

Veterinary Medical Board  
Strategic Plan Objective Tracker  
2020-2024

<b>Goal 1: Enforcement</b>			
<b>1.1</b>	<b>Streamline the enforcement process to shorten cycle time, expedite consumer protection, and lower costs.</b>		
<b>Success Measure:</b>	<b>Decrease in average case cost and cycle time over the prior fiscal year.</b>		
Objectives/Tasks		Target Completion	Current Status
1.1.1	Evaluate the intake processes and eliminate duplicative processes.	Q1 2020	Completed
1.1.2	Examine and improve the Expert Witness review process.	Q1 2020	Completed Ongoing
1.1.3	Streamline the AG transmittal process for disciplinary cases.	Q1 2020	Completed
1.1.4	Improve field investigation efficiency.	Q1 2020	Completed
1.1.5	Work with OIO to outline Enforcement processes.	Q1 2021	Completed
1.1.6	Examine and improve the complaints audit review committee process.	Q3 2020	Completed
1.1.7	Meeting with Enforcement teams from other Boards to identify best practices.	Q2 2021	Completed Ongoing
1.1.8	Implement Breeze changes to streamline the investigative process.	Q1 2022	Completed Ongoing
<b>1.2</b>	<b>Expand citation authority and increase usage to resolve less egregious violations through non-disciplinary actions.</b>		
<b>Success Measure:</b>	<b>Increased citations in enforcement and inspections as well as expanded authority.</b>		
Objectives/Tasks		Target Completion	Current Status
1.2.1	Review existing statutes and regulations regarding citation authority to identify improvements.	Q1 2020	Completed
1.2.2	Propose statute and regulation changes to the Board for approval.	Q1 2020	Completed
1.2.3	Include statutory proposal in sunset bill.	Q1 2021	Completed
1.2.4	Evaluate citation process and increase citation usage for inspections.	Q1 2021	Completed
1.2.5	Train inspection team on the citation process.	Q2 2021	Completed
1.2.6	Prepare rulemaking package.	Q3 2022	Pending
<b>1.3</b>	<b>Increase the utilization of existing tools to combat unlicensed practice.</b>		
<b>Success Measure:</b>	<b>Board Utilizes BPC Section 149. Increased Referrals to District Attorney.</b>		
Objectives/Tasks		Target Completion	Current Status
1.3.1	Research process to utilize BPC Section 149.	Q1 2020	Completed
1.3.2	Utilize Public Utilities Commission authority to disconnect telephone service for advertising unlicensed services.	Q1 2020	Completed Ongoing
1.3.3	Continue usage of DOI for cases which require an undercover investigation.	Q1 2020	Completed Ongoing
1.3.4	Pursue criminal allegations at local district attorney's office.	Q1 2020	Completed Ongoing

1.3.5	Utilize the board's inspection program whenever possible to substantiate allegations of unlicensed practice.	Q1 2020	Completed Ongoing
1.3.6	Finalize citation template utilizing existing regulatory authority.	Q1 2020	Completed
1.3.7	Train staff on new citation template and how to implement existing regulatory authority.	Q1 2020	Completed
1.3.8	Continue to contact alleged unlicensed facilities posing as potential clients to further investigations.	Q1 2021	Completed Ongoing
1.3.9	Launch social media campaign to have public verify licenses.	Q1 2023	Pending
<b>1.4</b>	<b>Analyze effectiveness of current complaint prioritization defined in BPC section 4875.1.</b>		
<b>Success Measure:</b>	<b>Present analysis of the effectiveness to the Board.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>
1.4.1	Create data report over last couple fiscal years of where complaints fall within the complaint prioritization.	Q2 2023	On Schedule
1.4.2	Draft memo to present potential recommendations to the Board.	Q3 2023	On Schedule
<b>1.5</b>	<b>Re-evaluate performance measures of enforcement to improve accountability.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>
1.5.1	Ensure proper coding is utilized in Breeze to contribute to accurate tracking of activities.	Q3 2020	Completed Ongoing
1.5.2	Research performance measures for other boards.	Q2 2021	Completed
1.5.3	Clarify internal performance measurements for all steps in the investigative process.	Q2 2021	Completed
1.5.4	Compare cycle times to existing performance measures.	Q2 2022	Pending
1.5.5	Implement necessary performance measure changes.	Q3 2022	On Schedule
<b>Goal 2: Licensing &amp; Examinations</b>			
<b>2.1</b>	<b>Decrease licensure processing times by issuing a license to any candidate who completes the licensure requirements within 4 weeks to increase consumer access to veterinary care and to increase candidate access to licensure.</b>		
<b>Success Measure:</b>	<b>Licensing processing times for complete applications are decreased to 4 weeks.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>
2.1.1	Review and identify Breeze efficiencies.	Q1 2020	Completed Ongoing
2.1.2	Recruit and fill licensing vacancies.	Q3 2020	Completed
2.1.3	Generate processing time reports to capture the entire process from start to finish and ensure accurate processing time reporting on website.	Q1 2021	Completed
2.1.4	Include application deficiencies on Breeze.	Q2 2021	Delayed
2.1.5	Implement an interface between AAVSB and the Board to automatically transmit VTNE scores.	Q2 2021	Completed
2.1.6	Implement an interface between AAVSB and the Board to automatically transmit NAVLE scores.	Q3 2021	Completed
2.1.7	Create training videos with OPA, for applicants on how to file an application.	Q3 2021	Pending

<b>2.2</b>	<b>Encourage increased applicant/licensee usage of BreEZe to increase process efficiencies.</b>		
<b>Success Measure:</b>	<b>Increased applicant and licensee usage of Breeze.</b>		
	<b>Objectives/Tasks</b>	<b>Target Completion</b>	<b>Current Status</b>
2.2.1	Direct applicants to submit record changes in Breeze.	Q1 2020	Completed
2.2.2	Remove paper applications from website.	Q1 2020	Completed
2.2.3	Encourage applicants to access their license through their Breeze account.	Q1 2021	Completed
2.2.4	Online campaign to encourage applicants to check their status on Breeze.	Q2 2021	Delayed
2.2.5	Encourage applicants with missing documents to use the 8025 transaction in Breeze.	Q4 2021	On Schedule
2.2.6	Review and revise the 4th year student presentations to educate on how to avoid deficiencies and/or delays.	Q1 2022	On Schedule
<b>2.3</b>	<b>Increase the access to veterinary care.</b>		
<b>Success Measure:</b>	<b>Increased veterinarian license population.</b>		
	<b>Objectives/Tasks</b>	<b>Target Completion</b>	<b>Current Status</b>
2.3.1	Evaluate the licensing statutes and regulations to identify improvements and remove barriers to licensure.	Q1 2020	Completed
2.3.2	In partnership with OPES, conduct an occupational analysis and linkage study on veterinary examinations.	Q4 2020	Completed
2.3.3	Propose legislative changes to remove unnecessary barriers to licensure to the Board.	Q1 2021	Completed
2.3.4	Monitor legislative proposal through the legislative session.	Q4 2021	On Schedule
2.3.5	Outreach to schools, licensees, and other stakeholders.	Q4 2021	On Schedule
2.3.6	Work with Breeze team to update Breeze	Q4 2021	On Schedule
2.3.7	Outreach to applicants who failed CSBE regarding legislative changes.	Q1 2022	On Schedule
<b>2.4</b>	<b>Educate license applicants and licensees on changes to requirements to licensing/renewals to improve compliance and improve efficiencies.</b>		
<b>Success Measure:</b>	<b>Applicants/licensees are educated on changes to requirements.</b>		
	<b>Objectives/Tasks</b>	<b>Target Completion</b>	<b>Current Status</b>
2.4.1	Outreach to applicants and licensees regarding changes to requirements.	Q1 2022	Completed Ongoing
<b>Goal 3: Customer Service and Administration</b>			
<b>3.1</b>	<b>Innovate BreEZe communication of complaint status updates to improve communication with involved parties.</b>		
<b>Success Measure:</b>	<b>Increased communication through BreEZe.</b>		
	<b>Objectives/Tasks</b>	<b>Target Completion</b>	<b>Current Status</b>
3.1.1	Participate in EUG meetings to identify BreEZe best practices	Q4 2020	Delayed

3.1.2	Research BreEZe capabilities regarding complaint status updates	Q4 2022	On Schedule
3.1.3	Raise system BMOs to provide complaint status updates to all involved parties	Q4 2022	On Schedule
3.1.4	Implement the system changes to improve communication with involved parties	Q1 2023	On Schedule
<b>3.2</b>	<b>Redesign Board website to enhance stakeholder communication.</b>		
<b>Success Measure:</b>	<b>Website updated.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>
3.2.1	Hold meetings with Board members and DCA's Internet team to identify web site improvements	Q2 2020	Completed
3.2.2	Create student web page to provide direct communication for students	Q2 2020	Completed
3.2.3	Work with DCA Internet team to provide feedback on design changes	Q3 2020	Completed
3.2.4	Launch new website design	Q4 2020	Completed
3.2.5	Revise Board reporting on processing times on the website	Q1 2021	Completed
<b>3.3</b>	<b>Improve public access to communication with Board staff.</b>		
<b>Success Measure:</b>	<b>Increased consumer satisfaction on consumer satisfaction surveys.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>
3.3.1	Increase communication through Social Media	Q1 2020	Completed
3.3.2	Eliminate generic email accounts and direct stakeholders to a specific person	Q1 2021	Pending
3.3.3	Provide office coverage when receptionist is away from the desk	Q1 2021	Completed
3.3.4	Assign someone to monitor voice mails and main email	Q1 2021	Completed
3.3.5	Create automatic email response to include answers to FAQs	Q2 2021	Pending
3.3.6	Eliminate the normal phone lines and transition to MS Teams	Q4 2021	On Schedule
3.3.7	Respond to emails and voice messages on average within 1 business day	Q4 2021	On Schedule
<b>3.4</b>	<b>Improve staff effectiveness, consistency, and efficiency.</b>		
<b>Success Measure:</b>	<b>Increased consumer and staff satisfaction on consumer satisfaction surveys.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>
3.4.1	Create training plans for each unit, including milestones and utilizing OIO process maps.	Q2 2021	Delayed
3.4.2	Implement cross-training across all units	Q2 2021	Pending
3.4.3	Evaluate process maps for improvements (Breeze, Procedure Manuals).	Q3 2021	On Schedule
3.4.4	Attend SOLID's "How to Build a Procedure Manual" training.	Q3 2021	Delayed
3.4.5	Drafting procedure manuals to reflect process improvements.	Q4 2021	On Schedule
3.4.6	Create training videos in partnership with OPA (Office of Public Affairs).	Q4 2021	On Schedule
<b>3.5</b>	<b>Improve staff retention, decrease turnover, and increase staff productivity.</b>		
<b>Success Measure:</b>	<b>Increased staff retention and productivity; decreased turnover.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>

3.5.1	Have daily team meetings	Q1 2020	Completed Ongoing
3.5.2	Hold one-on-ones with staff members to increase productivity and to identify any challenges staff is facing	Q1 2020	Completed Ongoing
3.5.3	Roundtable meetings to discuss specific cases	Q1 2020	Completed Ongoing
3.5.4	Review processes and identify manageable workloads as much as possible	Q3 2020	Completed Ongoing
3.5.5	Evaluate meeting frequency so improvements can be made for effectiveness	Q1 2021	Completed Ongoing
3.5.6	Have all staff meetings.	Q2 2021	Completed Ongoing
3.5.7	Add knowledge sources in procedure manuals/work guides	Q4 2021	On Schedule
3.5.8	Implement more training/Create video training on business processes	Q3 2022	On Schedule
3.5.9	Automate as many processes through BreEZe as possible to alleviate staff workload	Q4 2022	On Schedule

## Goal 4: Legislation and Regulations

<b>4.1</b>	<b>Review and develop statutes and regulations to hold premises registrants liable for violations.</b>		
<b>Success Measure:</b>	<b>Statutes and regulations are developed.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>
4.1.1	Research statutes & regulations regarding premises registrants	Q1 2020	Completed
4.1.2	Develop legislative proposals for Board consideration	Q1 2020	Completed
4.1.3	Present to Board during Board meetings	Q1 2020	Completed
<b>4.2</b>	<b>Develop legislation that enhances unlicensed practice penalties to protect consumers and prevent harm to animals.</b>		
<b>Success Measure:</b>	<b>Legislation is developed.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>
4.2.1	Research other DCA Board unlicensed practice statutes	Q4 2022	On Schedule
4.2.2	Develop legislative proposals for Board consideration	Q4 2022	On Schedule
4.2.3	Present to Board during Board meetings	Q4 2022	On Schedule
<b>4.3</b>	<b>Pursue protections for veterinary drug compounding at the state and federal level to enable veterinary patients to receive compounded medications in an economical and timely manner.</b>		
<b>Success Measure:</b>	<b>Veterinary patients can receive compounded medications in an economical and timely manner.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>
4.3.1	Participate in state and federal meetings regarding drug compounding	Q1 2020	Completed Ongoing
4.3.2	Participate in FDA stakeholder meetings regarding drug compounding	Q1 2020	Completed Ongoing
4.3.3	Participate in meetings with Board of Pharmacy	Q3 2020	Completed Ongoing
4.3.4	Engage stakeholders throughout the drug compounding rule making process	Q4 2020	Completed Ongoing

<b>4.4</b>	<b>Pursue consumer protections in telemedicine to ensure the appropriate implementation of telemedicine for animal protection.</b>		
<b>Success Measure:</b>	<b>Board decides on appropriate implementation of telemedicine for animal protection.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>
4.4.1	Hold MDC meetings to evaluate telemedicine requirements and engage stakeholders on telemedicine	Q2 2021	Completed
4.4.2	Present MDC recommendations to the Board	Q3 2021	Pending
<b>4.5</b>	<b>Define regulatory oversight to protect against non-veterinarians influencing the practice of veterinary medicine.</b>		
<b>Success Measure:</b>	<b>Implementation of the legislative changes.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>
4.5.1	Hold stakeholder meeting regarding non-veterinarian influence over the practice of veterinary medicine	Q1 2020	Completed
4.5.2	Draft legislative proposals to address non-veterinarian influence	Q1 2020	Completed
4.5.3	Present legislative proposal to the Board for consideration	Q1 2020	Completed
4.5.4	Monitor legislative proposal through the sunset process	Q4 2021	On Schedule
4.5.5	Implement legislative changes	Q1 2022	On Schedule
<b>4.6</b>	<b>Increase statutory license fee caps to maintain the financial stability of the Board.</b>		
<b>Success Measure:</b>	<b>All statutory license fee caps are increased.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>
4.6.1	Hire third party to conduct fee audit	Q1 2024	On Schedule
4.6.2	Present fee audit recommendations to the Board	Q4 2024	On Schedule
4.6.3	Approve and pursue legislative proposal for the 2025 legislative session.	Q4 2024	On Schedule
<b>4.7</b>	<b>Examine licensure exemptions in BPC section 4827 (excluding livestock) to protect consumers and their animals from unlicensed practitioners.</b>		
<b>Success Measure:</b>	<b>Licensure exemptions have been examined, and recommendations have been proposed.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>
4.7.1	Examine the exemptions in BPC Section 4827 at an MDC meeting	Q1 2024	On Schedule
4.7.2	Bring MDC recommendations/potential legislative proposal to the Board	Q4 2024	On Schedule
<b>4.8</b>	<b>Create regulations on how to remove a DEC member to give the Board president the authority, if necessary.</b>		
<b>Success Measure:</b>	<b>Statute added to allow Board to remove DEC member.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>
4.8.1	Draft legislative proposal	Q1 2020	Completed

4.8.2	Present legislative proposal to Board for consideration	Q1 2020	Completed
4.8.3	Monitor legislative changes through the legislative session for the Board's sunset bill	Q4 2021	On Schedule
<b>4.9</b>	<b>Implement regulations for substance abusing licensees to fully comply with the statutory requirement.</b>		
<b>Success Measure:</b>	<b>Regulations implemented.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>
4.9.1	Draft uniform standard regulations	Q1 2020	Completed
4.9.2	Present regulatory proposal to Board for consideration	Q1 2020	Completed
4.9.3	Prepare rulemaking file for initial submission to DCA	Q3 2021	On Schedule
4.9.4	Monitor rulemaking package through the rulemaking process	Q3 2022	On Schedule
4.9.5	Implement the regulations	Q1 2023	On Schedule
<b>4.10</b>	<b>Address false and misleading advertising of specialty and board certification to provide and enhance consumer protection.</b>		
<b>Success Measure:</b>	<b>Statute added to allow Board to address false and misleading advertising of specialty and Board certification to provide and enhance consumer protection.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>
4.10.1	Draft legislative proposal	Q1 2020	Completed
4.10.2	Present legislative proposal to Board for consideration	Q1 2020	Completed
4.10.3	Monitor legislative changes through the legislative session for the Board's sunset bill	Q4 2021	On Schedule
<b>4.11</b>	<b>Analyze existing statutes and regulations regarding rodeos to identify enhancements and improvements.</b>		
<b>Success Measure:</b>	<b>Analysis provided to the Board.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>
4.11.1	Analyze existing statutes and regulations and present to Board members	Q 1 2020	Completed
4.11.2	Present analysis to Board at Board meeting and engage stakeholders	Q1 2020	Completed
<b>4.12</b>	<b>Pursue funding for cannabis research in veterinary medicine to protect consumers and their animals.</b>		
<b>Success Measure:</b>	<b>Board pursued funding for cannabis research.</b>		
<b>Objectives/Tasks</b>		<b>Target Completion</b>	<b>Current Status</b>
4.12.1	Engage sponsors of cannabis bills to pursue the funding for cannabis research	Q1 2020	Completed
4.12.2	Take positions on cannabis related bill requesting funding for research	Q1 2020	Completed
4.12.3	Engage in legislative staff meetings regarding cannabis related bills to educate them on the importance of funding cannabis research	Q1 2020	Completed
<b>4.13</b>	<b>Update all applications/registrations to reflect statutory/regulatory changes.</b>		
<b>Success Measure:</b>	<b>Applications/regulations have been updated to reflect statutory/regulatory changes.</b>		

Objectives/Tasks		Target Completion	Current Status
4.13.1	Review and update all license applications to reflect statutory/regulatory changes	Q4 2022	On Schedule
<b>Goal 5: Outreach</b>			
<b>5.1</b>	<b>Deliver programs (webinars, newsletters, etc.) to local associations to update them on Board actions and programs.</b>		
<b>Success Measure:</b>	<b>Programs are delivered to local associations.</b>		
Objectives/Tasks		Target Completion	Current Status
5.1.1	Participate virtually in local association meetings	Q2 2020	Completed Ongoing
5.1.2	Develop electronic newsletters	Q1 2022	On Schedule
5.1.3	Develop educational webinars	Q4 2021	On Schedule
<b>5.2</b>	<b>Increase licensee outreach on regulatory matters, most common problems/complaints, and topics of interest.</b>		
<b>Success Measure:</b>	<b>Increased outreach on regulatory matters, most common problems/complaints, and topics of interest.</b>		
Objectives/Tasks		Target Completion	Current Status
5.2.1	Increase social media usage on regulatory matters, most common problems/complaints, and topics of interest.	Q2 2020	Completed
5.2.2	Increase use of ListServ to all licensees regarding regulatory matters, most common problems/complaints, and topics of interest.	Q2 2020	Completed
5.2.3	Regularly updating email addresses in ListServ to increase subscriber pool.	Q2 2020	Completed Ongoing
5.2.4	Allow licensees to verify and update their email address upon renewal.	Q3 2021	Completed
5.2.5	Include regulatory matters, most common problems/complaints, and topics of interest on electronic newsletters.	Q1 2022	On Schedule
<b>5.3</b>	<b>Revamp consumer, licensee, and/or stakeholder satisfaction surveys to identify areas for customer service improvement.</b>		
<b>Success Measure:</b>	<b>Revamp consumer, licensee, and/or stakeholder satisfaction surveys to identify areas for customer service improvement.</b>		
Objectives/Tasks		Target Completion	Current Status
5.3.1	Execute contract with Survey Monkey	Q1 2020	Completed
5.3.2	Revamp surveys	Q2 2020	Completed
<b>5.4</b>	<b>Strengthen the Board's social media presence to provide convenient, timely, and accessible information.</b>		
<b>Success Measure:</b>	<b>Board social media presence is increased.</b>		
Objectives/Tasks		Target Completion	Current Status
5.4.1	Increase social media usage on regulatory matters, most common problems/complaints, and topics of interest.	Q2 2020	Completed Ongoing
<b>5.5</b>	<b>Collaborate with AAVSB and other national organizations to provide better balance of presentations and better inform all veterinary regulatory boards on current/emergency issues.</b>		



<b>Success Measure:</b>	<b>Collaboration with AAVSB and other national organizations.</b>		
	<b>Objectives/Tasks</b>	<b>Target Completion</b>	<b>Current Status</b>
5.5.1	Collaborate with AAVSB and other national organizations.	Q3 2020	Completed Ongoing
<b>5.6</b>	<b>Establish student liaisons to the Board to increase communication with future licensees and include their perspective.</b>		
<b>Success Measure:</b>	<b>Student liaisons established.</b>		
	<b>Objectives/Tasks</b>	<b>Target Completion</b>	<b>Current Status</b>
5.6.1	Research CVMA's process on how they establish student liaisons.	Q1 2022	Completed
5.6.2	Reach out to 2 colleges in CA to recruit student liaisons.	Q1 2022	Completed
5.6.3	Revise Board Administrative Procedure Manual to include student liaisons	Q1 2022	Pending
5.6.3	Establish student liaison to the Board.	Q3 2022	On Schedule
<b>Goal 6: Inspection Program</b>			
<b>6.1</b>	<b>Promote the Veterinary Premises Self-Evaluation Checklist by collaborating with professional/affiliated organizations to disseminate the checklist and manual to all veterinary premises.</b>		
<b>Success Measure:</b>	<b>Inspection Checklist is more accessible.</b>		
	<b>Objectives/Tasks</b>	<b>Target Completion</b>	<b>Current Status</b>
6.1.1	Reach out to schools to provide inspection checklists to 4th year students.	Q2 2021	Delayed
6.1.2	Promote Inspection Checklist over social media accounts.	Q2 2021	Delayed
6.1.3	Reach out to local association chapters to include Inspection Checklist link on their websites.	Q2 2021	Delayed
6.1.4	Include Inspection Checklist in virtual "Welcome Package" to new Veterinarian licensees.	Q3 2021	On Schedule
6.1.5	Provide link to Inspection Checklist to each MGLs Breeze account/renewal application.	Q4 2021	On Schedule
<b>6.2</b>	<b>Evaluate the feasibility of the 20% annual inspections mandate.</b>		
<b>Success Measure:</b>	<b>Analysis presented to the Board.</b>		
	<b>Objectives/Tasks</b>	<b>Target Completion</b>	<b>Current Status</b>
6.2.1	Hold meetings with other Inspection programs to develop best practices.	Q1 2021	Completed
6.2.2	Create report of last several fiscal years to determine how close the Board has come to reaching the 20% mandate.	Q2 2021	Delayed
6.2.3	Develop report to pull compliance timeframes.	Q2 2021	Delayed
6.2.4	Hold sub-committee and MDC meetings to evaluate the Inspections Checklist.	Q2 2021	Completed Ongoing
6.2.5	Research origins and history of 20% mandate.	Q3 2021	On Schedule
6.2.6	Prepare analysis for Board consideration.	Q1 2022	On Schedule
<b>6.3</b>	<b>Streamline the inspection process.</b>		
<b>Success Measure:</b>	<b>Inspection process streamlined.</b>		

Objectives/Tasks		Target Completion	Current Status
6.3.1	Utilize BOX for inspections and corrections photos and documents.	Q1 2020	Completed
6.3.2	Adhere to response times as outlined in the practice act in regard to violations identified.	Q1 2020	Delayed
6.3.3	Exploring use of inspection mobile app	Q4 2020	On Schedule
6.3.4	Hold meetings with other Inspection programs to develop best practices.	Q1 2021	Completed
6.3.5	Map inspection processes with OIO.	Q2 2021	Completed
6.3.6	Staff participation in EUG meetings.	Q2 2021	Delayed
6.3.7	Work with OIS to improve Breeze's current configurations to better suit inspection needs.	Q3 2021	On Schedule
6.3.8	Development of procedure manual for inspection unit.	Q3 2021	On Schedule
6.3.9	Design and implement inspection mobile app	Q4 2021	On Schedule
6.3.10	Refine reports to improve process tracking.	Q4 2021	On Schedule
<b>6.4</b>	<b>Design minimum standards attestation for new premises to improve awareness and ensure compliance.</b>		
<b>Success Measure:</b>	<b>Minimum standards added to Breeze application.</b>		
Objectives/Tasks		Target Completion	Current Status
6.4.1	Craft regulatory changes on premise registration initial applications and renewals to propose for Board consideration.	Q2 2021	On Schedule
6.4.2	Present regulatory proposal to the Board.	Q3 2021	On Schedule
6.4.3	Monitor the regulatory package through the rulemaking process.	Q1 2023	On Schedule
6.4.4	Update Breeze application	Q3 2023	On Schedule
<b>6.5</b>	<b>Obtain and retain capable and proficient inspectors.</b>		
<b>Success Measure:</b>	<b>Increase in and retention of capable and proficient inspectors.</b>		
Objectives/Tasks		Target Completion	Current Status
6.5.1	Partner with state and local associations.	Q1 2020	Delayed
6.5.2	Provide timely feedback to inspectors.	Q1 2021	Completed
6.5.3	Reach out to inspectors to identify areas for improvement in inspector recruitment process.	Q2 2021	Completed
6.5.4	Re-evaluate criteria policy for inspectors.	Q4 2021	On Schedule
6.5.5	Provide additional tools to inspectors.	Q1 2022	On Schedule
6.5.6	Explore the feasibility of increasing the reimbursement rate for inspectors.	Q1 2022	On Schedule
6.5.7	Promote recruitment on social media.	Q2 2022	On Schedule
<b>6.6</b>	<b>Improve inspection program effectiveness.</b>		
<b>Success Measure:</b>	<b>Increased compliance and reduced cycle times.</b>		
Objectives/Tasks		Target Completion	Current Status
6.6.1	Adhere to response times as outlined in the practice act in regards to violations identified.	Q1 2020	Delayed
6.6.2	Utilization of citation and fine tool to obtain compliance with minimum standards.	Q1 2021	Delayed
6.6.3	Review website for possible updates.	Q1 2021	Completed
6.6.4	Develop templates for inspection reports.	Q1 2021	Completed

6.6.5	Create accurate processing timelines from start to finish.	Q1 2021	Delayed
6.6.6	Meeting with other inspection programs to identify best practices.	Q1 2021	Completed
6.6.7	Evaluate citation process and increase citation usage for inspections.	Q1 2021	Delayed
6.6.8	Train inspection team on the citation and disciplinary process.	Q1 2021	Completed
6.6.9	Staff participation in EUG meetings.	Q2 2021	Delayed
6.6.10	Consider requiring narrative reports on all inspections.	Q2 2021	Completed
6.6.11	Utilize Breeze dashboards to identify pending inspections and responsible parties.	Q2 2021	Delayed