



## **Strategic Plan**

# **Board for Professional Engineers, Land Surveyors, and Geologists**

**Updated Plan Adopted: July 27, 2017**

**Original Plan Adopted: July 31, 2014**

# Table of Contents

**MEMBERS OF THE BOARD ..... 3**

**ABOUT THE CALIFORNIA BOARD..... 4**

**STRATEGIC PLANNING PROCESS ..... 6**

**MISSION..... 8**

**VISION ..... 8**

**VALUES ..... 8**

**STRATEGIC GOAL AREAS..... 9**

**2015-2017 STRATEGIC PLAN ACCOMPLISHMENTS ..... 10**

**GOALS AND OBJECTIVES ..... 13**

*Goal 1: Licensing..... 13*

*Goal 2: Applications/Examinations ..... 13*

*Goal 3: Laws and Regulations ..... 14*

*Goal 4: Enforcement..... 14*

*Goal 5: Outreach ..... 15*

*Goal 6: Customer Service..... 16*

# California Board for Professional Engineers, Land Surveyors, and Geologists

## Members of the Board as of July 27, 2017

Natalie Alavi, P.E. – Mechanical Engineer Member

Fel Amistad, Ph.D. – Public Member

Kathy Jones Irish – Public Member

Asha M. B. Lang – Public Member

Eric Johnson, P.E. – Electrical Engineer Member

Coby King – Public Member

Betsy Mathieson, P.G., C.E.G. – Geologist Member

Mohammad Qureshi, Ph.D., P.E. – Traffic Engineer Member

Karen E. Roberts, S.E. – Structural Engineer Member

William “Jerry” Silva – Public Member

Robert Stockton, P.E. – Civil Engineer Member

Steven Wilson, P.L.S. – Professional Land Surveyor Member

EDMUND G. BROWN, JR., GOVERNOR

ALEXIS PODESTA, SECRETARY, BUSINESS, CONSUMER SERVICES, AND HOUSING AGENCY

DEAN R. GRAFILO, DIRECTOR, DEPARTMENT OF CONSUMER AFFAIRS

RICHARD B. MOORE, EXECUTIVE OFFICER, BOARD FOR PROFESSIONAL ENGINEERS, LAND

SURVEYORS, AND GEOLOGISTS

NANCY A. EISSLER, ASSISTANT EXECUTIVE OFFICER, BOARD FOR PROFESSIONAL ENGINEERS,

LAND SURVEYORS, AND GEOLOGISTS

## About the California Board

The California Legislature created the Board of Registration for Civil Engineers in 1929, following the failure of the St. Francis Dam in northern Los Angeles County. On March 12, 1928, the dam, which was located northeast of Castaic, suddenly gave way. A huge wall of water cascaded down the narrow valley of the Santa Clara River and when the water hit the town of Santa Paula, almost 50 miles downstream, the crest was still 25 feet high. The dam failure unleashed 12 billion gallons of water through the towns of Piru, Fillmore, Santa Paula, and Ventura before it reached the ocean. Lives lost numbered approximately 450; property damage was in the millions of dollars; 1,200 houses were demolished; and 10 bridges washed out. After the flood, inspection revealed that the dam was built on, and anchored to, a weak and faulted rock formation. The Legislature determined that the unregulated design of construction projects constituted a hazard to the public and passed laws to regulate civil engineering and to create the Board.

Although Civil Engineers first became licensed in 1929, Land Surveyors have been licensed in California since 1891 in accordance with an act to establish land surveying that was enacted March 31, 1891. That was the year the Legislature established the State Surveyor General. However, in 1933, the Legislature abolished that office and enacted the Professional Land Surveyors' Act. The Act expanded the Board's authority to include jurisdiction over licensing of land surveyors and regulation of surveying practices. Until then, local governments had been interpreting the laws governing subdivision maps and recordation of parcel boundaries in widely differing ways for many years. Many land surveyors ignored basic legal requirements concerning subdivision maps and survey records. Some counties allowed boundary monuments to be moved or even destroyed. Legal disputes over property boundaries cost the state and the public millions of dollars. Regulation of land surveyors brought about uniform enforcement of survey law and is in the best interests of the state and California consumers.

Over the years, the Board has experienced some major changes under the provisions of the Professional Engineers Act. The number of branches of engineering regulated by the Board has increased, and the status of some of the older branches has changed. When electrical and mechanical engineering were first covered by the registration law in 1947, the law only affected the use of the titles. In 1967, the Act was amended to regulate the practice of those branches, as

well as the titles. In the late 1960s and early 1970s, the Act was also amended to give the Board the right to accept additional branches of engineering into the registration program. The additional categories were for the purpose of regulating the use of the titles of those engineering branches. Between 1972 and 1975, the Board expanded the registration program to include nine additional branches of engineering under its jurisdiction. In 1986, at the Board's request, the authority to create new title registration branches was removed from the Act. In the late 1990s and early 2000s, four of the title registration branches were deregulated.

In 2009, legislation was enacted that eliminated the Board for Geologists and Geophysicists and transferred all of the duties, powers, purposes, responsibilities, and jurisdiction to regulate the practices of geology and geophysics to the Board for Professional Engineers and Land Surveyors. Effective January 1, 2011, the name of the Board was changed to the Board for Professional Engineers, Land Surveyors, and Geologists.

The Board consists of 15 members (seven licensed members and eight public members) who are appointed to the Board for four-year terms. Each member may serve a maximum of two full four-year terms. The seven licensed members and six of the public members are appointed by the Governor. One public member is appointed by the Senate Rules Committee, and one public member is appointed by the Speaker of the Assembly. The seven licensed members represent various branches of engineering (civil, electrical, mechanical, structural, and any other branch), land surveying, and geology or geophysics. One licensed member must be an employee of a State agency, and another license member must be an employee of a local government agency.

# Strategic Planning Process

## **2014 Strategic Plan Original Adoption Process**

To understand the environment in which the Board operates and identify factors that could impact the Board's success, the California Department of Consumer Affairs' 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 engineers, land surveyors, geologists, and geophysicists; professional associations; California colleges; and others who expressed interest in the strategic direction of the Board. The online survey received 1,202 responses.
- Telephone interviews with Board members in April 2014.
- Two focus group discussions with Board staff in April 2014.
- A manager focus group in April 2014.
- An interview with the Executive Officer and the Assistant Executive Officer in May 2014.

The most significant themes and trends identified from the environmental scan were discussed by the Board during a strategic planning session facilitated by SOLID on June 5, 2014. This information guided the Board in the development of its mission, vision, and values, while directing the strategic goals and objectives outlined in the 2015-2018 strategic plan, which was adopted by the Board at its July 31, 2014, meeting.

## **2017 Strategic Plan Revision Process**

The Board views the strategic plan as a living document to be updated and revised as existing objectives are completed and new objectives are needed. To accomplish the first update of its strategic plan, the Board participated in another strategic planning session facilitated by SOLID on April 20, 2017. During this session, the Board discussed the original objectives and classified them into three categories:

- Completed – the objective has been achieved.

- Implemented – the objective has been realized and has become part of the ordinary work of the Board and its staff.
- On-going – work on the objective is still in progress.

The Board chose to revise some of the on-going objectives to better reflect the intent and purpose, as well as adding new objectives. The completed and implemented objectives have been removed from the Goals and Objectives listings and placed under Strategic Plan Accomplishments, with an indication of the year of completion or implementation.

The updated strategic plan was adopted by the Board at its July 27, 2017, meeting.

## **Mission**

We protect the public's safety and property by promoting standards for competence and integrity by licensing and regulating the Board's professions.

## **Vision**

A California that leads the nation in protecting the public and environment with competent and ethical professional services by the Board's licensees.

## **Values**

Integrity

Consumer protection

Fairness

Quality

Customer service

# Strategic Goal Areas

## **1 LICENSING**

*The Board provides applicants and licensees a method for providing services in California to protect consumers.*

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## **2 APPLICATIONS/EXAMINATIONS**

*The Board promotes appropriate standards so that qualified individuals may obtain licensure in order to protect the public.*

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## **3 LAWS AND REGULATIONS**

*The Board ensures that statutes, regulations, policies, and procedures strengthen and support its mandate and mission.*

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## **4 ENFORCEMENT**

*The Board protects the health and safety of consumers through the enforcement of the laws and regulations governing the practices of engineering, land surveying, geology, and geophysics.*

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## **5 OUTREACH**

*The Board promotes the importance of licensing in an effort to regularly and consistently educate consumers, licensees, and stakeholders about the practice and regulation of the professions.*

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## **6 CUSTOMER SERVICE**

*The Board strives to enhance organizational effectiveness and improve the quality of its services.*

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# 2015-2017 Strategic Plan Accomplishments

<b>1.1 – Identify the minimum curriculum required for a qualifying geological sciences degree.</b>	Completed 2017 Board approved proposed regulatory language to begin rulemaking process.
<b>1.4 – Expand credit card transactions to all license types with the implementation of BreZE.</b>	Completed 2016 Credit card payments for renewals expanded to include all geologist and geophysicist licenses.
<b>1.5 – Recommend potential methods for enacting continuing education requirements.</b>	Completed 2015 Legislation enacted to require completion of online assessment by licensees.
<b>2.1 – Work with DCA to increase Board involvement in all aspects of the national exams.</b>	Implemented 2015
<b>2.2 – Increase exam opportunities for candidates.</b>	Implemented 2015
<b>2.4 – Evaluate and identify ways to reduce the application process timeframes.</b>	Completed and Implemented 2016 Evaluation and identification completed Identified methods, with periodic reevaluation, implemented.
<b>2.5 – Explore costs and benefits of considering, if appropriate, withdrawing from national exams and developing California exams.</b>	Completed 2015 Report of costs to develop and administer exams for all engineering disciplines presented to Board.
<b>2.6 – Examine the appropriateness of current education/experience requirements for licensure.</b>	Completed and Implemented 2017 Rulemaking process begun to update and clarify geological education requirements and land surveying experience requirements. Staff monitors NCEES, other states, and professional associations for any actions or discussions on these topics and reports to the Board as needed.
<b>3.1 – Establish a legislative and regulatory work group of two Board members and staff and provide a written report at Board meetings.</b>	Implemented 2015

<b>3.4 – Seek legislation to merge the Geology/Geophysics fund with Engineers/Land Surveyors fund.</b>	Completed 2016 Funds merged effective July 1, 2016.
<b>4.1 – Leverage collaborative relationships to encourage a reduction in cycle times at the Office of Administrative Hearings, Division of Investigation, and Attorney General’s Office.</b>	Implemented 2016
<b>4.2 – Analyze and determine reasonable time frames and develop a benchmark/expectation for each step in the investigation.</b>	Completed and Implemented 2015 Analysis completed Time frames and benchmarks/expectations implemented.
<b>4.4 – Research the feasibility of adding a legal requirement that licensees respond to Board investigative inquiries within a specified period of time.</b>	Completed 2016 Legislation enacted to require licensees who are the subject of an investigation to respond.
<b>5.1 – Develop a multi-phase stakeholder outreach plan.</b>	Completed 2015
<b>5.3 – Produce a newsletter on a quarterly basis that includes enforcement actions.</b>	Implemented 2015
<b>5.4 – Encourage DCA and Agency to approve speaking and/or participating in conferences and other public and/or licensee outreach events.</b>	Completed 2015
<b>5.6 – Proactively educate stakeholders to prevent violations.</b>	Implemented 2016
<b>6.2 – Enhance customer service by providing training for staff.</b>	Implemented 2016
<b>6.3 – Implement a plan to improve internal collaboration.</b>	Implemented 2016

**6.4 – Issue licenses on environmentally friendly wallet-sized cards in addition to current paper license.**

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Implemented 2016

**6.5 – Educate the public about the steps and timing in the enforcement process.**

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Implemented 2016

# Goals and Objectives

## Goal 1: Licensing

*The Board provides applicants and licensees a method for providing services in California to protect consumers.*

- 1.1 Develop and implement an integrated licensing and enforcement case management system.  
*This new objective was added to reflect the Board's intent to address the need for a new licensing/enforcement system is a high priority.*
- 1.2 Monitor and evaluate the impact of emerging technologies on the professions.  
*This new objective was added to reflect the need for on-going awareness of emerging technologies and the impact they could have on the professions and how the Board's licensees provide their services to consumers.*

## Goal 2: Applications/Examinations

*The Board promotes appropriate standards so that qualified individuals may obtain licensure in order to protect the public.*

- 2.1 Monitor and report annually whether national exams continue to meet California's licensing requirements.  
*This objective was modified to better illustrate the importance of on-going review of the national exams used by the Board to ensure applicants are qualified for licensure in California.*

## Goal 3: Laws and Regulations

*The Board ensures that statutes, regulations, policies, and procedures strengthen and support its mandate and mission.*

- 3.1 Monitor and evaluate whether changes to legislation or regulations are needed due to emerging technologies and industry practices.  
*This objective was reworded for clarity.*
- 3.2 Proactively monitor and clarify as needed laws and regulations.  
*This objective was reworded for to illustrate that the Board monitors its laws and regulations and acts to clarify any that may need clarification.*

## Goal 4: Enforcement

*The Board protects the health and safety of consumers through the enforcement of the laws and regulations governing the practices of engineering, land surveying, geology, and geophysics.*

- 4.1 Maintain complaint investigation cycle times under 180 calendar days.  
*This objective was modified because the objective to reduce the investigation cycles times to under 180 calendar days has been achieved; the Board is now expressing the objective to maintain that cycle time.*
- 4.2 Reduce formal disciplinary action process cycle times to the DCA-established time period of 540 calendar days.  
*This objective was modified to clarify that the objective is to reduce the cycle time and that the time period has been established by DCA.*
- 4.3 Improve the technical expert consultant selection process, training, and compensation to enhance quality and quantity.

## Goal 5: Outreach

*The Board promotes the importance of licensing in an effort to regularly and consistently educate consumers, licensees, and stakeholders about the practice and regulation of the professions.*

- 5.1 Communicate enforcement actions on an ongoing basis on the Board website as soon as feasible.
- 5.2 Maintain and expand as necessary the Board's social media presence.  
*This objective was modified to clarify that the Board has expanded its social media presence as originally stated and that it intends to continue to expand as needed while maintaining its existing presence.*
- 5.3 Report annually to the Board the steps taken to educate university administrators and students about the importance of licensure.  
*This objective was modified because the Board expressed the desire for staff to report their actions and progress in educating university administrators and students about the importance of licensure on an ongoing basis. This objective was moved from Goal #1 because it pertains more to Outreach than to Licensing.*

## Goal 6: Customer Service

*The Board works to develop and maintain an efficient and effective team of professional and public leaders and staff with sufficient resources to improve the Board's provision of programs and services.*

- 6.1 Provide Board-specific training for new and existing Board members in addition to DCA's Board Member Orientation Training.  
*This objective was modified to reflect that existing Board members also benefit from Board-specific training and that such training should be provided on an on-going basis.*
  
- 6.2 Implement a payment system that can process all transaction types for any payments to the Board.  
*This objective was moved from Goal #1 because it pertains to Customer Service more than Licensing.*

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*This strategic plan is based on stakeholder information and discussions facilitated by SOLID for BPELSG in April and May 2014 and in April 2017.*