change to license from a change in your activities).
  - a. What has been challenging for you? Where are the current licensing definitions such as place of business, or classifications (retail/manufacturer-processor/wholesale food handler/broker) confusing or not relevant for you?
  - b. What fits or works well?
3. If you have not been licensed so far, what are some reasons why you have not done so? How is this working for you? Would you prefer to be licensed? Why/why not? Prompt for why this is an issue, good/bad fit for their stakeholder group/community
4. From your perspective, what is helpful about having organizations classified into different categories for food licensing?

The current categories are (provide list to interviewee to look at): Food Broker, Wholesale Food Handler, Wholesale Food Processor/Manufacturer, Retail Food Handler, Mobile Food Unit, Seasonal Temporary Food Stand, Special Event Food Stand, Retail Food Vehicle/Portable Structure or Cart.

  - a. What feels relevant for you? What is a poor fit? What other activities do you do that don't fit well in these buckets?
5. Next, I'd like to ask about license time period. What makes sense for the different activities you need a license for? For example, a license period might be the calendar year, or just a year from initial licensing, or something else? What periods are appropriate for temporary licenses? For example, seasonal activity or special events or something else?
6. Currently, the food licensing statute requires a license for each unique entity at each specific location (aka established place of business). Have you experienced any challenges or benefits from this approach? What pros or cons do you see to this approach? Do you have any suggestions for a different approach that would address the challenges you experienced or address the "cons"?
7. Where does the current process or the current requirements feel too rigid? Where should model flex?
8. What is your perspective on licensing fees? Prompt around fee amount, or number of fees (one per license), and what the fee is based on (currently correlates to gross annual food sales). Prompt for why
9. If there are proposed changes, what advice do you have for MDA about how to share those ideas for feedback? Format? Timing? Language? With whom?
10. Who else should we be talking to? What additional perspectives will they bring that are important to include?

## **Wrap up**

Those are all the questions that I have for you. What other advice or ideas about food licensing would you like to share before we wrap up? Thank you for your time. Have a good day!



# Overview of MDA's Potential Food Licensing Model

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# Historical Context

- Last major modification of MDA licensing was in 2003
- Barriers due to system of classification and place of business
- Classifications have been challenging for innovative business models
- System does not clearly relate to food safety risk or programs
- Stakeholder informed changes to potential licensing model

# Desired Outcomes

- Simplification
- Business access
- Business innovation
- Business adaptation / evolution
- Conveys food safety risk

# Potential Licensing Changes

## Current License Classifications

Retail Food Handler

Retail Mobile Food Handler

Wholesale Food Handler

Wholesale Food Processor or Manufacturer

Food Broker

## Potential License Categories

Home Food Processor

Small-Scale Food Handler

Food Handler

Mobile Food Handler

# Home Food Processor

## Description of Category

- Minnesota residential kitchen
- No fee for preoperational plan review
- Menu: non-TCS foods & TCS foods frozen or refrigerated
- Single license for:
  - Separate preparation and storage locations
  - Offsite sales of pre-packaged food items
- License follows licensee (relocation)
- Mail delivery of non-TCS foods

## Conditions / Limitations on Category

- Sales direct to consumer
- No HACCP / specialized process or game animal
- No processing meat / poultry / fish / juice / raw egg / dairy
- No reheating / cooling cooked TCS foods
- Cottage foods subject to Cottage Food Exemption – not comingled

# Home Food Processor Examples

- A person who prepares and sells direct to consumer value-added products from a residential kitchen in Minnesota.
- Non-TCS foods and qualified refrigerated or frozen TCS foods such as cakes, pies and processed and packaged produce, sandwiches, salads, etc.
- No additional license for offsite sales of prepackaged foods.

# Small-Scale Food Handler

## Description of Category

- Facilities & equipment meet GMP at minimum or Minnesota Food Code
- Sales direct to consumer and to others for resale
- Base-fee retail and manufactured food activities (endorsements)
- Single license for:
  - Separate preparation and storage locations
  - Offsite sales of pre-packaged food items
- License follows licensee

## Conditions / Limitations on Category

- Sales cap
- No primary residential kitchen
- Preoperational construction plan review
- Additional fees for specialized process / HACCP at retail and wholesale processing

# Small-Scale Food Handler Examples

- A person / small business operating from:
  - a shared commercial kitchen,
  - an additional kitchen at a residential / farm premises, or
  - a commercial kitchen offsite from residence
- A business that is not principally about food but is regularly engaged in food sales
- Food shelves
- Aggregated raw agricultural commodities
- No additional license for offsite sales of prepackaged foods.

# Food Handler

## Description of Category

- Facilities & equipment meet GMP or Minnesota Food Code as applicable
- Sales direct to consumer and to others for resale
- Base-fee retail and manufactured food activities (endorsements)
- No additional license for offsite sales of pre-packaged food items

## Conditions / Limitations on Category

- No primary residential kitchen
- Preoperational construction plan review per MS 28A.082 as applicable
- Additional fees for specialized process / HACCP at retail and wholesale processing
- Additional license for separate place-of-business activity

# Food Handler Examples

- Some prepackaged food stores
- Convenience / grocery stores / meat markets
- Food salvaging
- Food processing for resale
- Food storage warehouses
- May be engaged in specialized processes / HACCP
- No additional license for offsite sales of prepackaged foods.

# Mobile Food Handler

## Description of Category

- Meets Minnesota Food Code or GMP as applicable
- Sales direct to consumer and to others for resale
- No change in classification of mobile food handler types
- No license required for retail food vehicle, portable structure, or cart if selling prepackaged food as extension of business with Home Food Processor, Small-scale Food Handler, or Food Handler license

## Conditions / Limitations on Category

- Preoperational construction plan review per MS 28A.082 as applicable
- Subject to licensing periods in MS 157.15 for mobile units, seasonal temporary or seasonal permanent food stands, and special event food stands
- No specialized process / HACCP, food salvage, or bottling
- Additional license for each additional unit or type

# Mobile Food Handler Examples

- Mobile food units, seasonal temporary and seasonal permanent food stands, and special event food stands
- Retail food vehicles, portable structures, and carts
- Mobile units, food stands, and possibly retail food vehicles, structures, or carts at:
  - fairgrounds
  - farmers' markets,
  - community events,
  - other places of business such as wineries and farm / orchard locations, etc.

# Summary of Potential License Categories

Topic	Home Food Processor	Small-Scale Food Handler	Food Handler	Mobile Food Handler
<b>Sales</b>	Retail	Retail and wholesale	Retail and wholesale	Retail and wholesale
<b>Plan review</b>	Yes, no fee	Yes	Yes	Yes
<b>Sales cap</b>	No	Yes	No	No
<b>Facilities and equipment</b>	Primary residential kitchen	GMP minimum	GMP or MN Food Code as applicable	GMP or MN Food Code as applicable
<b>License</b>	<ul style="list-style-type: none"> <li>• Annual</li> <li>• Multiple activities</li> <li>• Follows licensee</li> <li>• Offsite sales extension (PPF)</li> </ul>	<ul style="list-style-type: none"> <li>• Annual</li> <li>• Multiple activities</li> <li>• Follows licensee</li> <li>• Offsite sales extension (PPF)</li> </ul>	<ul style="list-style-type: none"> <li>• Annual</li> <li>• Per place of business</li> <li>• Offsite sales extension (PPF)</li> </ul>	<ul style="list-style-type: none"> <li>• Annual</li> <li>• Statewide</li> <li>• Per unit or type</li> </ul>
<b>Food safety risk</b>	Menu limitations	Base fee activities	Base fee activities	Activity restrictions
<b>Other</b>	Delivery by mail	License fee scale	N/A	N/A

# Closing Remarks

- Potential to prorate initial license fee, quarterly or fraction thereof
- Clarify sales to self or same legal entity
- Aiming to provide a simplified licensing structure that:
  - bridges licensing exemption to food handler
  - supports business access, innovation, and evolution
  - conveys food safety risk



# Thank you!

**Katherine Simon**

[Katherine.Simon@state.mn.us](mailto:Katherine.Simon@state.mn.us)

952-452-4107

**Jeff Luedeman**

[Jeff.luedeman@state.mn.us](mailto:Jeff.luedeman@state.mn.us)

651-331-9151

## Questions and Answers

### General – Potential Food Licensing Model

Q: Would these changes affect licensing statewide?

A: These changes would be applied everywhere MDA has authority to license (where not delegated to another authority or licensed by the Minnesota Department of Health. So, the new framework would be applicable across the state where MDA has authority to license.

Q: As the general manager for two convenience stores, would my Food Handler's license cover both or would we still need an employee at each location to carry their license?

A: Each location would need a license.

Q: If the transfer of product from a wholesaler to themselves is considered retail, does the initial wholesale need to meet retail requirements?

A: If there is no sale to another legal entity, the entire operation would be considered retail. If there is a sale to another legal entity, the initial wholesale processing area would not need to meet retail requirements.

Q: Can you expand on what types of "Endorsements" would be needed for the Food Handler category?

A: These could be additional activities, such as TCS food or specialized processing for sales direct to consumers or other food businesses for resale. The activities covered by inspection would be listed on the license.

Q: Have you determined the cost for 'Base Fee' for Food Handlers? Or have you determined the "additional cost" for endorsements?

A: This has not been finalized and MDA would appreciate input on this.

Q: Do the current wholesale licenses go away?

A: Yes.

Q: What would a warehouse be licensed as in the new system?

A: A warehouse would need a Food Handler license.

Q: For wholesale food processors/handlers, would this be a second license, or does it replace the current MDA license?

A: The current MDA classification scheme would go away; this new system would replace the existing MDA license structure.

Q: The rationale for us to be listed as a 'broker' was that the MDA wanted to know who was involved, but not actually handling product. Would someone in that situation in the future no longer have any license?

A: Food Broker would be an endorsement on the Food Handler license. Input is welcome here.

Q: Would it be possible to store foods at the farm instead of the commercial kitchen where they are made? This is a frozen product, so could just as well sit in a freezer at the farm, as at the commercial kitchen.

A: If storage facilities meet GMP, then storage facilities could fit under the "umbrella" Home Processor or Small-Scale Food Handler license. If operating as a Food Handler, then this would be considered a separate place of business.

Q: What happens to the role of the inspectors?

A: The proposed changes are around the structure of licenses; there are no anticipated changes to the role of the inspectors under this potential food licensing model. Of course, the new license category of Home Food Processor as a new license category would increase the workload for inspectors and MDA would need to cover that cost.

## **Potential Home Food Processor License Category**

Q: Would the Home Food Processor license be subject to routine inspection?

A: Yes, it would. Please also note that technology can allow this to be done possibly without an on-site inspection.

Q: Could a cottage food producer also hold a Home Food Processor license at the same time?

A: Having a license, to include Home Food Processor, does not preclude an individual from registering as a cottage food producer.

Q: Is the non-comingling of Cottage Food and Home Food Processor not allowed at the same time or ever?

A: Having a license, to include Home Food Processor, does not preclude an individual from registering as a cottage food producer. Since operating under a license and operating as registered cottage food producer are two different activities, the operator would need to meet the requirements for each so that it is clear to the consumer which food items are made under each activity.

Q: To clarify, a Home Food Processor is different from Cottage Food? Can Home Food Processors sell to retail stores like grocery stores?

A: Home Food Processors can sell direct to consumer. The proposal right now is that sales to another legal entity like a grocery store would come with the Small-Scale Food Handler license. Input is welcome here as well.

Q: Why would a Cottage Food producer elect to get the Home Food Processor license?

A: There are foods you can make with the Home Processor license that do not qualify for Cottage Food registration.

Q: Will there be fees for the Home Processor license?

A: Yes, there would be a fee. This is particularly an area where MDA is looking for input on amount and structure.

Q: What would be the sales cap for the Home Food Processor?

A: This potential license category does not have a sales cap, but this is particularly an area where MDA is looking for input.

Q: Have you outlined any specific requirements for the Home Food Processor kitchen?

A: No, not yet. MDA would need to establish these as new requirements. As part of the next step in this feedback process, MDA will be hearing feedback from focus groups on what to consider specifically here. At this point, MDA is looking for input on the general idea now.

Q: Could home food processor send TCS food through temp controlled delivery services?

A: This is not yet determined. Input is welcome here.

## **Potential Small-Scale Food Handler Category**

Q: If you set a sales cap for the Small-Scale handler, how will you differentiate between high value specialty crops or products vs. lower value production?

A: This is exactly the kind of feedback we want to get. What measure or criteria we should use to differentiate? What considerations should we have? Input is welcome here.

## **Potential Food Handler License Category**

Q: There are license types where there is no additional licensing for offsite sales. For Food Handler license, a license is needed for every place of business. Where is the line where you would consider something a separate place of business?

A: Any brick-and-mortar business site would need their own Food Handler license. If a Food Handler is selling packaged food product offsite, that is what would be considered an extension of business from the licensed location.

## **Potential Mobile Food Handler License Category**

Q: What is the time period for Mobile Food Handler. It has been difficult to navigate different months for when application or renewal is due. Could you make them all calendar year?

A: It is an annual license, with application or renewal on April 1st of each year. MDA could consider changing this to a different month and welcomes input on this.

Q: Does the license per location go away for the Mobile Food Handler license?

A: There is one license per unit for Mobile Food Handler.

Q: What about offsite storage location for Mobile Food Handlers?

A: This is an area where MDA would especially like input on how to consider this in licensing.

Q: Do the former categories of Mobile Food Unit, Seasonal Temporary Food Stand, Special Event Food Stand, or Retail Food Vehicle/Portable Structure/Cart now all fit under the Food Handler license in this model?

A: All of these would be under the Mobile Food Handler license. However, also remember that a Home Food Processor, Small Scale Food Handler, or Food Handler would not need an additional license to use a retail food vehicle, portable structure, or cart to sell prepackaged food offsite as an extension of their business.

## **Current Licensing Exclusion / Exemptions**

Q: What happens to Product of Farm Exemption from licensing? What oversight applies to this group?

A: Nothing around this exemption or how Product of the Farm is managed changes with this license exclusion.

Q: Are there no rules or oversight for Product of the Farm exemption?

A: Minnesota Food Law applies to Product of the Farm. There are statutes that cover prohibited acts such as food adulteration and misbranding. There are also applicable standards from rule that apply. The MDA is not proposing any changes to the Product of the Farm licensing exemption.

## **Terms**

Q: Does “special processing” include the pasteurizing of juice?

A: Yes, pasteurizing juice is a specialized process.

Q: What is GMP?

A: GMP stands for “Good Manufacturing Practices”.

In accordance with the Americans with Disabilities Act, this information is available in alternative forms of communication upon request by calling 651- 201-6000. TTY users can call the Minnesota Relay Service at 711. The MDA is an equal opportunity employer and provider.

# Virtual Bulletin Board (copy of final)

## Questions and Clarifications

*(Content from virtual bulletin board)*

The section headed Home Food Processor License had four posts:

1. CFP Registration/HFP License Non-Comingling: I want to make sure I understand the concept of no comingling. If I sell a food under CFP law, I can do that and still hold a HFP License, but if I make a food allowable under CFP, I would follow those rules and if I make another food under HFP law, I would follow those rules? So, I would hold both the registration and the license? Or, would I hold ONLY the HFP license and make all foods under that HFP license?
2. Additional consideration: I would like to see another/additional version of the Home Food Processor License. I currently hold a CFP registration and a Wholesale Manufacturer License and this proposal seems like a better version of CFP. I'd like to see something that is a hybrid of the license and registration I currently hold that allows shipping, direct to consumer, and wholesale. That would allow my business to expand significantly. I would even be willing to build a separate kitchen at my home if this became a license. (one "like")
3. Is Home Food Processor License replacing the Cottage Food Producer? Or is it an additional license to sell more items?
4. Allowing Wholesale Accounts: I would like to see a version that would allow me to continue to bake in my home kitchen (or 2nd kitchen area within my home) and sell to retail coffee shops, bakeries, etc.

The section headed Small Scale Food Handler License had no posts.

The section headed Food Handler License had two posts:

1. I would like to see the word "handler" removed as it's easily confused with employee licenses. I know that falls under a different department, but it would be easier if this may be called retailer food license.
2. Do not know where my business fits: I have held a food handlers license for decades. I sell frozen bison meat, that includes a few processed items all processed by meat processing company, to both retail (picked up from our home) and commercial business'. Meat is entirely processed at a USDA facility. All products are cryovaced individually or 1# packages by the processor. I get the impression, if the proposal is adopted, I would no longer need licensing. Would appreciate guidance. Gail Griffin, buffalo@hbc.com

The section headed Mobile Food Handler License had no posts.

The section headed Other General Comments and Clarifications had three posts.:

1. Implementing these changes: Do these changes have to be introduced in the MN Legislature and passed into law? Or, are these changes able to be made by MDA and not through the Legislature?
2. Cottage Food License: I think instead of trying to change the whole license, just add in shipping within the state. It would grow the smaller businesses by a lot.

3. Cottage Food Producer Vs. Home Food Processor License: Would the Cottage Food Producer be changing to Home Food Processor License? Would these be separate licenses attainable by a home baker and held simultaneously to expand the products offered?

A screenshot of the final bulletin board is included on the next page.



## Questions and Clarifications

In the padlet below, please add any questions or clarifications about the following topics by adding a sticky note below. You can add a sticky note by selecting the "+" below the topic you would like to comment on. Add a thumbs up to already submitted questions and comments let us know that multiple people share the same need for clarification or question.

### Home Food Processor License

#### CFP Registration/HFP License Non-Comingling

I want to make sure I understand the concept of no co-mingling. If I sell a food under CFP law, I can do that and still hold a HFP License, but if I make a food allowable under CFP, I would follow those rules and if I make another food under HFP law, I would follow those rules? So, I would hold both the registration and the license? Or, would I hold ONLY the HFP license and make all foods under that HFP license?

#### Additional consideration

I would like to see another/ additional version of the Home Food Processor License. I currently hold a CFP registration and a Wholesale Manufacturer License and this proposal seems like a better version of CFP. I'd like to see something that is a hybrid of the license and registration I currently hold that allows shipping, direct to consumer, and wholesale. That would allow my business to expand significantly. I would even be willing to build a separate kitchen at my home if this became a license.

👍 1 🗨️ 0

**Is Home Food Processor License replacing the Cottage Food Producer? Or is it an additional license to sell more items?**

#### Allowing Wholesale Accounts

I would like to see a version that would allow me to continue to bake in my home kitchen (or 2nd kitchen area within my home) and sell to retail coffee shops, bakeries, etc.

### Small Scale Food Handler License

### Food Handler License

I would like to see the word "handler" removed as it's easily confused with employee licenses. I know that falls under a different department, but it would be easier if this may be called retailer food license.

#### Do not know where my business fits

I have held a food handlers license for decades. I sell frozen bison meat, that includes a few processed items all processed by meat processing company, to both retail (picked up from our home) and commercial business. Meat is entirely processed at a USDA facility. All products are cryovaced individually or 1# packages by the processor. I get the impression, if the proposal is adopted, I would no longer need licensing. Would appreciate guidance. Gail Griffin, [buffalo@hbc.com](mailto:buffalo@hbc.com)

### Mobile Food Handler License

### Other General Comments and Clarifications

#### Implementing these changes

Do these changes have to be introduced in the MN Legislature and passed into law? Or, are these changes able to be made by MDA and not through the Legislature?

#### Cottage Food License

I think instead of trying to change the whole license, just add in shipping within the state. It would grow the smaller businesses by a lot.

#### Cottage Food Producer Vs. Home Food Processor License

Would the Cottage Food Producer be changing to Home Food Processor License? Would these be separate licenses attainable by a home baker and held simultaneously to expand the products offered?

### MDA Food License Stakeholder Feedback Site Link

Click the link below to return to the site!

[MDA Food License Stakeholder Feedback Site!](#)

## Food License Aspects

*(Content from virtual bulletin board)*

The section headed Simplification had no posts.

The section headed Business Access had one post:

1. Yes, this new structure would allow my business to expand in a way that would not be prohibitive, but would be financially sustainable. As a registered CFP, having an opportunity to operate as a Home Food Processor would be a huge game changer for my business. I TRULY hope this can be a reality!

The section headed Business Innovation had one post:

1. yes, this new structure would absolutely allow me to branch out and try new and different things!

The section headed Business Adaptation and Evolution had no posts.

The section headed Food Safety Risk had no posts.

A screenshot of the final bulletin board is included on the next page.

### Food License Aspects

Give a thumbs up to the aspect of the new model that works well for you or give a thumbs down to the aspect of the new model that does not work well for you. Please explain what works or what does not work for you by adding a sticky note below. You can add a sticky note by selecting the "+" below the aspect you would like to comment on. You can also give a thumbs up to someone else's comment if you agree with their post.

#### Simplification

Pinned

**Simplification - Does this new structure make it easy for you to know what you are applying to do?**



#### Business Access

Pinned

**Business Access - Does this new structure help you to legally sell things?**



1 0

#### Business Accessibility

Yes, this new structure would allow my business to expand in a way that would not be prohibitive, but would be financially sustainable. As a registered CFP, having an opportunity to operate as a Home Food Processor would be a huge game changer for my business. I TRULY hope this can be a reality!

#### Business Innovation

Pinned

**Business innovation - Does this new structure allow you to try new or different things?**



1 0

#### Business Innovation

yes, this new structure would absolutely allow me to branch out and try new and different things!

#### Business Adaptation & Evolution

Pinned

**Business adaptation/ evolution - Does this new structure help you adapt to changes over time?**



#### Food Safety Risk

Pinned

**Food Safety Risk - Does this new structure clearly convey food safety risks?**



#### MDA Food License Stakeholder Feedback Site Link

Pinned

**Click the link below to return to the site!**

[MDA Food License Stakeholder Feedback Site!](#)

# MDA Food Licensing Model Feedback Survey

Which of the following best describes your relationship with MDA Food Licensing? Select all that apply.

1. Farmer/grower
2. Retailers - permanent location
3. Retailers - mobile/temporary locations
4. Manufactures & wholesalers
5. Economic development/community impact advocates
6. Food system advocate
7. Cottage food/home producer
8. Other

How well would this new structure fit your needs (or the needs of those you represent/advise)? Select one

1. Fits needs really well
2. Mostly fits needs
3. Somewhat fits needs
4. Mostly does not fit needs
5. Does not fit needs at all

Is gross sales the correct way to differentiate a small-scale food handler from a food handler?

1. Yes
2. No
3. Unsure/no opinion

The current fee schedule is based on gross annual sales through a graduated scale. Some specific processing types, such as low acid canned foods, have additional specific fees. What factors do you think should be considered as options for the fee schedule for these potential food license categories? Select all that apply

1. Amount of time needed to complete inspection (type and number of food processes, size of facility, etc.)
2. Number of days operating per year (seasonal, limited event, etc.)
3. Food safety risk of activities
4. Number of employees
5. Volume of food produced at location
6. Net income of location
7. Gross annual food sale of location
8. No preference (open to all)
9. None should be considered

Rank (1-5) your priority for how the MDA fee levels should be determined (i.e. the actual amount a licensee will pay annually), where 1 is your highest priority and 5 is your lowest.

- Fee you pay should cover the cost for the agency to regulate you \_\_\_\_\_
- Fees for everyone in the category should all be the same \_\_\_\_\_
- Fees for smaller business should be lower \_\_\_\_\_
- Fees should be related to net income \_\_\_\_\_
- Fees should adjust with inflation over time \_\_\_\_\_

How well does the structure of one (1) license per business fit your needs (or the needs of those you represent/advise)? Select one

1. Fits needs really well
2. Mostly fits needs
3. Somewhat fits needs
4. Mostly does not fit needs
5. Does not fit needs at all

How confident do you feel about identifying what category of license would best fit your situation (or the situation of those you represent/advise)? Select one

1. Very confident
2. Fairly confident
3. Somewhat confident
4. Only a little confident
5. Not at all confident

How well do the following different aspects of this new model work for you (or those you represent/advise)? Select one per row

Aspect:	Works well for me	Works OK for me	Does not work for me	Unsure/no opinion
Fee structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
License categories	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexibility for business innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Alignment with food safety risk level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please explain why you selected "does not work for me" or "unsure/no opinion" for the following aspects.

Aspect:	Explanation:
Fee structure	
License categories	
Flexibility for business innovation	
Alignment with food safety risk level	

# List of questions and feedback received through food licensing feedback process on other topics

## Training and technical assistance

- What technical assistance might be available for new food makers seeking licensure?
- What is the MDA's training plan for inspectors and license holders? How will the content be developed and disseminated?
- There will need to be training – ideally mandated training for licensees and food inspectors
- Could use a decision tree approach to help understand which license to do
- Wish there was a licensing 101 – walk people through the steps they should and need to take; 1 pager would be fine

## Inspector assignment

- Will the MDA inspectors be specialized for one specific license category, or will they be responsible for all categories in a geographic area?
- Can there be one point person from MDA for an entire business?
- How to get the right inspector to the right location?
- It would be easier to have one person as our point person for our business and all of its components.

## Application/renewal process

- Wish there was an online tracking system so food entrepreneurs know where they are in the licensing process
- If there are multiple locations can be renewed all at once (has been challenging in the past with multiple due dates?)

## Multiple authorities

- Would get rid of delegated authorities on the health side makes it more strict – it would be better if there's only one code
- My biggest concern is the delegation agreement between the state of MN, MDA, and other agencies. Ten agencies... wish the list would go away. /Would like licensing renewal across all cities and agencies to be on the same date/timeframe. It's complex and could be made more simple. /Frustrating and confusing that we are called different things in different cities.
- For those with food storage across state lines, would they be licensed by MN or other state's supervision?
- Can renewal dates or timeframes be similar across different cities to align efforts and minimize redundancies?

- Confusion with catering - How does this mesh with Health and their licenses?

#### Specific product types

- How is a breast milk bank considered?
- How are maple syrup or other maple value added products considered?
- Way too many non-licensed ('exempt') are adding or comingling non-product-of-the-farm ingredients.
- Maple Exemptions, verification and enforcement is not well administered.

#### Inspection process ideas

- From a cost standpoint for the state, could a reputable company be “accredited” to provide inspection services so state doesn’t need to do it? That would be cost savings to MDA and benefit to the stores that are worried about food safety [and want more frequent inspections than they get right now]; could streamline the process and take pressure off of the department. It would be a process that they can trust so vendors can make sure they’re in compliance with MDA regulations.
- Many retailers use outside contractors for regular cleaning & food safety help. (Ecolab, etc.) It would reduce costs to the state to make these accredited operations to reduce inspection wait times.

#### Other

- Cannot buy used equipment for commercial kitchen?
- Could we change to a 2- or 5-years license?
- Remember to consider implications for other laws that rely on existing license categories (e.g. homestead)

MINNESOTA DEPARTMENT OF AGRICULTURE (MDA) / FOOD AND FEED SAFETY DIVISION (FFSD)

# Food Business Licensing Process



## Participant

## Ask Questions

## Apply for a License

## Technical Review

## Facility Inspection

## Licensed to Operate

### The Applicant will:

- Contact the MDA (mda.licensing@state.mn.us)
- Find out:
  - » Do you need a food license?
  - » What requirements apply to your business type?
  - » Will you need a Retail Plan Review?
- Learn how to apply for a food handler license

- Complete the Applicant Form
- Pay \$50 non-refundable application fee
- Respond promptly to any questions about your Applicant Form

- Prepare for technical review by following instructions in your application intake email
- Respond promptly to questions from reviewers regarding your business and food handling activities
- Submit additional Retail Plan Review Application, if required

- Read and understand technical review letter to prepare for facility inspection
- Work with inspector to schedule facility inspection
- Answer questions and show facilities, equipment, and processes to inspector for verification and final approval
- Receive form to pay license fee

- Fill out your Initial License Fee form
- Pay your license fee – based on food safety risk level and expected gross annual food sales
- When you receive your printed license, post it at your place of business

### The MDA will:

- Inform callers about food licensing requirements and how to apply
- Provide Applicant Form

- Review submitted Applicant Form for eligibility and send for technical review
- Send applicant an intake email with instructions on their technical review

- Check that facilities and equipment meet all requirements based on food handling activities
- Provide technical review letter with direction for facility inspection

- Schedule the facility inspection
- Confirm the business is ready to begin operating
- Provide the Initial License Fee Form

- Issue a food handler license once completed fee form and correct payment are received

General Timeframe: Approximately 30 to 45 days upon receipt of a complete Applicant Form.

In accordance with the Americans with Disabilities Act, this information is available in alternative forms of communication upon request by calling 651-201-6000. TTY users can call the Minnesota Relay Service at 711. The MDA is an equal opportunity employer and provider. 11.19.25

March 23, 2026

Katherine Simon  
Director, Food and Feed Safety Division  
Minnesota Department of Agriculture  
625 Robert Street North  
Saint Paul, MN 55155

Dear Katherine:

Please accept this correspondence as a testimonial letter of support for the Minnesota Department of Agriculture (MDA) Food and Feed Safety Division (FFSD) for nomination for the 2025 Association of Food and Drug Officials (AFDO) Elliot O. Grosvenor Food Safety Award.

As the Director of the Compliance and Enforcement Division for the Minnesota Office of Cannabis Management (OCM), I have had the privilege of working closely with the Food and Feed Safety Division during the development and implementation of our regulatory framework for edible cannabis products. Their expertise, professionalism, and commitment to public health have been vital to our efforts.

FFSD has played a critical role in providing foundational food safety training for OCM staff, including instruction on core principles of Good Manufacturing Practices such as sanitation, process controls, contamination prevention, and tools for industry compliance. This training has significantly enhanced our team's ability to effectively oversee a newly emerging industry with complex safety considerations.

FFSD has also partnered with our office to conduct inspections of edible cannabis and hemp manufacturing facilities. Their hands-on involvement has ensured that these operations meet rigorous safety standards, helping to protect consumers and establish a culture of compliance within the industry from the outset. The alignment of food regulation and cannabis and hemp edible regulations in Minnesota has created a consistent regulatory landscape and provided a bedrock of safety to operators and consumers in our state.

FFSD staff have shown a willingness to provide other assistance such as policies, templates, and standard operating procedure training for new issues that arise. Some examples of specific situations when their expertise has proven invaluable include response procedures for public health emergencies such as contaminated product on the

marketplace; coordination of product recalls and consumer advisories; and disposition outcomes and response for raw cannabis plant material with pesticide misapplication.

When OCM was developing the Standards for Sampling and Testing Cannabis and Hemp Products, FFSD advised OCM extensively. OCM adopted an innovative risk-based approach based on their guidance to ensure that contaminants are tested for each product at critical points while minimizing testing on the final product.

What distinguishes FFSD is not only their technical expertise, but also their collaborative approach. They have consistently demonstrated a willingness to share knowledge, adapt their experience to new regulatory environments, and support partner agencies in achieving shared public health goals.

For these reasons, I strongly believe the Minnesota Department of Agriculture Food and Feed Safety Division exemplifies the qualities recognized by the Elliot O. Grosvenor Food Safety Award. Their contributions have had a meaningful and lasting impact on food safety in Minnesota, particularly in the context of new and emerging cannabis and hemp industries.

Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Margaret Wiatrowski".

**Margaret Wiatrowski**

Enforcement and Compliance Division Director  
Office of Cannabis Management  
355 Randolph Ave. Suite 100  
St. Paul, MN 55102  
<https://mn.gov/ocm/>

March 25, 2026

Association of Food and Drug Officials (AFDO) Awards Committee Chair  
155 Market Street, 3<sup>rd</sup> Floor  
York, PA 17401

RE: Letter of Support for the Minnesota Department of Agriculture's Nomination for the Elliot O. Grosvenor Food Safety Award

Dear AFDO Awards Committee Chair,

On behalf of Saint Paul - Ramsey County Public Health, I am writing to enthusiastically support the nomination of the Minnesota Department of Agriculture (MDA) for the Elliot O. Grosvenor Food Safety Award. Our partnership with the MDA began with our first delegation agreement in 2001 and has only strengthened through decades of collaboration.

MDA consistently demonstrates a commitment to food safety through active partnership. Notable examples of our successful collaboration include:

- **Integrated Crisis Response:** Joint efforts during critical recall effectiveness checks, such as those for infant formula and Gold Star products, ensured a swift and unified public health response.
- **Operational Transparency:** MDA maintained a collaborative and transparent approach throughout the recent evaluation of our delegation agreement, fostering mutual trust.
- **Professional Development:** Shared cross-training opportunities have standardized field approaches and bolstered technical expertise across both agencies.
- **Continuous Improvement:** Ongoing discussions to expand our delegation agreement reflect MDA's dedication to aligning regulatory responsibilities and improving service delivery.

The partnership between our agency and MDA serves as an excellent model for how state and local jurisdictions can work together to enhance food safety oversight. We highly recommend them for this recognition.

Sincerely,



Amy Caron  
Director