



Strategic Plan



**Bureau of
Security and
Investigative
Services**

BSIS

2012 - 2013

Strategic Planning and Development



Bureau of Security and Investigative Services

It is with great pleasure that I present the 2012-2013 Strategic Plan for the Bureau of Security and Investigative Services. A strategic plan is an organization's statement of its values, purpose, and focus. It is the touchstone that decisions and actions are measured against. As such, it must be concrete in purpose while also being a living flexible document that can evolve as conditions change.

This document is the work plan for the items the Bureau has identified that must be accomplished if it is to continue moving forward as an effective and efficient operation. The Bureau believes in accountability and setting expectations, and as a result, each objective is measurable and has a stated timeline for completion.

I would like to personally thank the men and woman who work at the Bureau of Security and Investigative Services. This document was created with their input and participation and represents their vision. They are the Bureau. Their dedication to consumer safety and their passion for public service is the fuel and fire for every achievement. They stand by the idea that each application represents someone who wants to get a job or a business that wants to open its doors. They have dedicated their careers to the idea that consumer safety is a valuable mission that benefits both the citizens and business community of California.

I would also like to thank the membership of the Bureau's Advisory Board. Their willingness to voluntarily lend their professional knowledge to the Bureau is appreciated and applauded. Their role is critical to the Bureau maintaining a partnership with each industry it licenses and regulates.

Jeffrey Mason, Chief
Bureau of Security and Investigative Services

Background

The Bureau of Security and Investigative Services (Bureau) licenses and has jurisdiction over Private Patrol Operators and Security Guards, Proprietary Private Security Employers and Officers, Private Investigators, Alarm Companies, Alarm Company Employees, Locksmith Companies, Locksmith employees, and Repossession Companies and their employees. The Bureau also has jurisdiction over Firearm and Baton Training Facilities as well as their instructors.

Our Mission

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

Our Vision

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

Our Values

- The interests of California consumers are the measuring stick for all of the Bureau's actions and decisions.
- Our licensees are our customers.
- The Bureau will always remember that each application is an individual who wants to work or a business that wants to open, and as a result, timeliness in issuing registrations and licenses is a priority.
- All investigations will be prompt and fair.
- Bureau staff and the industries it regulates will work together to reach the common goals of professionalism and consumer safety.
- The Bureau of Security and Investigative Services will be a workplace that values the people that work there, their career paths, and the potential for innovation that exists within each person.

Goals and Objectives

The Bureau of Security and Investigative Services has adopted the following strategic goals for 2011-2013. As part of the ongoing planning and monitoring process, the stated goals will be reevaluated and adjusted, as necessary, to meet business and licensing needs.

Goal One:

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

- I.1 The Bureau's goal will be to maintain a 30 day average or less timeframe for issuing new Security Guard licenses.
- I.2 By March 31, 2012, launch new protocols to expand the Bureau's verification of applicant education, training, and experience.
- I.3 By June 30, 2012, BSIS will develop and implement a simplification of the process to apply for a business license.
- I.4 By June 30, 2012, BSIS will develop and implement a program to encourage and facilitate the licensure of Veterans for any of the licenses the Bureau regulates.
- I.5 By January 1, 2013, obtain a reduction in customer service call volume and hold times by a minimum of 20%.

Goal Two:

Enhance and expand Bureau Enforcement efforts, processes and outcomes

- 2.1 The Bureau's goal will be to maintain a 100 day average or better timeframe for closing enforcement investigations.
- 2.2 By March 31, 2012, the Bureau will have an active citation program against unlicensed activity.
- 2.3 By March 31, 2012, implement a program for monitoring the internet for unlicensed and unlawful activity.
- 2.4 By June 30, 2012, complete a study of regulatory and legislative changes needed to current law that would result in clarity in business practices for licensees, higher precision in Bureau enforcement activity, and greater consumer protection.
- 2.5 By June 30, 2012, develop and implement a plan to standardize and create efficiency to the Bureau's enforcement processes and protocols.
- 2.6 By January 1, 2013, complete 60 training and education sessions with California local governmental agencies. The goal of these sessions will be to expand the reach of the Bureau's enforcement activities by providing these agencies with the tools and knowledge necessary for them to recognize violations of the Acts the Bureau regulates.

Goal Three:

Improve the Disciplinary Review and Appeal processes and cycle times

- 3.1 By February 28, 2012, complete an audit of current policies and processes to ensure that BSIS is able to manage the terms of probationary licenses.
- 3.2 By June 30, 2012, complete a study of the Disciplinary Review Committee process to determine potential opportunities for process and policy improvements.
- 3.3 By June 30, 2012, complete an analysis of the impacts of the process improvements implemented in July 2011 to the Denial Notification and Appeal procedures. The analysis will include an accounting of cycle time savings, efficiency gains, and recommendations for additional process improvements.
- 3.4 By September 30, 2012, develop a program to monitor the workload progress and the associated costs of cases submitted to the ALJ for adjudication.

Goal Four:

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

- 4.1 By June 30, 2012, develop and implement a plan to increase the communication and feed-back opportunities between the Bureau and the members of the industries it regulates.
- 4.2 By June 30, 2012, develop and implement policies and processes focused on orientating all new licensees and registrants on the laws and regulations for their license or registration.
- 4.3 By September 30, 2012, complete an outreach program for at least 3 different industry/professions to provide education on the Proprietary Private Security Act.
- 4.4 By January 31, 2013, conduct consumer education campaigns on the following topics:
 - The dangers of hiring unlicensed individuals.
 - Responding to door-to-door alarm sales.
 - What to know when hiring a locksmith.

Goal Five:

The Bureau of Security and Investigative Services will be a workplace that values the people that work there, their career paths, and the potential for innovation that exists within each person.

- 5.1 By March 31, 2012, implement a training and education program for all Bureau employees with the goal of providing knowledge of BSIS and the industries it regulates, personal and professional development, and career path information.
- 5.2 By March 31, 2012, launch an internal BSIS mentorship and cross training program.
- 5.3 By March 31, 2012, launch an internal BSIS program that would develop policies and procedures that encourages, supports and acknowledges employee innovation and ideas.
- 5.4 By June 30, 2012, develop and implement a workplace program on conservation and reducing operational costs.