

# AMENDED **STRATEGIC PLAN**

2022–2026



Prepared by **SOLID Planning Solutions**



CALIFORNIA DEPARTMENT OF  
**CONSUMER  
AFFAIRS**



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## **Bureau of Security and Investigative Services Advisory Committee Members**

**Phil Chachere**, Training Facilities

**Anton Farmby**, Public Member

**Frank Huntington III**, Private Investigator

**Mark Miller**, Private Patrol Operator

**Darren Morgan**, Public Member

**Nancy Murrish**, Public Member

**Eli Owen**, Public Member

**Stanton Perez**, Public Member

**Chris Sayers**, Proprietary Security Employer

**Leon Scroggins**, Repossessor

**Glenn Younger**, Locksmith

**Gavin Newsom**

Governor

**Tomiquia Moss**

Secretary, Business, Consumer Services and Housing Agency

**Kimberly Kirchmeyer**

Director, California Department of Consumer Affairs

**Lynne Jensen**

Bureau Chief, Bureau of Security and Investigative Services

# Message from the Bureau Chief

I am excited to present the 2022-2026 Strategic Plan for the Bureau. As the Bureau heads into the second century of private security oversight, this latest plan outlines the values and tasks that all of us, both inside and outside the Bureau, have deemed vital in carrying out the statutory and regulatory mandates related to the Bureau's mission. The Bureau looks toward the future with an eye to ongoing and robust collaboration with stakeholders to ensure the highest and best level of service for California's consumers and the Bureau's licensees. While the "Bureau of Security and Investigative Services" is the name used to identify this organization, the Bureau's character and reputation is built and sustained by the hard work of the Bureau's employees. The Bureau's employees practice excellence on a daily basis and make all things possible.

Respectfully,

**Lynne Jensen**

**Chief, Bureau of Security and Investigative Services**



## About the Bureau

The private security industry in this country dates back to the 19th century, with private citizens performing many duties that today are associated with federal and state law enforcement. The growth in the number of individuals and breadth of activities performed (guarding railroad shipments, investigating crimes, tracking down and apprehending criminals, and providing security advice to banks) was integral in bringing about industry regulation.

In California, regulatory oversight of the private security industry began in 1915 with the creation of the Detective Licensing Board. Under the State Board of Prison Directors, it was created to license and regulate private detectives, and was subsequently renamed the Detective Licensing Bureau. Today, its statutes are known as the Private Investigator Act. In 1955, the Detective Licensing Bureau became the Bureau of Private Investigators and Adjustors, which in 1970 was combined with the Collection Agency Licensing Bureau and renamed the Bureau of Collection and Investigative Services. As a result of legislation (Assembly Bill 936, Chapter 1263, Statutes of 1993), the Bureau was formally renamed the Bureau of Security and Investigative Services (BSIS).

BSIS issues licenses, registrations, certificates, and permits; however, for the purpose of this report, only the terms “license” and “licensee” will be used. There are currently over 433,000 BSIS licenses held by about 350,000 businesses and individuals carrying out activities relating to alarm systems, locks, private investigation, private security, repossession, and firearm and baton training.

# Mission, Vision, and Values

## Mission

To protect and serve the public and consumers through effective regulatory oversight of the professions within the Bureau’s jurisdiction.

## Vision

To be a regulatory leader of the industries within the Bureau’s jurisdiction to promote consumer protection and public safety.

## Values

- Accountability
- Consumer Protection
- Customer Service
- Effectiveness
- Integrity
- Professionalism
- Teamwork
- Equity





# GOAL 1

## Licensing

To be a regulatory leader of the industries within the Bureau's jurisdiction to promote consumer protection and public safety.

- 1.1** Establish a plan to move all license applications online to reduce processing times, improve accuracy, and increase accessibility.
- 1.2** Work with the Office of Information Services to implement efficiencies in the information technology system (BreEZe) to improve internal and external processes and processing times.
- 1.3** As necessary, increase staff to improve licensing processing times and call response times.
- 1.4** Increase training and cross-training for all staff to improve succession planning, increase consistency and efficiency, and promote inclusion through employee development.
- 1.5** Evaluate and update business processes to increase consistency and efficiency.

## GOAL 2

# Enforcement

Advance quality proactive and reactive enforcement efforts.

- 2.1** Highlight enforcement actions of the Bureau to bring awareness of the laws and regulations to licensees and educate consumers.
- 2.2** Increase the number of inspections performed to increase compliance.
- 2.3** Conduct workshops and/or create a video in multiple languages to prepare licensees for inspections.
- 2.4** Evaluate staff duties and levels to increase inspections and decrease unlicensed activity.
- 2.5** Increase staff training to improve enforcement knowledge and consistency.
- 2.6** Develop tools in multiple languages to educate complainants and licensees on the Bureau's processes, expectations, and timelines.
- 2.7** Review and streamline enforcement and complaint processes to increase efficiency and consistency and meet performance measures.
- 2.8** Conduct outreach to proprietary security employers regarding the Bureau's authority, requirements, and new laws going into effect.
- 2.9** Conduct outreach to training facilities regarding new training requirements to increase compliance.

## GOAL 3

### Discipline

Promote efficiency and consistency in disciplinary processes.

- 3.1** Enhance communication with the Department of Justice concerning Live Scan to reduce delays.
- 3.2** Educate licensees on Bureau disciplinary actions, including unlicensed activity citations, to increase awareness.
- 3.3** Develop and provide ongoing training to all enforcement staff to improve consistency and equity in outcomes.
- 3.4** Improve external communications regarding the Bureau's authority, discipline process, and enforcement activities to increase consumer and licensee satisfaction.
- 3.5** Review and revise business processes to increase accountability and improve performance.

# GOAL 4

## Outreach

Identify and promote effective means to educate and inform Bureau applicants, licensees, and consumers.

- 4.1** Explore ways to educate licensees about existing requirements and new updates to laws and regulations to improve licensee understanding of their responsibility.
- 4.2** Revise the complaint acknowledgement letter and brochure and translate them into multiple languages to better inform consumers on processes, timeframes, and expectations.
- 4.3** Update the Bureau's website to provide consumers and licensees better access to resources.
- 4.4** Provide written clarification on anonymous versus confidential reporting to improve consumer and licensee understanding.
- 4.5** Expand communication options to reach more licensees, consumers, and applicants.
- 4.6** Collaborate with DCA to increase participation in outreach events to reach diverse groups of people throughout California and help inform them about employment and licensure with the Bureau.

## GOAL 5

# Administration and Customer Service

Cultivate a work environment where all staff value and practice personal accountability, respect of others, and quality customer service.

- 5.1** Continue to communicate with the industry via LISTSERV, social media, and email regarding Bureau activities specific to licensing and enforcement.
- 5.2** Continue collaborating with the Consumer Information Center to improve call agent knowledge and increase caller satisfaction.
- 5.3** Create and publish frequently asked questions about the Bureau's administrative processes to better inform licensees and consumers.



# Strategic Planning Process

Stakeholders include any individual or group who is influenced by or influences a program. Information for the Bureau’s environmental scan report was gathered by surveying external stakeholders and internal stakeholders (Advisory Committee members, Disciplinary Review Committee members, executive management, management, and staff) using the following methods:

- Interviews were conducted with BSIS’ executive management members during the month of June 2022 to capture “seeds, weeds, and needs” in the Bureau’s goal areas as well as to assess the challenges and opportunities BSIS is currently facing or might face in the upcoming years.
- An online manager focus group was conducted over the course of two sessions, one on July 6, 2022 and the other on July 20, 2022. Six managers attended the first session while four attended the second session. One participant, unable to attend the second session, was interviewed one-on-one. Managers provided insight into seeds, weeds, and needs in the Bureau’s goal areas as well as the challenges and opportunities BSIS is

currently facing or might face in the upcoming years.



- An online survey was sent to external stakeholders on June 16, 2022 and closed on July 14, 2022. In the survey, external stakeholders provided anonymous input regarding seeds, weeds, and needs in the Bureau’s goal areas as well as the challenges and opportunities BSIS is currently facing or might face in the upcoming years. A total of 483 people participated in the external stakeholder survey.

- An online survey was sent to internal stakeholders (Advisory Committee Members, Disciplinary Review Committee members, and staff) on June 16, 2022 and closed on July 14, 2022. In the survey, internal stakeholders provided anonymous input regarding seeds, weeds, and needs in the Bureau's goal areas as well as the challenges and opportunities BSIS is currently facing or might face in the upcoming years. A total of nine committee members and 22 staff participated in the survey.

Bureau leadership and management were provided the results of the environmental scan, along with an objectives worksheet, three weeks before the strategic planning session on Monday, October 17, 2022. The most significant themes and trends identified in the environmental scan were discussed and guided strategic planning participants in their creation of objectives for the Bureau's new strategic plan.

## DEI Supplemental Process

In September of 2022, Governor Gavin Newsom, through **Executive Order (N-16-22)**, strengthened the state's commitment to a "California For All" by directing state agencies and departments to take additional actions to embed equity analysis and considerations into their policies and practices, including but not limited to the strategic planning process.

SOLID conducted a new DEI-focused scan and analysis during September and October of 2023. Feedback was solicited from external stakeholders, advisory committee members, bureau management, and staff. This feedback was used to assist BSIS in considering a diversity, equity, and inclusion perspective within its current strategic plan.



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Strategic Plan Adopted on June 20, 2024

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