



2014-2015



Strategic Plan

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Message from the Bureau Chief

I am very excited to present the 2014-2015 Strategic Plan for the Bureau of Security and Investigative Services. In addition to identifying the Bureau's mission, vision and values, this strategic plan serves as a tool to focus the efforts of Bureau staff toward a common purpose. While the Bureau's overarching goals remain the same in principle as those of the prior strategic plan, the new objectives reflect the Bureau's response to the changing environment in which it carries out its regulatory activities.

This document is a reflection of the objectives the Bureau has identified to be carried out in 2014 and 2015. Bureau staff is committed to ensuring all objectives are realized successfully and in a timely manner.

While the "Bureau of Security and Investigative Services" is the name used to identify this organization, the Bureau's character is defined by the hard work of the Bureau's employees. I would like to thank each and every one of them for their commitment to public service. Whether working in licensing, enforcement, discipline, or administration, the men and women of the Bureau have dedicated themselves to consumer safety and ensuring that the private security industry in California is a fair and robust marketplace.

Laura Alarcón, Chief
Bureau of Security and Investigative Services

Background

The Bureau of Security and Investigative Services (BSIS) licenses and regulates the private security industry. The Bureau has jurisdiction over security guards, private patrol operators, proprietary private security officers, proprietary private security employers, private investigators, alarm companies and their employees, locksmiths and their employees, and repossession companies and their employees. The Bureau also has jurisdiction over the firearm and baton training facilities and instructors that provide training to BSIS applicants.

Our Mission

The mission of the Bureau of Security and Investigative Services is to protect and serve the public and consumers while ensuring a competent and fair private security marketplace.

Our Vision

The vision of the Bureau of Security and Investigative Services is to set the standard for innovation and quality consumer service. Private security consumers, licensees and businesses will have a safe, fair and competitive marketplace.

Our Values

Accountability – We operate transparently and encourage public participation in our decision-making when appropriate.

Consumer Protection – We make effective informed decisions to protect the health and safety of Californians.

Customer Service – We acknowledge our stakeholders as customers, listen to them, and take their needs into account.

Innovation – We value creative problem-solving, responsible risk-taking, and enthusiastic pursuit of new ideas.

Integrity – We are committed to honesty, ethical conduct, and responsibility.

Diversity – We foster a welcoming environment of openness and appreciation for all.

Employees – We recognize and value employee contributions and talent, and foster leadership development and professional growth of our workforce.

Leadership – We set the standard for leadership in government by holding ourselves accountable to our employees and stakeholders.

Strategic Goals

1 *LICENSING*

Enhance and improve the Bureau's licensing processes by reducing timelines, cutting costs, creating efficiencies and focusing on customer satisfaction.

2 *ENFORCEMENT*

Enhance and expand Bureau enforcement efforts, processes and outcomes.

3 *DISCIPLINARY REVIEW*

Improve the disciplinary review and appeal processes and cycle times.

4 *OUTREACH*

Foster the Bureau's consumer and industry education and outreach efforts.

5 *STAFF DEVELOPMENT*

Cultivate a workplace that values its employees and their career development.

GOAL 1: LICENSING

Enhance and improve the Bureau's licensing processes by reducing timelines, cutting costs, creating efficiencies and focusing on customer satisfaction.

- 1.1 Establish current desk manuals for all licensing employees to support consistent, accurate, and efficient application/document processing.
- 1.2 Review core licensing activities to identify and implement process improvements that promote efficiency.
- 1.3 Train all licensing staff on BreEZe¹ prior to BSIS BreEZe implementation.

¹ BreEZe is the Department of Consumer Affairs' (DCA) new licensing and enforcement database.

GOAL 2: Enforcement

Enhance and expand Bureau enforcement efforts, processes and outcomes.

- 2.1 Revise the enforcement investigation procedure manual to support consistent, accurate and efficient investigations.
- 2.2 Identify and implement enforcement process improvements to promote timely investigations.
- 2.3 Train all enforcement staff on BreEZe prior to BSIS BreEZe implementation.

GOAL 3: Disciplinary Review

Improve the disciplinary review and appeal processes and cycle times.

- 3.1 Complete desk process manuals for the Disciplinary Review Unit (DRU) to support consistent, accurate and efficient processing of applicants'/licensees' reviews and appeals.
- 3.2 Update BSIS Disciplinary Review Committee (DRC) member documents and provide related training to improve committee's knowledge of the Bureau.
- 3.3 Train all DRU staff on BreEZe prior to BSIS BreEZe implementation.
- 3.4 Begin revisions to update the Bureau's Disciplinary Guidelines regulations.

GOAL 4: Outreach

Foster the Bureau's consumer and industry education and outreach efforts.

- 4.1 Partner with the BSIS Advisory Committee to identify opportunities to collaborate on consumer outreach by reviewing and updating (if needed) current consumer publications.
- 4.2 Update Bureau licensing requirements Fact Sheets² to inform potential applicants and licensees about the licensing process.
- 4.3 Update BSIS Web site to improve usability for consumers, licensees and other stakeholders.

² Fact Sheets provide the requirements for licensure for each BSIS license type.

GOAL 5: Staff Development

Cultivate a workplace that values its employees and their career development.



- 5.1 Provide BSIS staff training and skill-development opportunities for personal and professional growth.



Department of Consumer Affairs
1747 N. Market Blvd., Suite 270
Sacramento, CA 95834

This strategic plan was developed based on discussion and direction from the Bureau of Security and Investigative Services management team facilitated by SOLID in November of 2014. Subsequent amendments may have been made after Bureau adoption of this plan.

