Navigating the complex approval process for food entrepreneurs to start, run and grow their business in Chicago
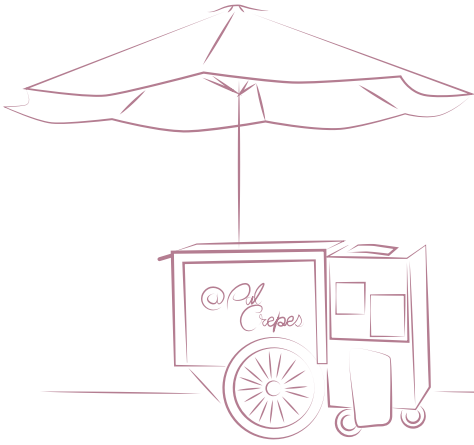
Part 1/2
PROJECT REPORT

Table of Contents

Navigating a rich and complex food approval system

An introduction

Food in Chicago

Chicago's vibrant food culture owes itself to much more beyond the food. While the city boasts 7,300+ restaurants[1], 262 grocery stores[2], 150+ summer food festivals[3], 61 farmers markets[4], and other food outlets, there are two additional factors that contribute to its vibrancy.

Chicago remains one of the world's most diverse cities. The city is home to a still-growing array of ethnic and cultural groups. Each brings food from their homeland—whether to cook at home or to share with the community at large—adding to the cornucopia of Chicago's dining table. Food is an easy entrée for these groups, by extending the production to deliver on a scale that can provide an economic source.

Chicago is entrepreneurial. Terms like 'entrepreneurship' and 'start-ups' are currently in vogue, but small mom-and-pop shops and individually owned businesses have long been a mainstay of Chicago's economy. Well before big box retailers, chain outlets and online stores, these entrepreneurially-spirited individuals brought with them creativity and ingenuity to Chicago's streets and neighborhoods. This entrepreneurial approach to business development and ownership still flourishes in the food industry today.

Meanwhile, the local city government remains necessarily involved in the food business community as it works to ensure the safety of consumers while promoting the economic health of the city. Through the establishment and enforcement of food policy, these departments strive to protect the public while also educating entrepreneurs on good business practices so that their businesses may become enduring contributors to the local economy.

The reality is that, at times, these food entrepreneur behaviors and municipal requirements have come into conflict. On the one hand, the rules that govern the businesses' commercial behavior are often presented in a form that is not easily accessible or understood, making compliance difficult. On the other, many unique, individual, and authentic or innovative styles of food preparation are not well understood by those writing the rules or enforcing them, resulting in cultural friction or the businesses abandoning Chicago for more progressive locations.

Section authors:
Matt Impola, Tomoko Ichikawa

Our charge

The 2018 Fall Communication Design Workshop at the Institute of Design (ID) at Illinois Institute of Technology, in partnership with Chicago Food Policy Action Council (CFPAC), was initially charged to create visualizations of the food licensing, permitting, and certification processes to help food entrepreneurs more easily navigate the myriad pathways that exist to become compliant so that they may start a viable business. Students were tasked to research various participants of this ecosystem, learn about the processes, and ultimately translate from a text-based expression into a graphic representation—all with the goal of bringing clarity and simplicity to these licensing processes.

Through interviews with the various participants of this ecosystem, the team came to understand that the food business licensing process in Chicago ...

... is not a simple process, but rather a path involving many processes.

... often requires multiple licenses, each with its own prerequisite certificates and permits.

... involves interacting with not just one government entity, but likely several, each requiring different ways of interacting and points of contact.

... does not have a stable set of rules, but one that is constantly in flux.

... does not begin with a simple decision as to which license to obtain, but rather a complex set of decisions based on multiple business variables.

As a design effort, we are constantly learning how the world *is* so that we may provide solutions to what the world can *become*. In addition to the navigation maps, we will present in this document three models that emerged from our learnings that help us understand the larger context in which food licensing and food entrepreneurship lives.

By doing this, we are able to shift our understanding from what we know to what we can do as next steps. This shows the power of visualization which will be discussed in a later section.

References

[1] https://www.cityofchicago.org/city/en/about/facts.html

[2] Mid-America Real Estate Group, cited by https://www.chicagotribune.com/business/ct-grocery-store-report-0813-biz-2-20170811-story.html

[3] https://www.chicagotribune.com/redeye/ct-redeye-chicago-summer-festi vals-guide-2018-htmlstory.html

[4] https://www.cityofchicago.org/city/en/depts/dca/supp_info/farmersmarkets0.html

Our design process

We leveraged our understanding of design in order to better visualize the paths and processes for a food entrepreneur to acquire various licenses in the City of Chicago. We went through many steps in the design process to create our maps and insights, and worked closely with the Chicago Food Policy Action Council along the way.

Secondary research & Benchmarking → **Stakeholder Interviews** → **Prototyping** →
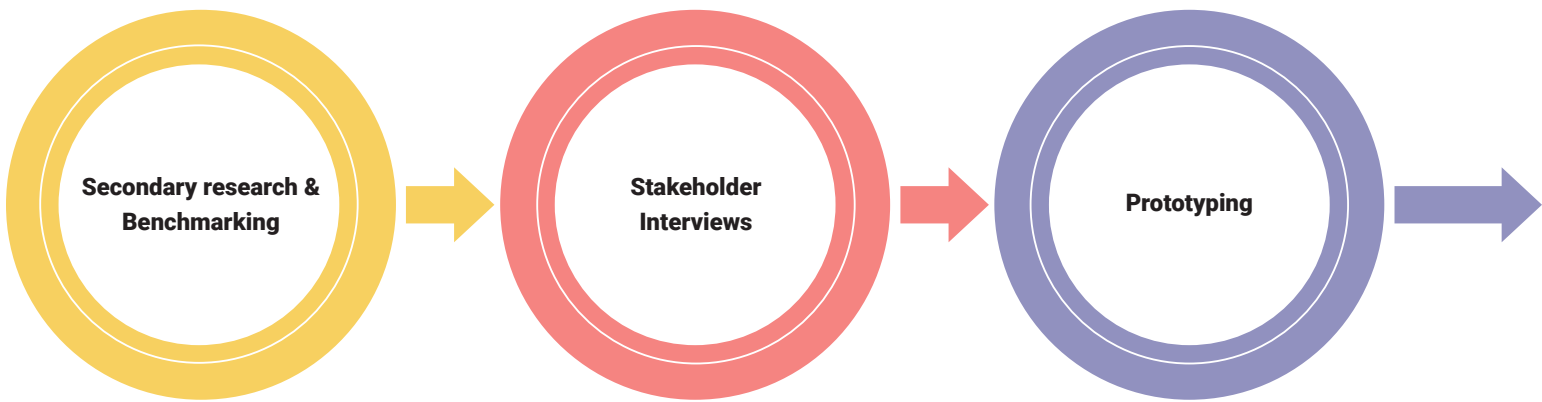
● We began the process by gathering and analyzing data based on how other cities approached similar problems, looking at existing research on the Business Affairs and Consumer Protection (BACP) website and learning from our partners at the Chicago Food Policy Action Council. We used this information to begin the earliest prototypes of the license maps.

● We conducted 10 interviews that included speaking to 5 business owners, 3 consultants and 2 city officials. During these interviews we collected data by having participants complete stakeholder maps, journey maps and ecosystem maps.

● We continued to iterate on our maps as we learned more from our primary and secondary research.

Section authors:
Divya Iyengar, Yuan Feng

Analysis

Synthesis

Presentations
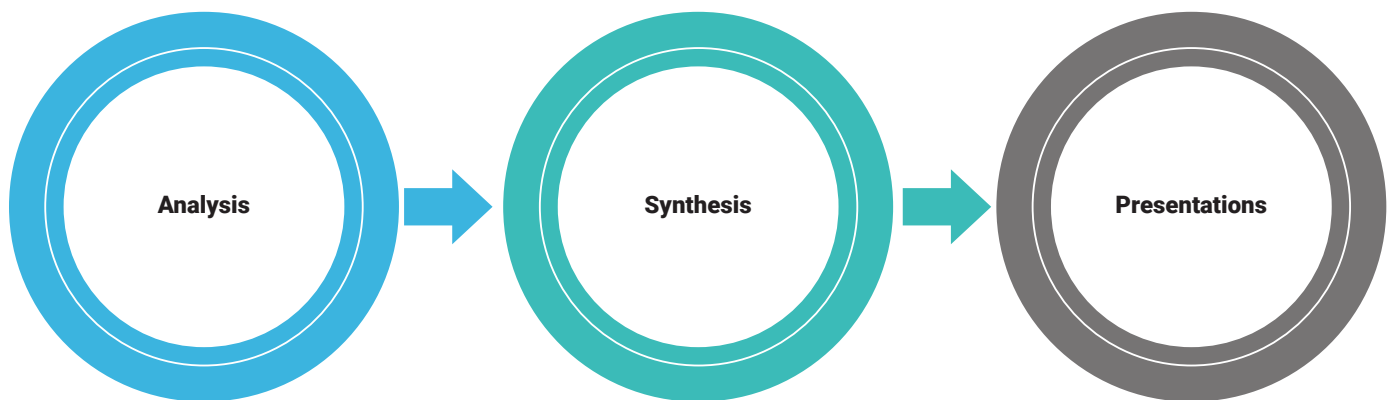
- We analyzed our interview data by recording insights, collecting quotes and using a few frameworks to help us organize our thoughts.

- We synthesized our findings into insights and showed them in three ways.

- We shaped our insights into design factors and principles that could inform future directions for the process.

- We created a decision tree to help business owners figure out which license makes the most sense for them.

- We made a map that shows the existing relationships and all entities involved in the licensing process.

- We presented our maps and insights to members of the Chicago Food Policy Action Council as well as various business owners, consultants and city officials whom we spoke with during the process.

What we learned about
CHICAGO'S FOOD ENTREPRENEURSHIP

Supporting food entrepreneurs

A snapshot of the world of starting a new food business in Chicago

Overview

Starting a food business in Chicago is a great way to support and grow the local economy. It is important to keep in mind the institutions that need to be—and some that should be—involved in order to ensure that business owners are able to successfully launch and operate their businesses. Navigating the key relationships within the system is a critical first step towards that success.

Government Officials

Government Officials create and enforce the requirements and processes that need to be followed in order to start and run businesses.

Consultants and support organizations

Consultants and support organizations advise and guide new business owners through the correct processes they need to follow in order to fulfill the requirements associated with their specific business type.

Business owners

Business owners want to open their food business quickly, efficiently, and in the way that makes the most sense for the type of business they are opening.

Please note that not all entities (business owners, city officials, vendors, consultants, partners etc.) have been represented in this map. This map includes those who we have interacted with throughout the map development process.

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Divya Iyengar

Federal Agencies
State of Illinois

City of Chicago officials

City consultants

Consultants

Business owners

Register business

Give business owners their business licenses

Apply for licenses and permissions

Grant licenses and permissions

Follow policies and processes

Communicate policies and processes

Provide support and resources

Interpret and collaborate on policies and process

A web of relationships

Within the Chicago food business landscape exists a web of complex interactions and flows of information. It must be navigated differently depending on everything from how food is prepared to where it is sold.

The success of a new food business ultimately depends on holistically addressing the needs and requirements of all of the community stakeholders involved.

How to read

State of Illinois

City of Chicago officials

City official consultants

Consultants

Business owners

Descriptive relationships
between entities

Optional relationships
between entities

Relationships
between entities
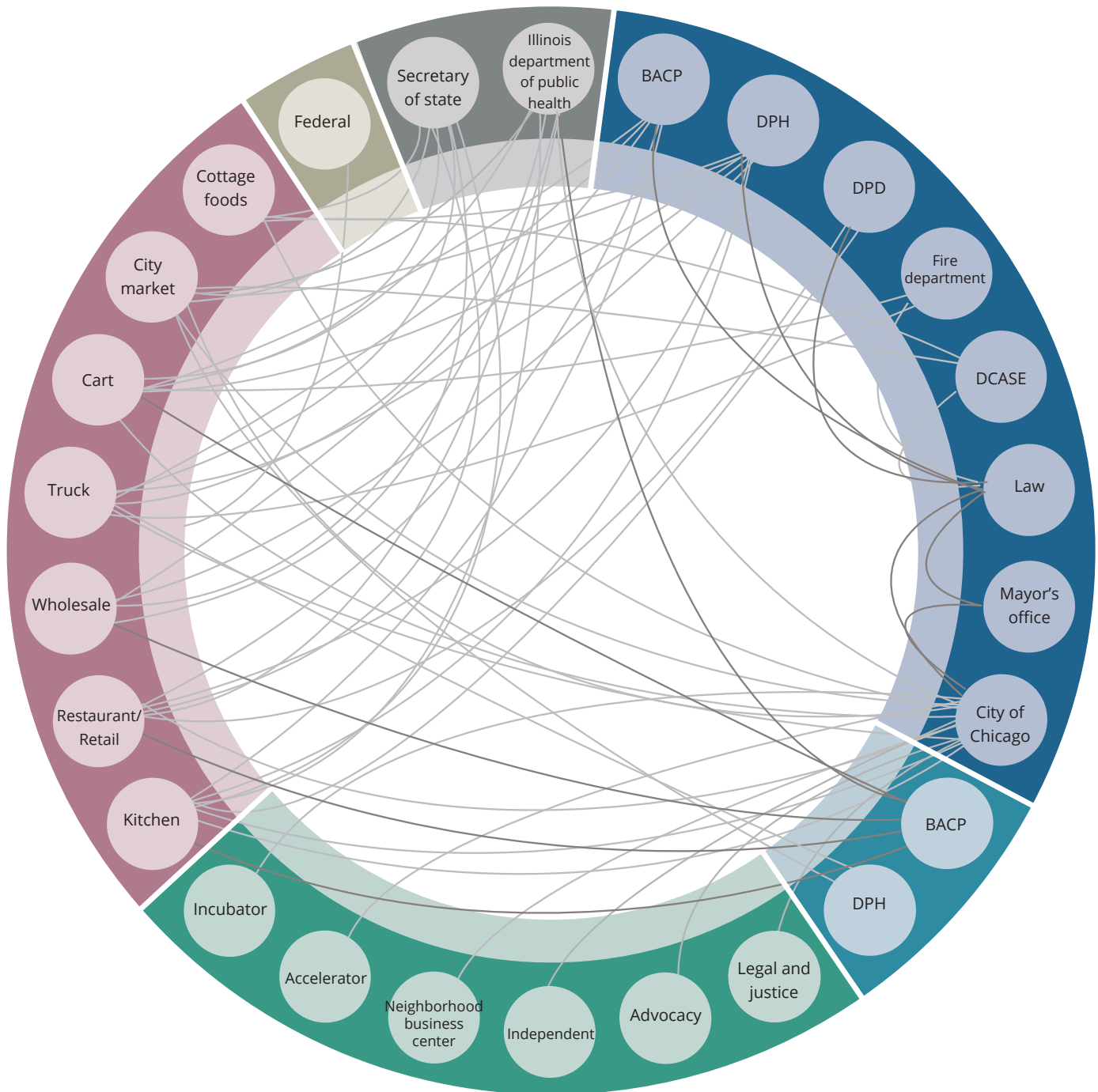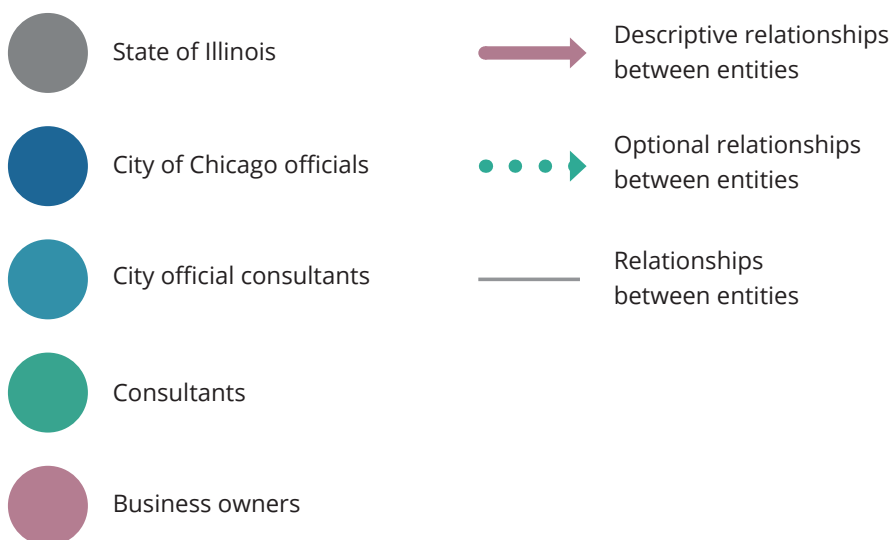
The business owner's perspective

Business owners are driven by a desire to start their business as quickly as possible, and they want to be able to sell their food in an authentic fashion.

However, the process can be cumbersome and costly. Many factors influence the types of businesses they decide to start, as well as the types of guidance that they seek.
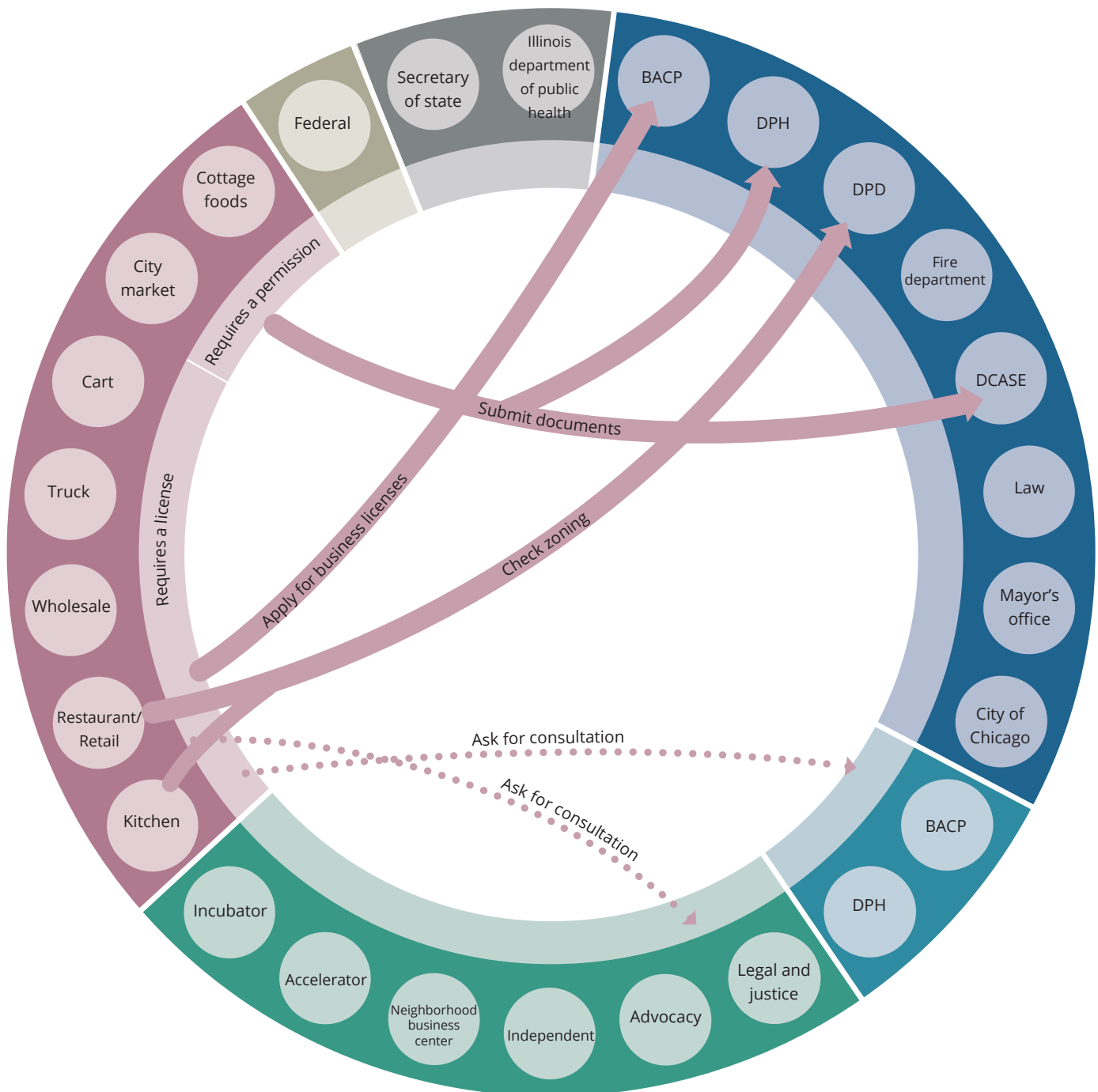
Business owners are expected to know the technical details as soon as they start planning.

Think About:

What channels might be most accessible to different communities of business owners in Chicago for business planning information?

"*I used LegalZoom. I shouldn't have. I could have done it on my own. Like I had no idea what it took. I didn't realize that you could go online and just incorporate at the beginning. I was so not savvy. I wish I wouldn't have used LegalZoom in retrospect.*"

— Business owner

"*I think every food entrepreneur needs a consultant that knows what to look for and knows how to set things up, because, when the health inspector came in, I passed on the very first inspection and I've heard horror stories from other chef colleagues that it's taken us three, four times before inspector helps give something.*"

— Business owner

"*They said 'is your cart ready to be inspected by the public health department?' And I said, 'tell me what "ready" means.' I need to know because there was nowhere that says what you need. So, the person who we sat down with a really did help us in terms of before even applying and paying for it.*"

— Business owner

The government officials' perspective

Government officials are interested in supporting new businesses, as they contribute to the local economy, however they are also interested in business owners complying with the current regulations.

While the city does try to be flexible, their top concern is public health with regards to food safety.
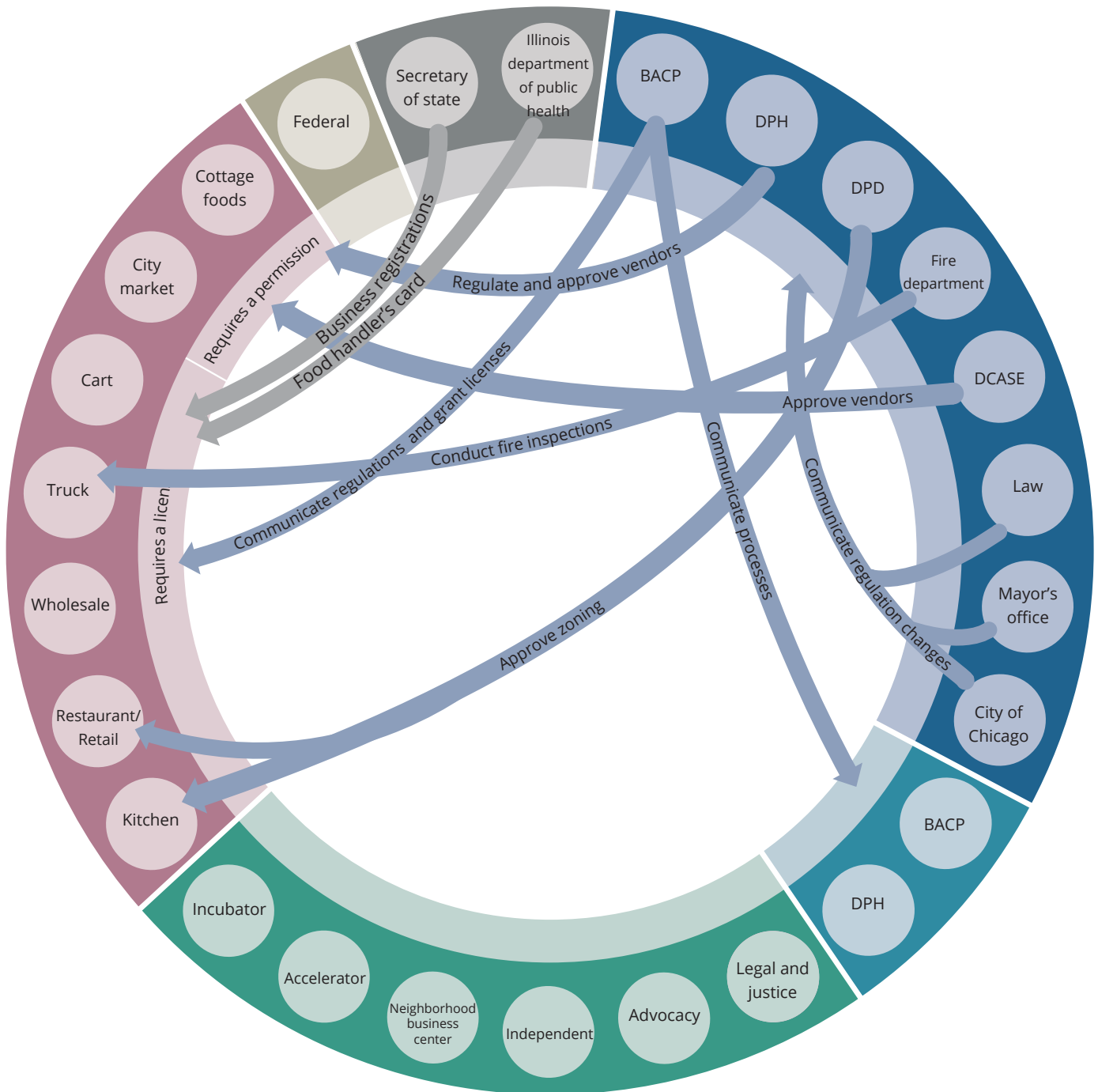
Government officials have to both enforce rules and address changing community needs.

Think About:

What are ways that the city can co-create with new business owners to handle emerging business requirements?

"*We are advocates for business. We want entrepreneurs to succeed, and we don't want it to be cumbersome to everyone.*"

— Government official

"*We are fighting misinformation and we are trying to get the information out the best way that we can.*"

— Government official

"*Everyone who is serving food has the same regulations applied to everyone. We don't want people to get sick. The City gets blamed for this issue.*"

— Government official

The consultants' and support organizations' perspective

Business owners can approach multiple types of consultants to navigate the licensing processes:

- City consultants guide business owners through the process.
- Legal justice consultants empower underserved communities and help them navigate an inaccessible process.
(Institute for Justice)

-Advocacy consultants care about achieving policy changes and clarifications to better serve all communities.
(CFPAC, AVA)
- Entrepreneurship consultants provide business planning and legal resources to new business owners.
(John Marshall Law Clinic, Good Food Accelerator)
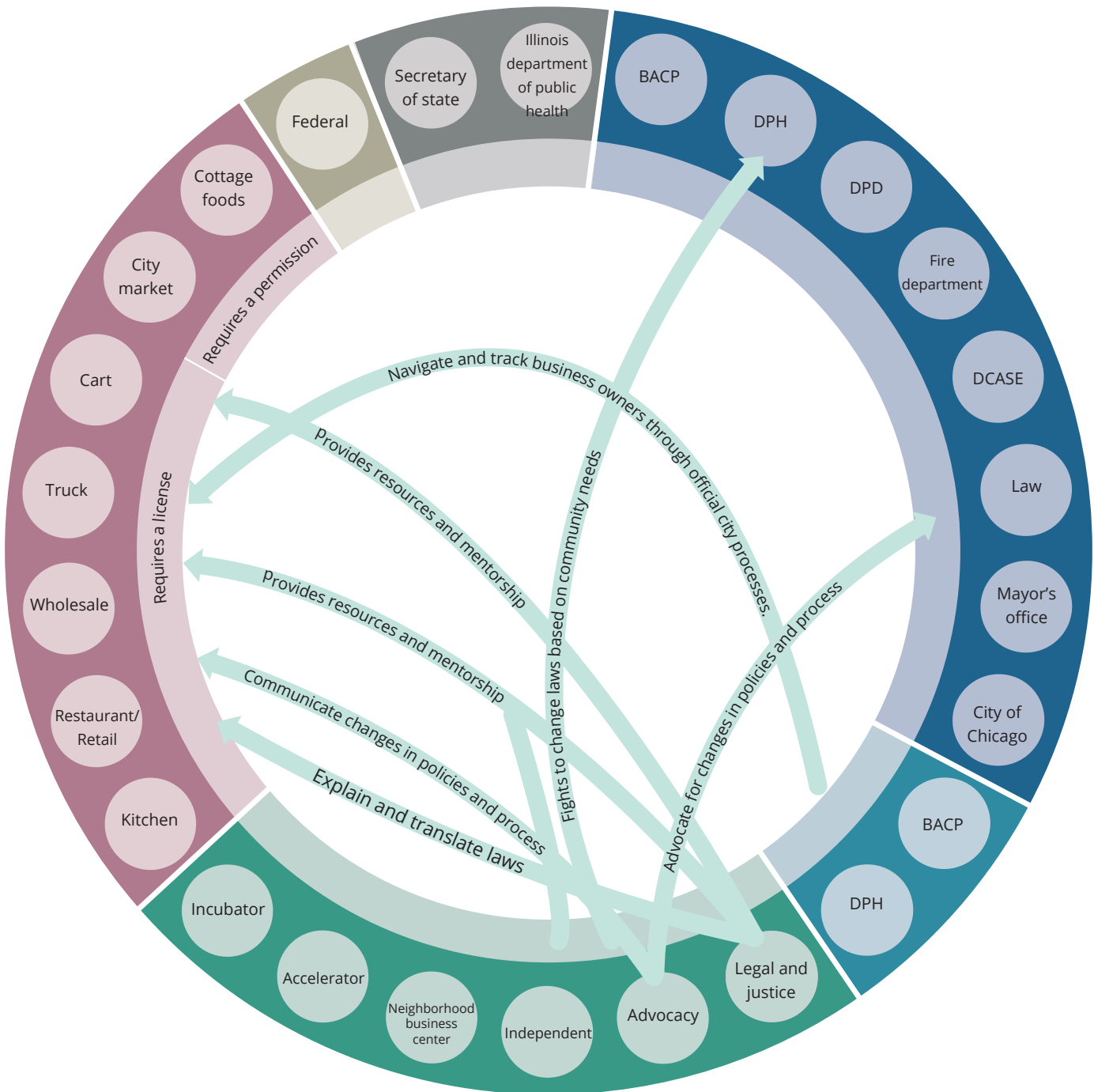
Consultants and support organizations are liaisons and interpreters.

Think About:

How could all the different types of consultants work together to provide complementary services to new business owners?

" *The city funds some of it, but mostly at least the folks that I'm kind of networked with are also going to be serving low to moderate income entrepreneurs or small businesses.* "

— Entrepreneurship Consultant

" *...The process can be a problem, certainly for individuals who are undocumented that are starting businesses. There's nothing wrong with that, but the point is that a lot of folks won't be able to navigate that if they're starting their business on their own or they don't necessarily have legal assistance or another individual who's helping them in the process.* "

— Entrepreneurship Consultant

" *So then there are no permits for street sellers, because the procedure for them doesn't exist. The procedure doesn't exist because the old rules don't apply, because there is a proposal for new rules. And we're still stuck in limbo.* "

— Advocacy Consultant

Making research actionable

Abstracting data to principles

Design research is used to uncover the processes, behaviors, and biases of the people that live and operate in a given context. It allows designers to develop a holistic understanding of what is happening and why it is happening.

Features of this process include principles, statements, and factors generated from the detailed qualitative data we amassed through the interviews to provide interpretation and create meaning.

Design Principle
A design principle is a directive for action. It provides you with a simple set of rules to follow when creating solutions.

Need Statement
A need statement is a call to the issues in the system that need to be addressed.

Factor
A factor is an element of the system that, if addressed, will help solve for needs.

The model on the right—and details on the following pages—is a distillation of the interviews the team conducted with the various stakeholders. This helps us move from descriptive, narrative views of the food entrepreneurs' experience to an actionable set of principles, needs and factors for designers. This guides designers to take action, for example by exploring possible areas of intervention, or facilitating conversations between stakeholders for alignment and improvement.

Design principles:
high level directive for action

Exchange information through government resources and your network

Education and progress is rooted in the ability to leverage information and apply it in meaningful ways. Information for food entrepreneurs lives both in a static form—online or in print—and also dynamically, as it flows through people and their networks. Designing for communication processes will enhance the ability to access that information and promote system improvement.

"I have no idea how they could have helped us, especially if the department didn't know what this processes is either. I think we were kind of the pioneers that helped determine the hot holding food process with city."
— Business owner

Section authors:
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Kyungtae Kim

Distribute responsibility for improvement across food ecosystem

Developing a business requires entrepreneurs to embark on a journey of education and persistence. Since the food entrepreneurship ecosystem is organized by many stakeholders, the interactions and engagements that occur to advance a process must be seen as moments of co-production. All stakeholders are dependent on each other, and thus, all share the responsibility and accountability for creating and maintaining a functional system.

"*What I'm interested in is making sure that people really actually have control over how their communities develop and that they have access to the things that they need.*"
— Consultant

Engage with others by taking a mindful approach

Chicago's history is complex. Its narrative derives from a network of experiences that relate to the individual, family, and community. Mindfulness—the act of remembering someone or something and considering them/it when you do something—is a critical element for shaping a new narrative. This concept is a core feature of designing for an improved future.

"*They've probably never had corn on the cob and its just like, its so anti-, its just weird. Like - that would be a really weird way to give out this product culturally. They would never want the corn if it was packaged this way.*"
— Business Owner

Key

Design Principles

Need Statements

Abc Abc Abc Factors

Design principles detailed:
Need statements and factors

**Exchange information
through government resources and your network**

Provide clear pathways for new business owners

Use networks to your advantage

Improve internal alignment

Thinking ahead

Business owners need help to understand the future consequences of their business decisions (e.g. legal structure of business).

Clear and updated information

Government curated information needs to be updated and at a reading level that is understandable to everyone.

Access to information

Information needs to be accessible to all populations. Use different mediums (e.g. print, digital) and channels (e.g. website, app, neighborhood locations) to ensure that everyone has equal access.

Network with peers

Personal networks can help provide a safety net for entrepreneurs. Don't limit this network to neighborhood friends, but extend it to professionals.

Network with governments

Government representatives and consultants are there to assist business owners. Build a relationship with them to earn trust and gain influence.

Be proactive

Networks don't build themselves. Food entrepreneurs should seek opportunities to meet people who will help them reach their goal.

Network with associations

Non-for-profit organizations and other associations use their network to coordinate and streamline business processes. These pre-established networks can be utilized to speed up processes that business owners are struggling with.

Improve internal alignment

Business owners are put in a disadvantageous position because they rarely speak with the same government representatives, each of whom are not equally knowledgeable about the law.

Distribute responsibility
for improvement across food ecosystem

Understand barriers and avoid violations

Celebrate benefits to community

Strive for equal enforcement of the law

Financial concern

There are many ways to finance a business. Business owners should understand the opportunities available, and seek opportunities to work with others to do what is best for them.

Desire to be compliant

Food entrepreneurs often miss steps in the legal process because of a low desire to navigate the bureaucracy. This leads to city violations or innovative food businesses leaving the city.

Speed to sales

Licensing decisions are often made based on how fast it will allow entrepreneurs to sell their product.

Documentation of food preparation process

Documenting a process is often an easy way for entrepreneurs to show that they are working to become licensed.

Economic stimulus

Food entrepreneurs provide economic stimulus to their neighborhoods and the city.

Cultural vitalization

Food entrepreneurship is an expression of culture and allows communities to enrich their identity.

Social fulfillment

Food entrepreneurs facilitate and support the social needs of the community.

Varying degree of inspector enforcement

Throughout the city of Chicago, food laws are enforced with different degrees of rigidity. This directly influences the cultural development of a neighborhood. Additionally, there is a gap between "legal documents and what is implemented in the world."

Stakeholder key

Government officials

Consultants & support organizations

Business owners

Design principles detailed:
Need statements and factors, *cont.*

Engage with others
by taking a mindful approach

Demonstrate flexibility

Learn from the others

Be cognizant of tension

Workable ordinances

Laws are open to interpretation and can apply to different business types and food production processes. This understanding of the law needs to be conveyed to food entrepreneurs.

Empathetic mindset

Cultural differences between populations are reflected in the legislation of regional areas. For example, corn husks are seen as suitable packaging for a tamale in Mexico, but in Chicago, they need to be in plastic bags. Be cognizant of this when working with populations that are new to an area.

Highlight opportunities to give feedback

Incorporating feedback is an easy way to make improvements and demonstrate that a relationship is being built. Showcase ways for business owners and consultants to give this feedback.

Sharing success

Entrepreneurs are experts in creating "the new." Find ways to capture this information.

Education within community

Education programs within communities are essential to create leaders. Give ambitious entrepreneurs the tools they need to be leaders.

Legal workarounds as a signal for improvement

On occasion, business owners may use a workaround to get through the legal system. Use these workarounds to identify process breakpoints.

Cultural differences

Different populations carry different mental models of what is right and wrong. Adapt the way you communicate to demonstrate why the law is the way it is.

Law as provocation

Some laws can be seen as provocations toward the community. Try to understand and avoid them.

Historic tensions

Tensions between food entrepreneurs and government is embedded in the past. Show awareness of discomfort and work to make situations more comfortable.

Collaborating around design principles

How might we use design principles to have a conversation?

Card activity

To make the research more actionable, we designed a card deck to be a tool for conversation in meetings. The cards each contain design principles, need statements, and design factors.

Card decks contain the collective reported experience of people that we interviewed in our research, but not necessarily the biases of people that would use them in a workshop or conversational setting. These cards can be a good object for workshop participants to share their different perspectives and suggest new ideas. Cards will be a helpful tool for one to remove some of the subjectivity and start important conversations.

Front

Need Statement:
Provide Clear Pathways for new business owners

Design Principle:
Exchange information through government resources and your network

Need Statement:
Improve internal alignment

Design Principle:
Distribute responsibility for improvement across food ecosystem

Need Statement:
Demonstrate Flexibility

Design Principle:
Engage with others by taking a mindful approach

Back

Factors:
Thinking ahead

Business owners need help to understand the future consequences of their business decisions (e.g. legal structure of business)

Factors:
Improve internal alignment

Business owners are put in a disadvantageous position because they rarely speak with the same government representative, who are not equally knowledgeable about the law.

Factors:
Workable ordinances

Laws are open to interpretation and can mold onto different business types and food production processes. This understanding of the law needs to be conveyed to food entrepreneurs.

Use scenarios

Card decks can be used in many different scenarios: setting up an internal agenda, exploring new partnership opportunities, and exploring solutions. Try creating a clever way of using the card deck.

Look at the cards

Ask questions and create ideas

Determine area of focus
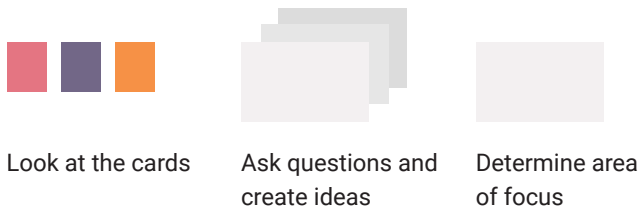
How to read

front

Need Statement:
Provide Clear Pathways for new business owners

Design Principle:
Exchange information through government resources and your network

— Need Statement

— Potential Stakeholders

— Design Principle

back

Factors:
Thinking ahead

Business owners need help to understand the future consequences of their business decisions (e.g. legal structure of business)

— Factors

— Explanation

Government officials

Business owners

Consultants & support organizaitons

Design Principles

Exchange information through government resources and your network

Distribute responsibility for improvement across food ecosystem

Engage with others by taking a mindful approach

Chicago's
FOOD LICENSE NAVIGATION MAPS

Chicago Food License Decision Tree

An overview of the licenses and other permits

Simplifying and clarifying the decision-making process

The following decision tree helps Chicago food entrepreneurs define which license(s) they need to start their business in Chicago.

Perhaps you want to sell tamales but are not sure how to go about it. Maybe you want to start a food truck business but are not sure what kind of food to sell. This diagram can act as a guide to help you clarify your business vision and begin the process of making it legal in Chicago.

Section authors:
Matt Impola, Yuan Feng, Fanny Tan

TRIM 1/2" FROM EDGE

*Chicago food license decision tree
for Chicago food entrepreneurs*

This diagram covers food-related licenses in Chicago only.
It does not apply if...

    ... you are selling beverages or liquor.
    ... your business is from Chicago but is selling
      outside the city.

You will likely need multiples licenses and permits. Therefore you
should follow any pathways that apply to your situation.

This diagram may not have all the answers you need.
Requirements vary as policies change. In addition, each license
may have additional requirements (approvals, permits, certificates,
etc.). Check with the City of Chicago or BACP (Business Affairs
and Consumer Protection) for the latest information.

The present information is based on interviews and online
research. This is a starting point, but not an exhaustive
document.

How to read

CATEGORY

Questions

Options — *Business Affairs and Consumer Protection (BACP)*

LICENSE — *Department of Cultural Affairs and Special Events (DCASE)*

⊘ *End of process*

ACTIVITY

CLIENTS

SALE LOCATION

▶ **What does your business do?**

Provide a place to prepare food

Who uses this space?

Yourself → RETAIL FOOD ESTABLISHMENT ⊘
Contact BACP for more information

Other operators → SHARED KITCHEN OPERATOR ⊘
See map catalog

→ SHARED KITCHEN SUPPLEMENTAL ⊘
See map catalog

Sell food

To whom do you sell?

To businesses → WHOLESALE ⊘
Contact BACP for more information

To the public → **Where do you sell?**

At an event or festival → SPECIAL EVENTS PERMIT ⊘
Contact DCASE for more information

At a park/beach → CONCESSION PERMIT AGREEMENT ⊘
Visit www.parkconcessions.com for more information

At a City Market → CHICAGO CITY MARKET APPROVAL ⊘
Contact DCASE for more information

At a neighborhood market → *Contact the market manager for more information* ⊘

At another public or private property → *Contact the owner or BACP for city properties for more information* ⊘

On the street or on a sidewalk →

At a building → RETAIL FOOD ESTABLISHMENT
Ex: grocery stores, restaurants, cafeterias... — *Contact BACP for more information*

POINT OF SALE AND TYPE OF FOOD PROVIDED

FOOD PREPARATION LOCATION

How do you sell?

Standing place

From a stand

Non motorized vehicle

From a push cart, a hand cart, or other

Motorized vehicle

From a motorized vehicle (2-3 wheels)

From other motorized vehicle

From a food truck

What do you sell?

Unprepared food

Whole and uncooked fruits and vegetables

PRODUCE MERCHANT	STREET PEDDLERS AND STREET PERFORMERS	STREET PEDDLERS AND STREET PERFORMERS	MOBILE FOOD DISPENSER	STREET PEDDLERS AND STREET PERFORMERS
Contact BACP for more information	Contact BACP for more information	Contact BACP for more information	See map catalog	Contact BACP for more information

Prepared food

Individual portions of food that totally enclosed/wrapped

RETAIL FOOD ESTABLISHMENT	MOBILE PREPARED FOOD VENDOR	MOBILE FOOD DISPENSER	MOBILE FOOD DISPENSER	MOBILE FOOD DISPENSER
Contact BACP for more information	See map catalog	See map catalog	See map catalog	See map catalog

Frozen desserts

RETAIL FOOD ESTABLISHMENT	NON MOTORIZED MOBILE FROZEN DESSERTS	MOTORIZED MOBILE FROZEN DESSERTS (2-3 WHEELS)	MOBILE FOOD DISPENSER	MOBILE FOOD DISPENSER
Contact BACP for more information	Contact BACP for more information	Contact BACP for more information	See map catalog	See map catalog

Other cooked and prepared food

RETAIL FOOD ESTABLISHMENT	MOBILE PREPARED FOOD VENDOR	MOBILE FOOD DISPENSER	MOBILE FOOD DISPENSER	MOBILE FOOD DISPENSER
Contact BACP for more information	See map catalog	See map catalog	See map catalog	See map catalog

Food prepared and cooked on-site

| No license available at this time | Not permitted | Contact BACP | Contact BACP | MOBILE FOOD PREPARER / See map catalog |

If you prepare food, where do you do it?

At home → COTTAGE FOOD REGISTRATION — See map catalog

A retail food establishment — Ex: restaurant kitchen... → RETAIL FOOD ESTABLISHMENT — Contact BACP for more information

Shared kitchen → **How long do you use it?**
- **90 days** → SHARED KITCHEN USER - SHORT TERM — See map catalog
- **2 years** → SHARED KITCHEN USER - LONG TERM — See map catalog

TRIM 1/2" FROM EDGE

Developing the process maps

The rationale of this work

Through our secondary research and field work, we discovered that the licensing process for food vendors was often quite difficult to navigate. The following areas stood out:

Information is discrete and decentralized ●

BACP publishes fact sheets for various kinds of businesses, as well as fliers with updated information. There are also play lists of educational videos on the internet that are published by city departments that provide information as well as workshops conducted by the city. All of this content requires curation in order to access the necessary information. In the absence of this curated content, various third-party organizations may create workarounds to educate new business owners, however, this causes policy-makers to lose control of the information leading to tension and potential misinformation.

It is hard to keep pace with changing information ●

In July of 2018, the food code changed. Food business owners were suddenly required to meet new standards (including allergen certifications). In January 2019, more changes will go into effect with new food policies. If new business owners are unaware of these changes, they are likely to be caught in violation of something that they didn't even know they had to keep in mind.

This highlights the importance of a centralized, accurate and up-to-date information source.

Text is linear and hard to distinguish ●

Text based directions and rules tend to be overwhelming due to the fact that often the reading level is quite high, and it is difficult to distinguish the subtle differences between processes purely by reading through them. This leads to missed opportunities to be proactive about taking certain steps, and possible mistakes in the process as well.

This work was meant to take in the published information regarding different food licenses, permissions, certifications and requirements and codify them in a way that maintains their accuracy, while enhancing visibility and accessibility.

Section authors:
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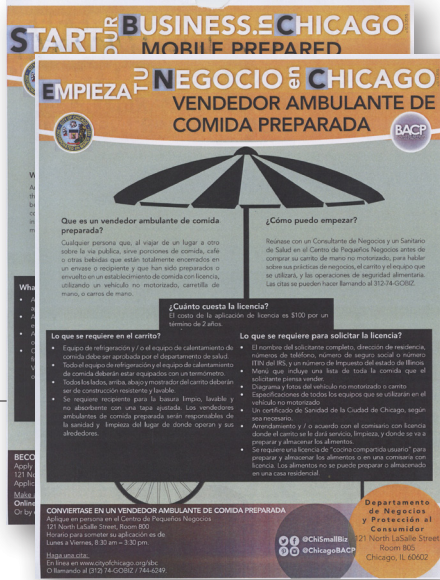
Fliers from BACP on starting a food cart business, English and Spanish translation
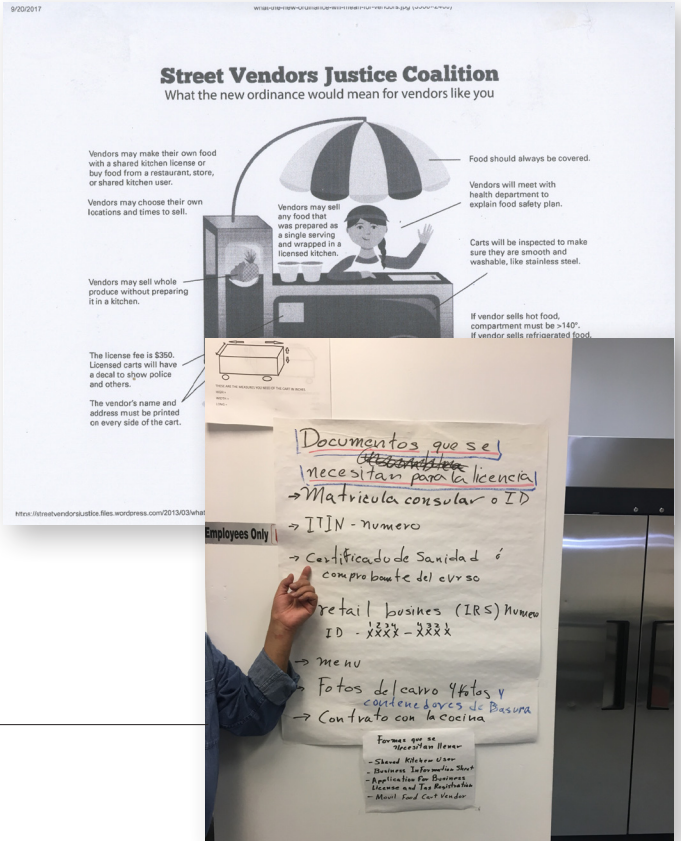
Resources provided by the AVA regarding starting a food cart business

July 2018 Chicago Food Code update
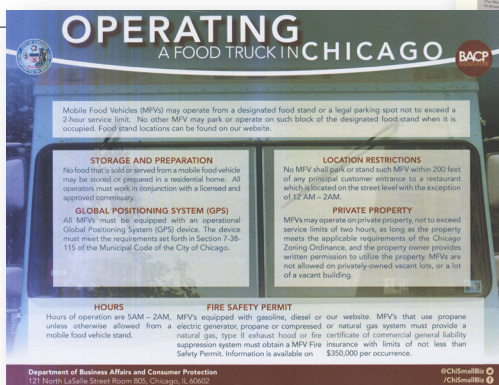
Flier from BACP communicating procedures on food truck operation
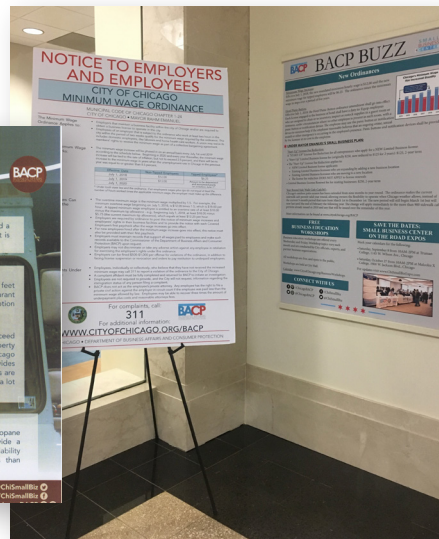
Posters on updates and ordinances at city hall

Evolving the information on food licensing

From legal codes to visual maps

As an entity, the government has processes to create products and provide them to the public. Their products range from law enforcement to health insurance, but at the core, their product is translating the will of the public into law.

The machines at work to create the law are our politicians, who must write laws that can be used by themselves first, and by the public second. Lawyers need to interpret law that is valid for the court system. They communicate the law to the public at a high level. However, in reality, the communication and practical application of the law to the public is left to middle and lower tier governmental employees. The work of this Communication Design Workshop was to bring clarity and simplicity to a

Exhibit 1
Municipal Code (Shared Kitchen Operator License)

Produced by: law makers

Produced for: law makers, lawyers, government employees, consultants, food entrepreneurs
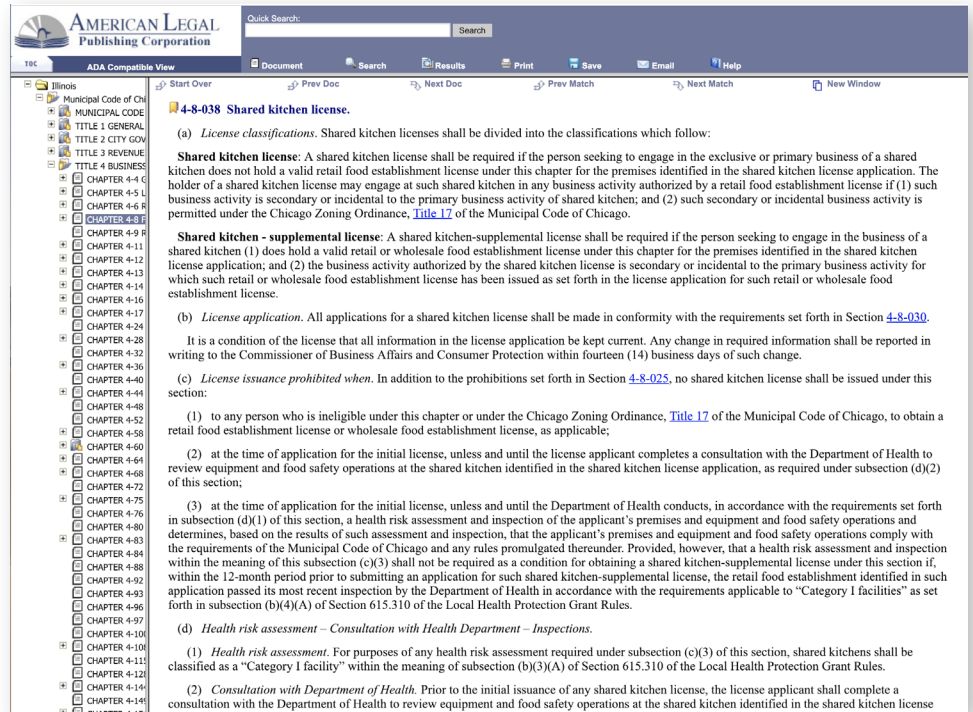
process which governmental employees, consultants, and food entrepreneurs all must understand and act upon.

Interviews that we conducted helped us understand the efforts of the Department of Business Affairs and Consumer Protection (BACP) employees and other city departments to communicate to the public. These employees are not trained in the art of communication,

but are individuals who have the job of supporting the food entrepreneurship community in Chicago.

Yet, even without official training, they understand that new tools for interpretation need to be created. The following exhibits represent an evolution of understanding this information.

Exhibit 2
User Fact Sheet (Shared Kitchen Operator License)

Produced by: government employees

Produced for: government employees, consultants, food entrepreneurs

Exhibit 3
Shared Kitchen Operator License Map

Produced by: Institute of Design

Produced for: government employees, consultants, food entrepreneurs

Codifying processes and actions

A new visual language

Regulatory information is hard to digest and differentiate in its current form

Portraying the licensing processes in a visual manner is very important in order to address the aforementioned challenges in a consistent and understandable way. Any visual standards need to be: clear, familiar, and repeatable across multiple agencies, licenses and permissions. After reviewing quick facts sheets of different licensing processes, patterns of activities were also discovered and needed to be revealed through the system of maps.

The maps need to be modular. Pieces can fit together to describe particularly complex interactions. Many of these licensing processes are not just one process, but paths with multiple processes. Some processes are optional, while others are required. Some are dependent on each other, while others must happen simultaneously. There are multiple steps and sub-steps—and sub-steps may have an additional list of requirements that need to be met—before a new business owner can proceed. The visual maps address some of these issues by focusing on the steps and requirements of acquiring a specific license. They also reveal interactions between agencies.
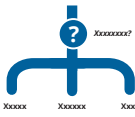
We imagine this system of visual modules be used as building blocks. There are repeated common actions, and the visuals can be mixed and matched to suit the particular process that needs to be represented. Each map can be useful by itself, but they will all make sense as a whole body of work as well.
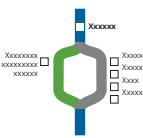
These are the visual building blocks...

Steps & substeps
Follow the steps along the paths; check them off as you complete them. Some steps have several substeps.

With other departments
You obtain your license from BACP but you may temporarily interact with other departments or agencies. The colors of the main path tell you with whom you'll interact.

Choices
Situations when you decide one out of two possibilities.

Multiple choice
Situations when you decide one out of multiple possibilities.

Multiple simultaneous sub-steps
Situations when you need to do several steps. These can be done at the same time. The colors of the path tell you with whom you'll interact.

Gates
Points along the path where you'll need to have required tasks or documents completed before you can move on.

Optional steps
Not required, but useful steps are shown in a faded color. The colors of the path tell you with whom you'll interact.

Continuing process
The current process will continue and the additional steps and timing will depend on your situation.

Waiting
The length of waiting time will depend on your situation.

… that create a family of maps to help navigate complex processes.

Obtain Mobile Food Preparer License

A "Mobile Food Preparer" is any person who, by traveling from place to place upon the public ways, **prepares and serves food from a mobile food vehicle**.

$ **$1,000**

Valid for 2 years

Key

State of Illinois

Business Affairs and Consumer Protection (BACP)

Dept of Public Health (CDPH)

Chicago Fire Dept (CFD)

Source: https://www.cityofchicago.org/city/en/depts/bacp/supp_info/mobile_food_vendorlicenses.html (Date accessed 08/21/2018)

Version: 11/2018

City debt must be resolved prior to issuance of any business license

Register business with State of Illinois
- ITIN/EIN no.
- Business registration

SUBMIT LICENSE APPLICATION AT BACP

Meet w/ BACP Business Consultant

Complete Business Information Sheet (BIS)
https://www.cityofchicago.org/content/dam/city/depts/bacp/businesslicenseforms/businesslicenseforms/Business_Information_Sheet_V-10-06-2016.pdf

Obtain Valid Food Sanitation Manager Certificate
→ **Fulfiling Food Safety requirement map**

Does your truck use propane or natural gas?

No
Go to the next step

Yes
- Obtain Certificate of commercial general liability insurance

Optional
Schedule vehicle assessment

Optional
Review plans and pictures of truck that you want to purchase at DPH @ City Hall

$ **Submit licensee application @ BACP**
- $100 fee

CONSULT WITH HEALTH & FIRE DEPTS

Complete health consultation meet with Department of Public Health Sanitarian to review the following
- Proposed menu including a list of all food items the applicant intends to serve
- Specification sheets on equipment installed and used within the MFV
- Blueprints (Plans) of the MFV

Is your food sourced or commisary located outside of Chicago?

No
Go to the next question

Yes
- Obtain inspection report from within the last 90 days from the state or local health authority where the food source or commissary is located

Does your vehicle use a **gasoline, diesel or electric generator, propane or compressed natural gas, type II exhaust hood or fire suppression system?**

No
You don't need a Fire Safety Permit

Yes
You need to apply for Fire Safety Permit
- Submit a completed "MFV Fire Safety

In a companion piece to this report (Part 2/2 Navigation Map Catalog), you will find a collection of process maps representing several different types of food business licenses and certificates. It is a representative, but not exhaustive view of the varied and complex licensing processes for different types of food vendors in Chicago. The maps available in this catalog are:

LICENSES:
- *Mobile Prepared Food Vendor License*
- *Mobile Food Preparer License*
- *Mobile Food Dispenser License*
- *Shared Kitchen Operator License*
- *Shared Kitchen Supplemental License*
- *Shared Kitchen User License*

CERTIFICATES:
- *Initial Retail Health Inspection*
- *Food Safety*

GUIDELINES:
- *City markets vendor guidelines*

REGISTRATIONS:
- *Cottage food operation*

DISCLAIMER
The navigation maps are for reference purpose only. The information can change with updated city ordinances and procedures. Anyone applying for a license or permit should contact the relevant city departments directly for current and additional information.

NAVIGATION MAPS

A collection of these maps can be seen in full size in the companion document, **Navigating the complex approval process for food entrepreneurs to start, run and grow their business in Chicago: Part 2/2 Navigation Map Catalog.**

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a Shared Kitchen Operator License

Any establishment used as a place of business for the exclusive or primary purpose of utilizing, leasing or renting its commercial kitchen space to individuals, or business entities, for food preparation, temporary extra production capacity, menu planning, training, taste testing, product development, food packaging, food storage or any other food-related purpose; and does not hold a valid retail food establishment license.

$ **$330**

Valid for 2 years

Key
- State of Illinois
- Business Affairs and Consumer Protection (BACP)
- Dept of Planning and Development (DPD)
- Dept of Public Health (CDPH)

Source: Small Business Center, Shared Kitchens in Chicago: What you need to know
Version: 11/2018

REGISTER YOUR BUSINESS

Register your business with the state of Illinois

PREPARE TO APPLY

Collect recommended prerequisite documents
- Business location floor plan
- Valid government issued photo ID (ID cards from other governments are allowed)
- Business Location address
- EIN #
- IDOR #
- State of IL file #

Attend and obtain Chicago food sanitation manager certificate training program

Check zoning interactive map and clarify zone

DPD website
Check allowed zoning district

Confirm zoning status with BACP business consultant

Present application document
- Chicago food sanitation man
- Business location floor plan
- Proof of identification
- Lease or proof of ownership
- EIN #
- IDOR #
- State of IL file #

Zoning review

No activity from operato necessary during this rev

Wait for approval

Complete application process ($660 per/2 year term) $

Pass health inspection

- Obtain certificate
→ Initial Retail Food He

Check operational requireme

Consider signage/use of publi

DEPARTMENT OF PUBLIC HEALTH

Obtain Mobile Food Dispenser License

A "Mobile Food Dispenser" is any person who, by traveling from place to place upon the public ways from a mobile food vehicle, serves individual portions of food **that are totally enclosed in a wrapper or container and which have been manufactured, prepared or wrapped in a licensed food establishment**. Such food may undergo a final preparation step immediately prior to service to a consumer in conformity with the rules and regulations of the board of health.

$ **$700**

Valid for 2 years

Key
- State of Illinois
- Business Affairs and Consumer Protection (BACP)
- Dept of Public Health (CDPH)
- Chicago Fire Dept (CFD)

Source: https://www.cityofchicago.org/cbr/en/depts/bacp/supp_info/mobile_food_vendorlicenses.html
(Date accessed 08/21/2018)
Version: 11/2018

City debt must be resolved prior to issuance of any business license

Register business with State of Illinois
- ITIN/EIN no.
- Business registration

SUBMIT LICENSE APPLICATION AT BACP

Meet w/ BACP Business Consultant

Complete Business Information Sheet (BIS)
https://www.cityofchicago.org/content/dam/city/depts/bacp/businessownerresources/forms/Business_Information_Sheet_v-10-06-2016.pdf

Are you producing the food yourself?

No — Go to the next step

Yes
- Obtain Shared Kitchen user license
  → **Obtain a Shared Kitchen User License map**
- or Obtain a Retail Food Establishment
  https://www.cityofchicago.org/content/dam/city/depts/cdph/environmental_health_and_food/RetailFoodBACP.pdf

Does your truck use propane or natural gas?

No — Go to the next step

Yes
- Obtain Certificate of commercial general liability insurance

$ **Submit licensee application @ BACP**
- $100 fee

CONSULT WITH HEALTH & FIRE DEPTS

Complete health consultation
meet with Department of Public Health Sanitarian to review the following
- Proposed menu including a list of all food items the applicant intends to serve
- Specification sheets on equipment installed and used within the MFV

Is your food sourced or commissary located outside of Chicago?

No — Go to the next question

Yes
- Obtain inspection report from within the last 90 days from the state or local health authority where the food source or commissary is located

Does your vehicle use a gasoline, diesel or electric generator, propane or compressed natural gas, type II exhaust hood or fire suppression system?

No — don't need a Fire Safety Permit

Yes
You need to apply for Fire Safety Permit
- Submit a completed "MFV Fire Safety Permit Application"
- A $100 check or money order made payable to the "City of Chicago"
- Obtain copy of MFV Fire Safety Permit Consultation Packet from the Sanitarian during the Health Consultation step above

Do you have a gasoline, diesel, propane or natural gas system installed in your MFV?

No — stion

Yes
MFV operator(s) need to take the required Fire Safety Class (FSC)
- Schedule and register for FSC through Small Business Center Consultant

Does your MFV have a Fire Suppression System (FSS) installed?

No — stion

Yes
You need FSS plans
- Get FSS plans from the company that designed or installed the FSS - they must be on that company's letterhead
- Forward a $150.00 check or money order

will schedule specific inspections

s MFV License inspection
Chicago
s inspection

Note:
- Classes are conducted at the 2nd floor of the Bureau of Fire Prevention, 444 N. Dearborn, on Thursdays, at 9 a.m.
- Attendees must bring a valid Driver's License, State ID, or another Government-issued photo ID.
- Attendees should also bring a Combustible Gas Detector to learn how to properly check for LP/CNG leaks in the MFV.
- Any owner or operator not receiving a Fire Safety Permit within six (6) month period from their original FSC will need to repeat the class.

Note:
2133 W. Lexington

ense Fee

Obtain a Mobile Prepared Food Vendor License

A "Mobile Prepared Food Vendor License" is required for any person who, by traveling from place to place upon the public ways, serves individual portions of food, coffee or other beverages that are **totally enclosed in a wrapper or container** and which have been **prepared or wrapped in a licensed food establishment**.

A Mobile Prepared Food Vendor (MPFV) may use a **non-motorized wheeled vehicle, pushcart, or handcart.**

$ **$100**
If applied with Shared Kitchen User license, its $330 fee will be waived when attached to MPFV license.

Valid for 2 years

Key
- State of Illinois
- Business Affairs and Consumer Protection (BACP)
- Dept of Health

Source: Small Business Center, Mobile Food Vendors in Chicago: What you need to know
www.cityofchicago.org/content/dam/city/depts/bacp/SmallBusinessCenter/Mobile Prepared Food Vendor Fact Sheet
October 15, 2017
Version: 12/3/2018

Register business with the State of Illinois
- Register your business (form an LLC or incorporate your business)
- Obtain ITIN/EIN numbers

SMALL BUSINESS COUNCIL AT BACP

Where will you be preparing and storing your food? choose one

At your restaurant or other food related business, apply for Retail Food Business License

In a shared kitchen, apply for Shared Kitchen User License
→ **Shared Kitchen User License**

Selling food prepared and packaged by someone else, no additional documentation required at this time

At a licensed commissary, obtain lease or agreement

Where will you be cleaning and storing your food cart? choose one

At a non-commissary, provide address of storage location

Participate in health consultation
- photos or specifications of Cart and heating element
- Certificate of Food Safety Management
  → **Fulfilling Food Safety Requirements**
- menu

APPLICATION AND FEES

Apply for Mobile Food Vendor License
- $100 fee

Schedule inspection with Department of Health

Attend health inspection
- photos or specifications of cart and heating element
- Certificate of Food Safety Management
- menu

License decal and certificate available at BACP office

Steps & substeps
Follow the steps along the paths, check them off as you complete them. Some steps have several substeps.

With other departments
You obtain your license from BACP but you may temporarily travel or seek other departments or agencies. The colors of the path tell you with whom you'll interact.

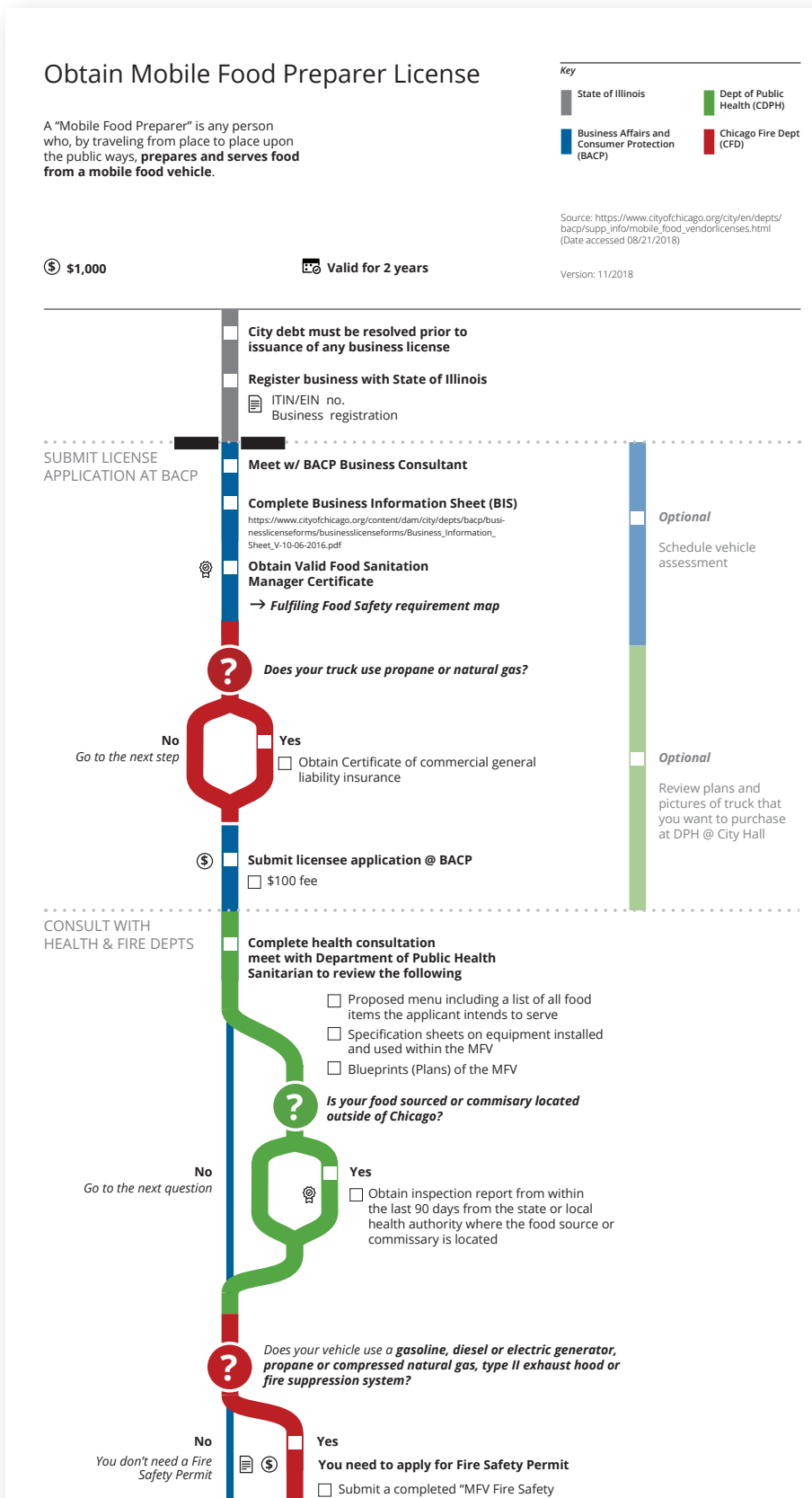*Did you ge*

No

Yes
Get a cit

Pay the cit
7 days
$500

Fix the violatio
Now

If you can, you pass this violatio with Conditions*

Citations are also issued for violations*

Get inspection results and documen
The site will get a risk assessment that will...
- Shared immediately
- Available on the Chicago Data Portal
- Summary res

Initial **Retail Food** Health Inspection

This step is required to get your business license. Chicago Department of Public Health (CDPH) makes sure food is safe to eat and does not cause diseases. It mainly checks the place but also how and where people manipulate and keep food.

→ *For city markets, see City Market Vendor Guidelines map*

Key

■ Business Affairs and Consumer Protection (BACP)

■ Dept of Public Health (CDPH)

Source: https://www.cityofchicago.org/city/en/depts/cdph/provdrs/healthy_restaurants/svcs/food_protection_program.html

Version: 12/2018

BEFORE SCHEDULING

Optional
Get a pre-inspection consultation
CDPH provides a consultation to prospective applicants to help answer questions to be ready for inspection.
However, the consultation does not replace the inspection.

@ restaurant@cityofchicago.org

$ Free

SCHEDULE INSPECTION

Pay license application fees
The business license application will trigger the onsite CDPH inspection.
Payment should be made 3-4 weeks prior to the opening target date.

Receive a call from CDPH to schedule inspection
The location of the inspection depends on your facility.

? **Where do you sell food?**
Choose one

Retail restaurant
at your facility

Food truck
at CDPH
2133 W. Lexington

Push cart
At a location set with the inspector, usually where the cart is stored

3-10 DAYS BEFORE INSPECTION

3-10 days after you file and pay your license application fees

1.5 hours to half a day depending on the size of your facility

With Health Inspector from CDPH
The inspector is also sometimes called "sanitarian".

With a Food Service Sanitation Manager from your business.
The person who holds the City of Chicago Food Service Manager (FSSM) Certificate must be present on site and have pre-packaged food items.
→ see Fulfilling Food Safety Requirements map

Prepare for inspection
☐ Make sure you obtained all required building permits and that you completed all w...
☐ Prepare any necessary documents
Chicago FSSM certificate. Contracts for pest control and waste removal, menu, ...
☐ Check the Inspection checklist
https://www.cityofchicago.org/content/dam/city/depts/cdph/food_env/general/Food_Protection/Foo...tionQuickGuide2272012b.pdf
☐ Check that you avoid common inspection mistakes
https://www.cityofchicago.org/city/en/progs/inspectionpermitting/common_inspection_mistakes.htm...

DURING INSPECTION

Go over inspection with the Health Inspector
☐ Check the Inspector is a real one
The inspector should show his badge. If not, tell the person to leave and report the incid...

? **Did you get any violations?**

No ─ Yes

? **Did you get any CORE violations (1 or more)?**

No ─ Yes

Fix the violation
in the time given by inspector

If you can,
you 'pass' for this violation.
If the violations will be fixed after the inspection, see 'After inspection' stage below

If you cannot,
this violation becomes a **Priority Foundation** violation (see below)

? **Did you get any PRIORITY FOUNDATION violations (1 or more)?**

Yes

Get a citation

Pay the citation
7 days
$250

Fix the violation
Now or in the time given by Inspector

Contest the citation
See details on the citati...

If you can,
you 'pass' for this violation
If the violations will be fixed after the inspection, see 'After inspection' stage below

If you cannot,
this violation becomes **Priority** violation (see...

...t any **PRIORITY** violations (1 or more)?

Contest the citation
See details on the citati...

If you cannot,
you 'fail' this violation.
See the 'After inspection...

...of the Chicago Clean Indoor Air Ordinance
...s
...t determine your...

Fulfilling Food Safety Requirements

A Food Service Sanitation Manager is on duty at all times when potentially hazardous food is **prepared or served**. This person is responsible for overseeing the food handling and preparation processes to prevent the occurrence of food-borne illness.

The Food Service Sanitation Manager Certification program is administered by the Department of Public Health and other approved training providers. This program is designed to offer food handlers and supervisors a basic food science background and develop knowledge for the proper handling of food and the unsanitary maintenance of food establishments.

As of **July 1st, 2018** any person with a food service sanitation manager certification will also be required to take an Illinois Department of Public Health-approved **allergen awareness training**.

A Food Handler is an individual working with unpackaged food, food equipment or utensils, or food-contact surfaces. "Food employee" or "food handler" does not include unpaid volunteers or temporary events.

Food handler training is provided by the Illinois Department of public health and is required for any employee of a company that is handling **unpackaged** food.

All employees of a licensed food business must have their **employee health form** on site while they are selling food at all times.

$ **$8-$52**

$8 for Some Food Handlers Training Courses
$15 for Allergen Awareness Training
$52 to apply for the City of Chicago Food Service Sanitation Manager Certificate

Valid for 1-3 years

1 year for Food Service Sanitation Manager certificate
3 years for Illinois Food Handler's card
3 years for Allergen Awareness training

Key

■ State of Illinois (IL)

■ Dept of Public Health (CDPH)

Source:

Food Service Sanitation Manager: https://www.cityofchicago.org/city/en/depts/cdph/provdrs/healthy_restaurants/svcs/renral_in_a_food_sanitation_certification_course.html

Food Handlers Card, http://www.dph.illinois.gov/topics-services/food-safety/food-handler-training

Food Code Update (7/1/2018): https://www.cityofchicago.org/content/dam/city/depts/cdph/food_protection/ChicagoFoodCodeMajorChangesFinal2018.pdf

This information can change with updated city policies and procedures. For the latest information, contact the City of Chicago Food Protection Division.

312.746.8030
foodprotection@cityofchicago.org

Version: 12/2018

? **Are you touching the food that has been prepared by someone else before it is packaged?**
choose one

No

Yes, obtain an IL Food Handler's Card
☐ Find training class
https://www.eauii.org/Accreditation/credentials/Certificate-recipients/ADI-RecipList.aspx?orgID=237%2C238&ssortsubID=4
☐ Pay $8-$15 fee
☐ Take class & pass exam
Food handler's card can be printed through your selected provider. Employers can also offer this training for their employees.

No, employee health form required on site while selling
https://www.cityofchicago.org/city/en/depts/cdph/provdrs/healthy_restaurants/svcs/food_protection_services.shtml

? **Are you cooking or preparing the food?**
choose one

No

Yes, become a City of Chicago Food Service Sanitation Manager
☐ Find and schedule training class
https://www.cityofchicago.org/content/dam/city/depts/cdph/food_protection/Provider1_PLSEPTEMBER2018.pdf
☐ Take training class
Receipt from training class can be used for temporary proof of attaining certification.
☐ Apply for City of Chicago Food Service Sanitation Manager Certificate
Apply at Malcolm X College. Full documentation requirements can be found on the Malcolm X College website.
http://www.ccc.edu/colleges/malcolm-x/menu/Pages/Food-Sanitation-Certificates-At-Malcolm-X-College.aspx
☐ Pay $52 fee

Wait 4-6 weeks for certificate to be mailed to you.

Register your cottage food operation

Cottage foods are home-prepared foods that can be sold at independent farmers markets in accordance with the Cottage Food Operation Law as well as at DCASE city markets. Follow this process to register your cottage food operation with the **Chicago Department of Public Health.**

$ **Fees required**
There will be a fee for the Chicago Food Service Sanitation Manager certificate and any required lab testing.

Renewed annually

Key

■ Dept of Public Health (CDPH)

Source: https://www.cityofchicago.org/city/en/depts/cdph/provdrs/healthy_restaurants/svcs/CottageFoodOperation.html (Date Accessed 12/17/2018)

Version: 11/2018

GATHER DOCUMENTATION

Menu: Determine products you want to sell.

? **Are all of the products within this list?**
choose one

Yes

No, get the product tested.
☐ Obtain laboratory report within 4-6 weeks.

Gather required documents
☐ Product packaging
☐ Product labels for each item
☐ Display placard for your stall
☐ Registration form with signature(s)
☐ Lab report if appropriate
☐ City of Chicago Food Service Sanitation Manager Certificate

→ *See Food Safety Requirements Map*

Dry herbs
Spices
Jam/Jelly/Preserves
Fruit Pie
Fruit Butter
Cookies/Cakes/Pastries
Breads

REGISTER WITH THE CHICAGO DEPARTMENT OF PUBLIC HEALTH

Where to register?
Submit documents by e-mail to:
Gregory.Nelson@cityofchicago.org
Or By mail to: CDPH,
Attn: Gregory Nelson, 2133 W. Lexington, Chicago, IL 60612

Submit registration documents
☐ Menu
☐ Product labels
☐ Registration form with signature(s)
☐ Laboratory report if appropriate
☐ A copy of City of Chicago Food Service Sanitation Manager Certificate

Choose neighborhood or city market
Work with independent farmer's market managers to get a spot in Chi...

Follow City Markets Vendor Guid...

The Farmers & Community Markets are managed by the Department of Cultural Affairs and Special Events. The objective of the City of Chicago's City... to provide **fresh, locally grown foods**, while also supporting rural a... independent farmers.

THINGS TO CONSIDER

Check market rules and policy Ⓐ
☐ Brand name
☐ Product legitimacy
☐ Farm/business visits and inspections
☐ Local sourcing

IDENTIFY VENDOR TYPE

? **How would you choose your market?** Ⓑ

By day
See Ⓑ - 1

By location
See Ⓑ - 2

By cost
See Ⓑ - 3

1. Choose...

Tuesday	
Wednesday	
Thursday	
Saturday	
Sunday	

2. Choose market by...

Downtown Markets

Name of market	Number...vendors
Federal Plaza	up to 40
Daley Plaza	up to 40

Weekly Neighborhood Markets

Name of market	Number of vendors
Columbus Park	up to 10
North Lawndale	up to 10	25-...

La Follette Park	up to 10	25-50
Roseland	up to 10	50-75
Austin	up to 10	25-50
Englewood/ Anchor House	up to 10	25-50
Bronzeville	up to 10	
Pullman	up to 5	50-75
Division Street	up to 25	2-3k
Lincoln Park	up to 25	
Printers Row	up to 25	50-100
	up to 15	200-250

3. Choose market by cost

Stall Size : 1 stall = 10x10' space

Standard 1 stall = $15 2 stalls = $30 3 stalls = $45 4-5 stalls = $45 6-8 stalls = $60 more than 9 stalls = $135	Pullman, Lincoln Park, Printers Row
$25 per stall	Federal Plaza, Daley Plaza, Division Street
No fee	Columbus Park, North Lawndale, Austin, Englewood/Anchor House, Bronzeville
Additional	Daley Plaza only - $15 for electricity use

? **What are you selling?** Ⓒ
If you are selling multiple products, consult with DCASE
Check reference attachment at the end of the map

Meat and poultry
Comply with state regulations for meat production and selling including requirements and licensing.

Egg
Copies of the Illinois Egg and Egg Products Act can be made available upon request.
Illinois Egg License from the Illinois Department of Agriculture

Cheese/Dairy
A vendor must participate on a regular basis in the physical production of the product.

Bakery
The vendor must keep all recipes and receipts for ingredients on file and must be able to produce them at an inspection.

Honey

Maple Syrup

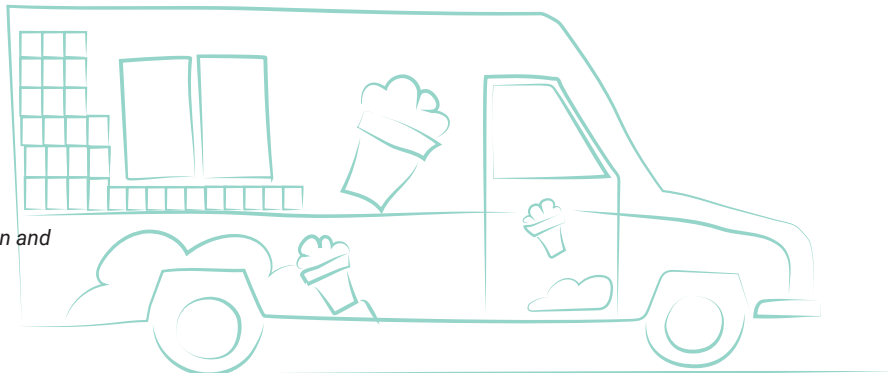*Value-Added*
"Products that add value to them, jams, etc"

Image credits

Business owner icon:
Guilherme Furtado, nounproject

Government icon:
Nick Abrams, nounproject

Consultant icon:
Vectors Market, nounproject

**ILLINOIS INSTITUTE
OF TECHNOLOGY**
Institute of Design

id.iit.edu

**CHICAGO
FOOD POLICY
ACTION COUNCIL**

www.chicagofoodpolicy.com

DISCLAIMER

*The navigation maps are for reference
purpose only. The information can
change with updated city ordinances and
procedures. Anyone applying for a license
or permit should contact the relevant
city departments directly for current and
additional information.*
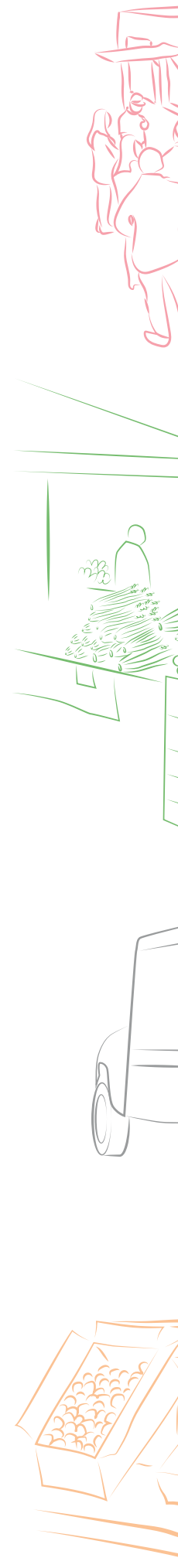
Printing:

Color

pg 1-28 Letter size double sided

pg 29-32 Tabloid double sided
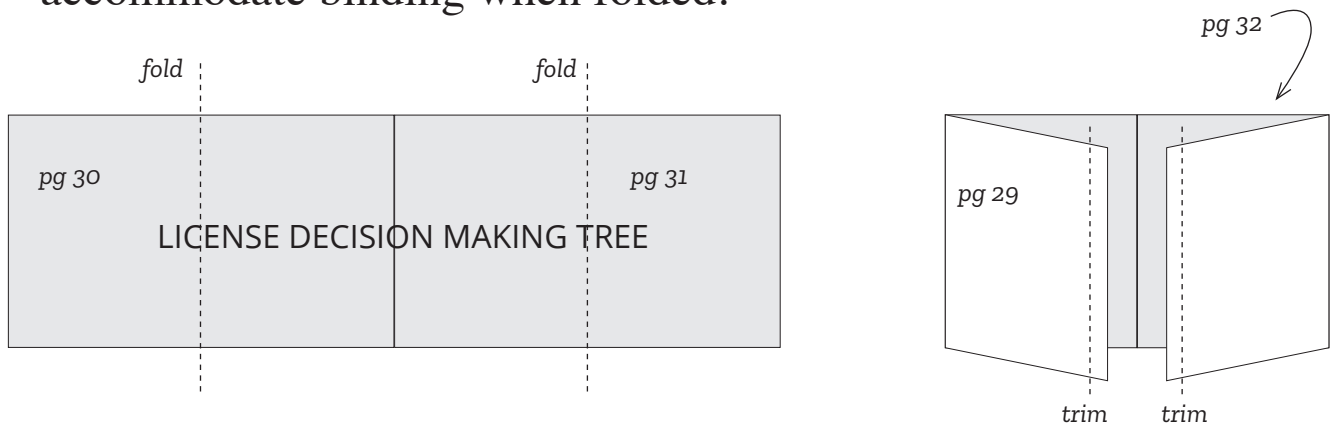
pg 33-40 letter size double sided

Folding/trimming:

For pg 29-32 tabloid pages:

First, fold in half to create gatefolds, resulting in 8-1/2 x 11".
(The license decision making tree should be inside.)

Then, trim 1/2" of outer left and right edge of spread to
accommodate binding when folded.

fold		fold	pg 32

pg 30

LICENSE DECISION MAKING TREE

pg 31

pg 29

trim   trim

Binding:

Incorporate the folded tabloid pages.
Flip over last page (back cover) so the printed side
faces outward.

Spiral or wire-o bind on left edge.