

**BUREAU OF OCCUPATIONAL LICENSES
STRATEGIC PLAN FOR FISCAL YEARS 2020 - 2025**

**Submitted
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This document contains the Strategic Plan for the Bureau of Occupational Licenses. The Bureau was created within the Department of Self-Governing Agencies by section 67-2601, Idaho Code. By written agreement, the Bureau provides 29 regulatory Boards and 1 Commission with administrative, legal, fiscal, and investigative services.. All costs of operating the Bureau are paid from fees collected by those Boards and Commission.

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MISSION STATEMENT

Protecting the health, safety and welfare of Idaho's citizens while reducing barriers and creating pathways to licensing for Idaho's Business economy.

VISION

Foster public wellness while facilitating a healthy business atmosphere.

KEY EXTERNAL FACTORS

Economic and Population Trends

The Boards and Commission that contract with the Bureau of Occupational Licenses for services are subject to economic changes, population changes, advances in telehealth/telework, complaints by the public, and other factors such as national and state reviews of licensure. These factors influence the number of new applicants and the number of licenses renewed annually, which impacts the Boards and Commission.

The structure of the Bureau provides a buffer between the Boards and Commission and the impacts of these trends by allowing them to share resources. Each Board and Commission benefits by sharing office space, personnel, and other operating overhead. Using a single Bureau fund allows the Boards and Commission to continue to protect the health, safety and welfare of the public even when facing unexpected expenditures resulting from legal expenses, renewal downturns, investigative costs, or other factors.

Services Provided

Below are some examples of the workload:

- The Bureau currently provides administrative, legal, fiscal and investigative support to 28 Boards and 1 Commission.
- There were 817 complaints in FY2019 through May.
- There were 7236 inspections conducted FY2019 through May.
- The number of licensees/registrants was 71,890 in FY2019 through May.
- The Boards served by the Bureau held 199 Board meetings in FY2019 through May.

Technology

The need to keep abreast of technological advances is always a challenge. The Bureau's current licensing database has helped to automate processes and streamline the workload. Technology is expensive, but it helps ensure service delivery is keeping up with current trends such as on-line renewal. Technology is key to providing efficient and effective service to the public, licensees/registrants Boards and Commission, as well as to protect the public. The Bureau is planning and the Legislature has approved funding to upgrade to a web-based system over the next few years.

Law and Rule Changes and Board Turnover

Each Board and Commission is subject to changes in the laws and rules that govern its respective profession. Board composition consistently changes as approximately 1/5 of the Board members' terms expire each year. The Bureau presented 22 sets of rules and 9 law changes to the 2019 Legislature. These changes were brought by the Boards to keep current with industry standards and federal requirements; to streamline processes; to eliminate barriers to work; to address portability; to ensure fiscal responsibility; to comply with legislative changes; and to provide for clarification or modernization in the practice acts. All of this work is accomplished by volunteer Board and Commission members, who are appointed by and serve at the pleasure of the Governor.

GOAL I. TO PROVIDE CONTINUED IMPROVEMENT IN THE SERVICE PROVIDED TO THE BOARDS.

Subgoals	Objective	Performance Measures	Benchmarks	How Established	Tasks
Subgoal 1 Provide training and informational materials to improve the knowledge and effectiveness of Board members.	Provide Board member orientation packets and training.	All new Board members receive packets of information within 30 days of being appointed.	100%	Governor's Office and Bureau staff	1. Continue to revise information as needed. 2. Continue to make packet available on web. 3. Provide training at Board meetings.
	Provide training or information on Open Meeting Law; Role of the Board; Bureau services/processes; and regulatory issues specific to each Board in Idaho and nationally.	Boards are offered training options annually.	100%	Governor's Office and Bureau staff	1. Schedule Open Meeting Law and Role of the Board training as requested. 2. Assist Board members in attending national training in their profession. 3. Provide information on Bureau of Occupational Licenses services and processes.
	Provide education for Boards and new members on the various discipline processes.	Make available upon request.	100%	Administrative Procedures Act and Bureau staff	Explain the role of the Board, the investigative unit, the Prosecuting Attorney, and the Administrative Attorney in discipline.
	Keep all Board members informed of the status of pending law and rule changes.	Agendas for regular meetings always include a legislative update item.	100%	Board direction and Bureau staff	1. Continue to have the legislative update as an agenda item. 2. Continue to contact Board members when their law or rule changes are on legislative committee agendas, and regularly update Boards on the status of law and rule changes. 3. Hold meetings around the state with Board members and their local legislators.
Subgoal 2 Provide for efficient and effective administrative support to the Boards.	Review documents for consistency among laws, rules, applications, and correspondence.	Documents reviewed annually as needed.	100%	Board direction and Bureau staff review	Continue to review each profession's processes and documentation.
	Review application documents and the website for compliance with legislative changes.	Full review done annually.	100%	Board direction and Bureau staff review	Review annually after effective date of laws and rules.
	Ensure all meeting agendas have the correct time and place and are posted in a timely manner. Ensure all minutes contain accurate and consistent information.	All minutes completed two weeks after meeting and all meeting agendas comply with Open Meeting Laws.	100%	Open Meeting Laws and Bureau staff	1. Continue to review all minutes, agendas, and other correspondence prior to sending or posting. 2. Maintain a spreadsheet to track minutes' completion, review, and posting. 3. Minutes template, agenda template, and style guide to be reviewed and updated regularly.
	Maintain "To Do" lists and address items as soon as possible after a Board meeting. Communicate to the Board regarding action taken on "To Do" items and follow-up needed.	All items are addressed by the next meeting.	0 items (except ongoing) beyond the next meeting.	Board direction and Bureau staff	1. "To Do" lists regularly reviewed by technical records specialists and management. 2. Regular reports to the Board on action taken and updates.
	Maintain an electronic file of past rules and laws for investigative and administrative purposes.	Files updated annually with changes.	100%	Bureau staff expectation	Continue to compile old laws and rules available.
Subgoal 3 Provide for efficient and effective investigation of complaints.	Continue to streamline the complaint intake process.	Complaint acknowledgement letter sent to complainant within 10 days.	No less than 95%	Board direction and Bureau staff	Continue to get files to investigators within 10 days of intake process completion.
	Complete investigations in a timely fashion.	Routine investigative cases should be complete within one year.	No less than 90%	Board direction, industry standards, and federal	1. Be sure that investigators are aware of law and rule changes. 2. Review investigation and inspection forms annually. 3. Review processes

				requirements, as applicable	annually. 4. Send monthly caseload logs with prioritization to investigators.
Subgoal 4 Provide for efficient and effective inspections.	Continue to streamline the inspection process while maintaining efficiency and effectiveness.	All Cosmetology and Barber shop inspections completed/attempted annually.	100%	Board direction, industry standard	1. Train new inspectors to industry standards 2. Review inspection processes annually. 3. Streamline out-of-business shop processes.

GOAL II. TO PROVIDE QUALITY SERVICE, ON BEHALF OF THE BOARDS, TO THE PUBLIC.

Subgoals	Objective	Performance Measures	Benchmarks	How Established	Tasks
Objective 1 Focus on quality of service.	Require written communications and publications are error-free.	Error-free communications.	95%	Bureau staff expectation	1. Information entered into the IBOL system is entered correctly. 2. Minutes and agendas are reviewed by management prior to posting.
	Administration of exams will be fair and secure.	No complaints from test-takers about security issues.	100%	Industry standard, Board direction	Continue working with third party exam administrators.
Objective 2 Focus on customer service.	Return all calls and e-mails within two days.	Calls logs show 100% of calls returned in two days. E-mail records show the same.	100%	Feedback from customers and licensees/registrants	Continue cross training staff for backing up to ensure calls are returned when someone is out of the office.
	Continually look at internal process improvement.	Develop process change plan that will improve customer service.	Ongoing	Bureau staff expectation, feedback from customers and licensees/registrants	Review all forms, communications, and website for ease of understanding.
	Improve staff skills in providing excellent customer service.	Create training program on customer service.	Ongoing	Bureau staff expectation, feedback from customers and licensees/registrants	Continue to provide staff training on customer service.
	Ensure applications are easy to find and instructions are easy to understand.	Regularly review applications for ease of understanding.	Ongoing	Feedback from staff, customers, licensees/registrants and Board members	Make application instructions easy to read and follow.
	Review applications within 30 days of receiving a completed application.	Statistics show that licenses/registrations are issued within 30 days.	100%	Board direction	Staff will notify the Board Chair when a completed application is received so that, if possible, a meeting to review that application can take place within 30 days.
Subgoal 3 Provide opportunities for outreach and education on the Bureau and regulatory Boards.	Use technology, such as the website, for education.	Measure the number of hits on the website annually and create a benchmark.	Ongoing	Feedback from customers, licensees/registrants, and Bureau staff	1. FAQ on all Board sites and a general one on main web page. 2. Add the ability to order duplicate licenses and wall certificates online.
	Explain the process when conducting investigations or inspections or talking to the public regarding licensure.	Provide informational pamphlets.	Ongoing	Feedback from customers and licensees/registrants	Provide pamphlets that can be handed out with the Bureau general information to investigative staff and make them available on the web as appropriate.

GOAL III. TO PROVIDE EMPLOYEE TRAINING AND DEVELOPMENT IN SUPPORT OF THE AGENCY'S OTHER GOALS.

Subgoals	Objective	Performance Measures	Benchmarks	How Established	Tasks
Subgoal 1 Provide training and materials to improve the knowledge and effectiveness of Bureau staff.	Facilitate communication among all Bureau staff.	All-staff meeting held regularly.	At least one all-staff meeting per year.	Bureau staff goal	1. Hold regular all-staff meetings with opportunities to interact.4. Hold all-staff briefing of rule and law changes at the end of the legislative session.
	Provide for training opportunities.	Hold all-staff training.	At least one per year.	Bureau staff goal	1. Hold at least one all-staff training annually.
	Complete review and rewrite of training and reference manuals for all Bureau staff (licensing, customer service, investigations and inspections)	Update as needed.	As required	Bureau staff goal	Continue to update completed manuals. Provide dedicated Bureau staff time and resources to develop and maintain desk manual for each Board with the TRS staff assigned to that Board. Provide a plan and begin creating consistencies in letters and processes between boards.

Addendum 1

Adoption of the NIST Cybersecurity Framework and Implementation of CIS Critical Security Controls 1 – 5.

As a technology customer of the Office of Information Technology Services (ITS) in the Governor's Office, we are using the cybersecurity systems and technical expertise in ITS to fulfill requirements related to Executive Order 2017-02. Staff from ITS briefed the NIST Core Framework, CIS Controls 1-5, and their plan for adoption of the NIST Cybersecurity Framework. We participate in DHR and ITS administered cybersecurity training, as awareness is a critical component of an effective cybersecurity program. As briefed by ITS staff, implementation of the CIS Controls 1-5 will be their responsibility for the systems they operate and, as technological tools applied to the computer systems, largely invisible to us as a customer. ITS, working through the multi-agency Incident Response Task Force, has developed an Incident Response Program in support of our agency.

Addendum 2
Implementation of the Red Tape Reduction Act

The Bureau has identified Rob McQuade as the agency's Rules Review Officer (RRO). The agency has set up a schedule of Board rules to be reviewed, over the next 2 years. The Bureau will first review the rules and make recommendations for revisions and reductions to each Board. The Bureau will then work with each Board on any additional changes the Boards recommend. The Bureau will be following the Division of Financial Management's guidance regarding asking if each rule is germane, significant, evidence-based, novel and narrowly tailored in reviewing the rules. The Bureau has already completed rules review for several Boards and many of the Boards had revised their rules in past years in response to the Executive Order.