2015 – 2018

Strategic Plan

Structural Pest Control Board
# Table of Contents

MESSAGE FROM THE PRESIDENT .................................................................................. 3
ABOUT THE BOARD .................................................................................................. 4
2007 STRATEGIC PLAN ACCOMPLISHMENTS .................................................. 5
MISSION .................................................................................................................... 8
VISION .................................................................................................................... 8
VALUES .................................................................................................................... 8
STRATEGIC GOALS ................................................................................................. 9
GOAL 1: LICENSING, EXAMINATIONS, AND CONTINUING EDUCATION.. 10
GOAL 2: ENFORCEMENT ...................................................................................... 11
GOAL 3: LEGISLATION, REGULATIONS, AND POLICY ...................................... 12
GOAL 4: OUTREACH ............................................................................................... 13
GOAL 5: ORGANIZATIONAL EFFECTIVENESS ................................................. 14
STRATEGIC PLANNING PROCESS ........................................................................ 15
On behalf of the California Structural Pest Control Board (SPCB), I’m pleased to present our updated strategic plan. This plan benefited from the thoughtful input and discussion of Board members, staff, and industry. It was created to provide a framework and identify priorities for SPCB’s efforts over the next few years to modernize operations and adapt to an evolving pest control industry.

This document is the road map toward our vision of SPCB as a national leader, by achieving the highest standards of consumer protection and promoting a high degree of professionalism in the State’s structural pest control industry.

Dave Tamayo, President
California Structural Pest Control Board
About the Board

In 1935, in response to lobbying by what was then known as the California Pest Control Association and that later became the Pest Control Operators of California, Assembly Bill 2382, “An act to regulate the practice of structural pest control; to create the Structural Pest Control Board; to provide for the registration and licensing of persons engaged in such practice, and for the protection of the public in the practice of structural pest control,” was passed by the California State Legislature. The bill was signed by the Governor on July 20, 1935, and became law on September 15, 1935.

The Structural Pest Control Board (Board) is composed of seven members of which, by law, four are public members and three are members of the pest control industry. The Governor appoints two public members and three licensed industry members. The Senate Rules Committee and the Speaker of the Assembly each appoint one public member. Board members may serve up to two four-year terms.

The Board, under jurisdiction of the Department of Consumer Affairs (DCA), was transferred via legislation to the jurisdiction of the Department of Pesticide Regulation, operative October 23, 2009 (ABX4, 20, Strickland and Huber, 2009). The Board returned to the DCA effective July 1, 2013, under the Governor’s 2011–2012 Reorganization Plan No. 2 and AB 1317 (Frazier, 2013).
2007 Strategic Plan Accomplishments

**Examination Subversion** – In February 2013, the Board learned that its examinations were compromised. The Board worked with the Division of Investigation to investigate and prepare evidence against those involved in compromising the examination. The investigation resulted in two individuals being arrested and later convicted on two counts of burglary for helping people cheat on not just the Board’s examinations, but several State licensing examinations. One of these individuals was sentenced to 30 days of jail and ordered to pay restitution to the State agencies involved to a sum of $400,000. The interference with the subversion of the examination was crucial to the integrity of the Board’s examinations and hence, the protection of consumers.

**Examination Development** – In 2013, the Board contracted with DCA’s Office of Professional Examination Services to write current and relevant examinations for all of its licenses. Having current examinations is important to consumer protection to ensure people coming into the industry have the necessary skills and knowledge to perform the work they are licensed to perform while implementing the most recently acknowledged practices.

**Implementation of Computer Based Testing (CBT)** – In February 2014, the Board implemented CBT, which has been a long-standing desire of the industry and Board alike. CBT improves examination accessibility since the candidate can schedule themselves at their convenience and in one of 17 locations throughout the State, or 22 additional locations throughout the country. Previously, the exams were given only once a month and only available at two locations in the State. CBT also provides for better examination security and reduces the risk of examinations being compromised. The Board is contracted with an outside vendor who administers several State licensing and other examinations, and exercises much better security precautions than were previously available.
**Development of an Act Review Committee** – In 2011, the Board appointed an Act Review Committee to review the Structural Pest Control Act for relevance and consistency. This committee has met almost every month since and has made several recommendations for updates to the Act. Some of these recommendations have already been approved by the Board, passed legislation, and become effective.

**Utilizing Modern Technologies** – In January 2011, the Board began maintaining an e-mail notification subscription listing where interested parties can subscribe to and receive all of the Board meeting agendas, approved minutes, regulation changes, and other mailings that are otherwise only mailed from the Board. In October 2014, the Board began posting meeting materials on its website and webcasting Board meetings. These utilizations of modern technology greatly improve the ability of the industry and other interested parties to stay informed on current issues and recent changes.

**Increasing Consumer Protection by Increasing Bond and Insurance Requirements** – Senate Bill 662 passed in October 2013, significantly increasing the Board’s bond and insurance requirements. Increased bond and insurance requirements ensures better consumer protection and makes companies more liable for their work.

**Consumer Savings** - In the Fiscal Year (FY) 2013–2014 alone, the Board collected more than $39,000 in cost recovery and restitution to consumers. Consumers saved approximately $82,000 through the Board’s mediations and investigations programs.

**Integrated Pest Management (IPM)** – In 2007, the Board developed an IPM Task Force, whose intent was to define IPM. In 2008, a definition of IPM was passed into regulation and in 2009, IPM was added as a requirement of prelicensure training and as a continuing education requirement for all licensees. Including IPM education as initial prelicensure training and continuing education requirements is important because it makes the licensee better aware of nonchemical approaches and strategies to prevent and minimize pests while creating a minimal impact on human health, property, the environment, and nontarget organisms.
Chief Enforcement Officer – In 2008, a Budget Change Proposal was approved for a new Chief Enforcement Officer position at the Staff Services Manager I (SSMI) level to address the coordination of the Board’s Statewide regulatory enforcement program activities. In FY 2003–04, the Board’s Deputy Chief Enforcement position, which performed the above-mentioned activities, was abolished via Control Section 4.10. Approval of the Budget Change Proposal allowed the Board to recruit an SSMI to once again head enforcement activities.

Addressing Unlicensed Activity and the Underground Economy – In 2013, the Board began partnering with the Department of Industrial Relations, Division of Labor Standards Enforcement, and sibling agencies to counteract the negative effects of the underground economy. The Board endeavors to initiate proactive investigations, as opposed to only the traditional reactive investigations, that would not solely be based on administrative or criminal sanctions.
Mission

To protect the general welfare of Californians and the environment by promoting outreach, education, and regulation of the structural pest management profession.

Vision

The Structural Pest Control Board will strive to be the national regulatory leader of pest management.

Values

Consumer Protection

We make effective and informed decisions in the best interest and for the safety of Californians.

Professionalism

We ensure that qualified, proficient, and skilled staff provides services to the State of California.

Efficiency

We diligently identify the best ways to deliver high-quality services with the most efficient use of our resources.

Integrity

We are committed to honesty, ethical conduct, and responsibility.
Strategic Goals

1 LICENSING, EXAMINATIONS, AND CONTINUING EDUCATION
The Board promotes licensing standards to protect consumers and allow reasonable access to the profession. Additionally, the Board oversees and approves continuing education and examination standards to ensure excellence in practice and promote public safety.

2 ENFORCEMENT
The Board protects the health and safety of consumers through the enforcement of the laws and regulations governing the practice of structural pest control.

3 LEGISLATION, REGULATIONS, AND POLICY
The Board pursues statutes, regulations, policies, and procedures that strengthen and support the Board’s mandate and mission.

4 OUTREACH
The Board informs consumers, licensees, and stakeholders about the practice and regulation of the profession.

5 ORGANIZATIONAL EFFECTIVENESS
The Board standard is to build an excellent organization through proper Board governance, effective leadership, and responsible management.
GOAL 1: LICENSING, EXAMINATIONS, AND CONTINUING EDUCATION

The Board promotes licensing standards to protect consumers and allow reasonable access to the profession. Additionally, the Board oversees and approves continuing education and examination standards to ensure excellence in practice and promote public safety.

1.1 Evaluate continuing education provider qualifications and criteria to strengthen the approval process.

1.2 Review and refine the licensing and renewal processes to increase licensees’ level of compliance.

1.3 Review and analyze exam questions and current reference materials to develop study guides and materials that focus on essential occupational principles and practices.

1.4 Evaluate continuing education categories and hourly requirements, with emphasis on core competencies.

1.5 Increase continuing education course field audits to ensure standards are met and proper training is received.
GOAL 2: ENFORCEMENT

The Board protects the health and safety of consumers through the enforcement of the laws and regulations governing the practice of structural pest control.

2.1 Increase proactive enforcement to effectively reduce the frequency of unlawful pest control services.

2.2 Implement enhancements to Board response and coordination with local governments and other partners on fumigation emergencies and where multiple (serious level) pest control violations exist.

2.3 Seek statutory authority to automatically suspend or, with cause, revoke any license or registration based on noncompliance of citation.

2.4 Seek statutory authority to automatically suspend any license or registration based on an owner’s or licensee’s failure to satisfy court judgments, arbitration awards, tax liens, and other lawfully imposed sanctions related to the pest control profession.

2.5 Seek statutory authority to require any person listed on the principle registration or branch office registration to take continuing education or Board-approved courses as a condition of a Board-issued citation.

2.6 Seek statutory authority to deny the renewal of a license based on an owner’s or licensee’s failure to comply with any provision of the Structural Pest Control Act (i.e., failure to post a restoration bond, complete continuing education courses, or comply with an order of abatement).
GOAL 3: LEGISLATION, REGULATIONS, AND POLICY

The Board pursues statutes, regulations, policies, and procedures that strengthen and support the Board’s mandate and mission.

3.1 Establish a committee to research pre- and postlicensing requirements and consider developing or amending those requirements to ensure all those practicing structural pest control are properly regulated.

3.2 Evaluate and forecast current fee structure to ensure fees support the operational needs of the Board.

3.3 Research, review, and make recommendations regarding the roles and responsibilities of a qualifying manager and branch office supervisor and accordingly pursue statutory and/or regulatory changes.

3.4 Pursue regulatory changes to include new and/or updated provisions for all Board forms based on priority and operational need.

3.5 Explore alternatives to foster improved communication with other agencies and the Legislature to improve timely tracking of sensitive or competing legislation.
GOAL 4: OUTREACH

The Board informs consumers, licensees, and stakeholders about the practice and regulation of the profession.

4.1 Develop an outreach plan to create awareness of the Board’s mission and function, using a variety of proven methods.

4.2 Develop strategy to educate licensees and consumers on the new web access tools that will be available through BreEZe.

4.3 Partner with DCA and other agencies to leverage outreach efforts.

4.4 Promote the Board’s web-based license status lookup tool through public and private partnerships.

4.5 Establish alliances with continuing education providers so that they may educate and inform licensees about how to avoid the most common enforcement violations.
GOAL 5: ORGANIZATIONAL EFFECTIVENESS
The Board standard is to build an excellent organization through proper Board governance, effective leadership, and responsible management.

5.1 Review and consolidate Board member orientation materials and training that is specific to the Board and industry with emphasis on policies, procedures, responsibilities, and functions of the Board.

5.2 Continue to monitor staffing levels to achieve Board’s mandated goals and objectives in the areas of enforcement and continuing education, and pursue budgetary authority to support Board operations.

5.3 Research ways to use technology to increase operational efficiencies and effectiveness.

5.4 Analyze pay and classification structure of staff to ensure it aligns with the Board’s recruitment and retention plan, and pursue resources, as appropriate, to meet those needs.
Strategic Planning Process

To understand the environment in which the Board operates and to identify factors that could impact the Board’s success, DCA’s SOLID unit conducted an environmental scan of the internal and external environments by collecting information through the following methods:

- An online survey sent to 5,000 stakeholders, comprised of industry professionals, professional associations, continuing education providers, and others who expressed interest in the strategic direction of the Board.
- A staff focus group on September 11, 2014, in which eight Board staff members participated.
- An online survey sent to field staff, in which five members responded.
- Telephone interviews with Board members in August and September 2014.

The most significant themes and trends identified from the environmental scan were discussed by the Board executive team and Board during a strategic planning session facilitated by SOLID on October 15, 2014. This information guided the Board in the development of its mission, vision, and values while directing the Board in the formulation of its strategic goals and objectives as outlined in the 2015–2018 Structural Pest Control Board Strategic Plan.
This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the California Structural Pest Control Board (Board) in August and September 2014. Subsequent amendments may have been made after Board adoption of this plan.