

State of California

Department of Consumer Affairs
Bureau of Home Furnishings and Thermal Insulation
Bureau of Electronic and Appliance Repair

Consolidated Strategic Plan

Updated October 2007



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Our Mission:

To protect and serve consumers while ensuring a fair and competitive marketplace.

Our Vision:

To be an efficient government organization that effectively protects consumers and improves the marketplace through enforcement of the law, excellent customer service, and prompt licensing and comprehensive education.

Our Values:

We value:

- Working together as a team to protect consumers.
- Feedback, suggestions, and innovative ideas to improve daily operations.
- Providing legendary customer service to consumers, applicants, licensees, and staff.
- Professionalism in serving the industry.
- Productive partnerships with consumers, licensees, and the industry.
- Conducting swift, thorough investigations and fair adjudication of violations of law.

Goals and Objectives

Goal One:

Maximize resources by consolidating the functions of both bureaus to increase consumer protection, improve core operations and achieve cost savings

- 1.1 Develop a flexible organizational structure (*Completed*).
 - 1.2 Improve core business processes through process improvement activities and adopting best practices for both bureaus (*Completed / Ongoing*).
 - 1.3 Develop and/or update operating procedures to reflect the best practices identified while respecting each program's unique differences (*Completed*).
 - 1.4 Develop and implement a cross-training program for staff to work between both programs.
 - 1.5 Develop and implement an Internal Control system for management accountability.
 - 1.6 Review all management reports and determine which to continue, modify, discontinue, or consolidate to save staff time.
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Goal Two:

Reduce licensing processing times through process improvement, staff development, and the practical use of technology

- 2.1 Establish performance improvement team to assess the licensing processes (*Completed*).
- 2.2 Convert the manual Thermal Insulation licensing process to the Applicant Tracking System and the Consumer Affairs System (CAS).
- 2.3 Develop an electronic version of the Thermal Insulation Product Directory and place on Web site (*Completed*).
- 2.4 Develop baseline and performance measures for key aspects of the licensing process.
- 2.5 Establish a system to continually assess applicant satisfaction with the Bureaus' licensing process.

Goal Three:

Improve enforcement operations to prevent consumer harm and take swift action when consumers are victimized in the marketplace

- 3.1 Develop and implement a strategy to increase field operation time, decrease administrative tasks, and maintain a practical and cost effective method to measure accountability (***Completed / Ongoing***).
- 3.2 Establish time frames to complete, review, approve, and act on investigative report findings while maintaining a high quality of work.
- 3.3 Establish a method to collect enforcement data using technology that is fully supported by the department.
- 3.4 Analyze complaint trends, inspection reports, and enforcement tips to focus enforcement resources appropriately.
- 3.5 Develop a process to address unlicensed activity on a continuous basis and devote the resources necessary to minimize this population (***Completed***).
- 3.6 Develop a plan to address unpaid citations and unresolved Statewide Withhold From Sale Orders.
- 3.7 Improve case management process to quickly identify and address aged complaints and investigations and other enforcement actions to ensure management oversight (***Completed***).
- 3.8 Develop baseline and performance measures for primary functions of the enforcement process.

Goal Four:

Improve laboratory-testing processes to support enforcement activities

- 4.1 Establish a network of private sector laboratories to increase testing capacity (***Completed***).
- 4.2 Establish timeframes for all mandated testing protocols and communication back to licensees.
- 4.3 Develop and implement a method to track tested samples and maintain a consistent inventory of test samples (***Completed***).
- 4.4 Finalize the proposed regulation establishing a standard, Technical Bulletin 604, "Requirements and Test Procedure for Resistance of Bedclothing Products to Open-Flame".

- 4.5 Establish and implement a quality control program to ensure all compliance tests are conducted in strict adherence to test protocols (*New*).
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Goal Five:

Ensure regulations and policies are effective, easily understood, and transparent to consumers, industry, and the public

- 5.1 Conduct a comprehensive review and evaluation of all policies and regulations.
- 5.2 Develop and adopt regulations to increase citation fee amounts to deter violations of the law.
- 5.3 Review the need to conduct multiple tests covering the same hazard on home furnishing products.
- 5.4 Make laws and rules available on compact disks (*New / Completed*).
- 5.5 Conduct a regulatory review of the thermal insulation program (*New*).
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Goal Six:

Develop highly trained staff that delivers quality services to all stakeholders

- 6.1 Identify core competencies and create a training and development plan for all classifications.
- 6.2 Create opportunities for staff to freely communicate ideas, issues, and share information (*Completed*).
- 6.3 Develop an employee recognition program that rewards teamwork, creative problem solving, innovation, and outstanding performance.
- 6.4 Develop a feedback process that measures employee job satisfaction (*New / Completed*).
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Goal Seven:

Educate consumers so they can make better, informed decisions and educate industry so they can comply with appropriate laws, regulations, and standards

- 7.1 Establish Advisory Councils.

- 7.2 Develop and maintain collaborative working relationships with consumer groups, industry associations, and government agencies to share information and keep current on issues of concern (*Completed / Ongoing*).
- 7.3 Plan outreach efforts in the community to identify and understand the needs of all stakeholders.
- 7.4 Conduct industry workshops to address issues regarding Technical Bulletin 604, a proposal for a new open-flame standard for filled bedclothing products sold in California (*Completed / Ongoing*).
- 7.5 Identify opportunities to enhance the Bureaus' Web sites (*Completed / Ongoing*).
- 7.6 Develop a public relations program that educates consumers and licensees about our regulatory responsibilities and significant events (*New*).