

Bureau of Security and Investigative Services

Strategic Plan

2017-2021



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Edmund G. Brown, Jr., Governor
Alexis Podesta, Secretary, Business Consumer Services and Housing Agency
Dean Grafilo, Director, Department of Consumer Affairs
Laura Alarcon, Chief, Bureau of Security and Investigative Services

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Message from the Bureau Chief

I am very excited to present the 2017-2021 Strategic Plan for the Bureau. This plan delineates those values that the Bureau has deemed most important in carrying out the duties related to its mission and sought-after vision. In addition to outlining goals for its three key regulatory functions – licensing, enforcement and discipline – Bureau management set forth two goals which reflect our commitment to our constituency and employees. Lastly, this plan reflects the Bureau’s response to the changing environment in which it carries out its regulatory activities. Two of the recent notable changes are the Bureau’s implementation of BreEZe and its recently enacted legislative sunset review bill, Senate Bill 1196 (Hill, Chapter 800, Statutes of 2016).

Bureau staff is committed in taking the appropriate steps to help ensure that all the objectives outlined in this plan 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 and reputation is built and sustained by the hard work of the Bureau’s employees. Whether working in licensing, enforcement, discipline, or administration, the men and women of the Bureau have dedicated themselves to carrying out quality public service. I would like to thank each one of them for the commitment they demonstrate on a daily basis in carrying out their jobs.

Laura Alarcón, Chief

Bureau of Security and Investigative Services

About

The Bureau of Security and Investigative Services (Bureau) licenses and regulates 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 Bureau firearm permit applicants.

History

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, detective work to investigate crimes, tracking down and apprehending criminals, and providing security advice to banks) was integral in determining that regulation of the industry was necessary.

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 in order to license and regulate private detectives. The Detective Licensing Board was subsequently renamed the Detective Licensing Bureau and today its statutes are known as the Private Investigator Act. In 1955, the Detective Licensing Bureau became the Bureau of Private Investigators and Adjustors and in 1970 it 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 in 1994 as its current identifier, the Bureau of Security and Investigative Services.

The Bureau issues licenses, registrations, certificates, and permits. The Bureau currently licenses about 380,000 companies and employees relating to alarm companies, locksmithing, private investigations, private security, repossessions, and firearm and baton training facilities.

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

Strategic Goal Areas

1	Licensing Enhance licensing processes to increase efficiencies and promote quality customer service.
2	Enforcement Advance quality proactive and reactive enforcement efforts.
3	Disciplinary Activities/Review Promote efficiency and consistency in disciplinary processes.
4	Outreach Identify and promote effective means to educate and inform Bureau applicants, licensees and consumers.
5	Organizational Effectiveness Cultivate a work environment where all staff value and practice personal accountability, respect of others, and quality customer service.

Goal 1: Licensing

Enhance licensing processes to increase efficiencies and promote quality customer service.

- 1.1 Update existing and develop new reference materials relating to Bureau licensing requirements to promote efficiency, consistency, and accuracy of information provided by the Department's Consumer Information Center and Bureau staff.
- 1.2 Build on existing licensing determination reference materials to train and assist staff in carrying out their licensing duties to promote accuracy, efficiency, and consistency in licensing determinations.
- 1.3 Build on existing BreEZe¹ manuals and reference materials to train and assist staff in carrying out their BreEZe-related duties to promote accuracy and consistency in BreEZe data entry activities.
- 1.4 Assess the Bureau's BreEZe system for enhancement opportunities for internal and external processes to improve applicants', licensees' and staff's experiences with BreEZe.
- 1.5 Establish processes and procedures to guide staff in carrying out new duties relating to firearm assessments (Senate Bill 1196, Chapter 800, Statutes of 2016) to promote accuracy, consistency, and efficiency.

¹ BreEZe is the Bureau's new licensing and enforcement tracking system.

Goal 2: Enforcement

Advance quality proactive and reactive enforcement efforts.

- 2.1 Update current and develop new reference materials to train and assist staff in carrying out their enforcement duties to promote efficiency, consistency, and accuracy with investigations.
- 2.2 Establish processes and procedures for the new mandated Firearm Training Facility compliance inspections (Senate Bill 1196, Chapter 800, Statutes of 2016) to promote accuracy, consistency, and efficiency.
- 2.3 Identify and implement caseload management process improvement to promote timely completion of investigations.

Goal 3: Disciplinary Activities/Review

Promote efficiency and consistency in disciplinary processes.

- 3.1 Implement the denial and interim suspension processes and procedures for the new firearm permit requirements (Senate Bill 1196, Chapter 800, Statutes 2016).
- 3.2 Update current and develop new Disciplinary Review Committee manuals to assist committee members in performing their responsibilities.
- 3.3 Update current and develop new reference materials to train and assist staff in carrying out their duties to promote accuracy, consistency, and efficiency in disciplinary activities.
- 3.4 Update current regulatory Disciplinary Guidelines to assist Administrative Law Judges and members of applicable Disciplinary Review Committees in carrying out their duties.
- 3.5 Establish regulations to implement the process for the Bureau and applicable Disciplinary Review Committees to grant a probationary license pursuant to statutory authority.

Goal 4: Outreach

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

- 4.1 Identify methods to inform consumers and licensees to subscribe to the Bureau's Interested Party List.
- 4.2 Continue efforts to promote BreEZe to applicants, licensees and consumers to increase online participation.
- 4.3 Continue efforts to improve features of the Bureau's website for applicants, licensees, and consumers to increase accessibility, usability, and clarity of information.

Goal 5: Organizational Effectiveness

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

- 5.1 Identify methods to inform and educate staff on communication and interpersonal skills to promote quality customer service and diversity in the workplace.

Strategic Planning Process

To understand the environment in which the Bureau operates as well as identify factors that could impact the Bureau's success in carrying out its regulatory duties, the Department of Consumer Affairs' SOLID Unit conducted an environmental scan of the Bureau's internal and external environments by collecting information through the following methods:

- An online survey sent to Bureau stakeholders in October and November 2016. The online survey received 271 responses.
- An online survey sent to all Bureau employees including the Chief, Deputy Chiefs, Management, and Staff in October and November 2016. This survey received 42 responses.

The most significant themes and trends identified from the environmental scan were discussed by the Chief, Deputy Chiefs, and Management during a strategic planning session facilitated by SOLID on January 5, 2017. This information guided the Bureau in the development of its strategic objectives outlined in this 2017 – 2021 strategic plan.

Bureau of Security and Investigative Services

2420 Del Paso Rd., Ste. 270
Sacramento, CA 95834

www.bsis.ca.gov

Prepared by:



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

This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the Bureau of Security and Investigative Services in January 2017. Subsequent amendments may have been made after BSIS's adoption of this plan.

