

# North Carolina Board of Barber Examiners FY 2019 Strategic Plan

## Vision

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1. The board will be financially sound, with at least six months of operational reserves.
2. The board will have all application and renewal processes online, with rapid turnaround for decisions.
3. The board will have a safe and secure IT infrastructure.
4. The board will enact all necessary legislative and rule changes to make sure that its regulations are sufficient for public protection, but without any unnecessary public burdens.
5. The board will be able to conduct shop and school inspections on at least an annual basis and school audits on a biennial basis.
6. The board will have regular opportunities for stakeholder input, with a high level of involvement and satisfaction.

## Mission

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The board ensures the safe and sanitary practice of barbering in North Carolina, verifies that applicants for barber licenses have the requisite knowledge under G.S. Chapter 86A, and enforces the laws passed by the General Assembly.

## SWOT analysis

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### Strengths

1. Board committed to financial strength
2. Agency committed to reforming operations
3. Commitment to involve the industry in policy matters

### Weaknesses

1. Inadequate human resources
2. Limitations on financial resources
3. Limited ability to address certain weaknesses in financial controls

### Opportunities

1. Good faith built by merger with Board of Electrolysis Examiners, especially at the General Assembly

2. Technological developments to improve efficiency and compensate for weaknesses
3. Greater involvement by the industry, perhaps through an association

## Threats

1. Public-interest groups that advocate for regulatory rollback without sufficient knowledge of our regulations and their benefits
2. Efforts to merge boards when the mergers may have policy pitfalls
3. Information technology security posture

## Goals and strategies

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### **Goal 1. The board will have at least three months of financial reserves but will work toward six months of financial reserves.**

- *Objective 1.1. By June 30, 2019, the board will identify cost-saving measures for rent of practical exam space.*

Strategy: on or before its June 2019 meeting, the board will consider a cost proposal based on staff or ad-hoc committee recommendations. Based on the assessment, the staff will work with the Department of Administration to identify space alternatives, in connection with the 2020 lease expiration.

- *Objective 1.2. The board will request legislation for the 2019 long session to allow a one-time fee increase tied to the Consumer Price Index.*

Strategy: request introduction by a legislator, advocate for the bill passage, prepare CPI analysis, and engage in rulemaking.

### **Goal 2. The board will have all public-facing business processes online.**

- *Objective 2.1. The following processes will be available online, with target dates.*
  - a. Industrial commission reporting, June 30, 2019*
  - b. Apprentice barber application, June 30, 2020*
  - c. Exam retake fees, June 30, 2020*
  - d. Email receipt notifications to customers, June 30, 2020*
  - e. Mobile process for new shop inspections, June 30, 2021*
  - f. Reporting of school hours, June 30, 2021*
  - g. Payment of civil penalties, June 30, 2021*
  - h. Out-of-state application, June 30, 2022*
  - i. Instructor application, June 30, 2022*

Strategy: the board's budgets for FYs 2019-2021 will include the existing service-level agreement (SLA) with the licensing software vendor, plus the cost of two additional projects above what the SLA allows.

- *Objective 2.2. By June 30, 2020, the board will determine whether to request legislative changes that would allow the registered-barber application to be available online.*

Strategy: the board will decide at a regularly scheduled board meeting whether to request legislation to change or eliminate the affidavit requirement in G.S. § 86A-3(4).

**Goal 3. The board will establish and meet goals for processing applications and renewals.**

- *Objective 3.1. By June 30, 2020, the board will establish business processes in its licensing software to identify when processing times are and aren't within the board's control.*

Strategy: the executive director will work with the licensing software vendor to create the necessary reports and make any backend changes.

- *Objective 3.2. By June 30, 2020, the board will prepare a report of baseline data for processing times, reflecting portions of business processes that aren't within the board's control.*

Strategy: on or before the June 2020 meeting, the board will receive baseline data, in preparation for the target identified in Goal 3c below.

- *Objective 3.3. By December 31, 2020, the board will establish targets for processing times.*

Strategy: on or before its December 2020 meeting, the board will set targets for processing times based on staff or ad-hoc committee recommendations. The strategic plan will need to be updated at that time to reflect the new targets.

**Goal 4. The board will ensure adequate human resources for annual shop and school inspections and biennial audits.**

- *Objective 4.1. Once the board achieves Goal 1 above, the board will approve a budget with funding for an additional inspector.*

Strategy: the board will update the fiscal year budget to authorize hiring an additional inspector. The staff will work with the Office of State Budget and Management and the Office of State Human Resources to create the position.

- *Objective 4.2. By December 30, 2019, the board staff will submit make recommendations to the board on methods to streamline the inspection and processes.*

Strategy: based on best-practices research, the board staff will present a report to the board with recommendations. The report will be submitted in time for the December 2019 meeting or earlier.

- *Objective 4.3. By June 30, 2019, the board will establish a new audit process for schools that focuses on compliance with 21 NCAC 06F.*

Strategy: based on staff recommendation, the board will adopt a new protocol and schedule for school audits.

### **Goal 5. The board will improve its IT security posture**

- *Objective 5.1. By December 31, 2018, the board will move hardware and network support to the Department of Information Technology (DIT).*

Strategy: the FY 2019 budget will reflect the increase IT costs, and the staff will with DIT to complete the move.

- *Objective 5.2. By December 31, 2018, the board will procure data-breach insurance.*

Strategy: the FY 2019 budget will authorize the cost of data-breach insurance. Once Goal 5a is complete, the staff will submit the appropriate data-breach application to the vendor identified by the Department of Insurance.

- *Objective 5.3. By June 30, 2019, the board will procure an independent pen test and network assessment and act on all findings.*

Strategy: the FY 2019 budget will authorize the cost of security assessment services. Once Goal 5a is complete, the staff will procure services under State Technology Contract 918A.

### **Goal 6. The board will have forums for stakeholders to provide public input on agency regulations and operations.**

- *Objective 6.1. Beginning in FY 2020, the board will hold semiannual meetings, one in Raleigh and one at another city in the state.*

Strategy: the FY 2020 budget will authorize expenses for holding the meeting that occurs outside of Raleigh. The board staff will schedule meetings and notify stakeholders.

- *Objective 6.2. At the next regularly scheduled board meeting following a forum, the board will receive a summary of the public input.*

Strategy: the staff will collate comments and take action when possible. The staff will prepare a summary of the public input.

**Goal 7. The board will pursue law changes to make it easier for licensees to operate in North Carolina, without compromising public health.**

- *Objective 7.1. By June 30, 2020, the board will allow schools to have flexibility with online barber classes.*

Strategy: see the minutes from October 24, 2017, Attachment 3 for the implementation steps.

- *Objective 7.2. The board will request legislation for the 2019 long session to reduce the length of time out-of-state applicants must have held a license. Specifically, under G.S. 86A-12(a)(2), the requirement would be reduced from “three out of the five years immediately preceding [the] application” to “at least one year.”*

Strategy: the staff will secure sponsorship of a bill and advocate for its passage. Following its passage, the board would engage in rulemaking to change the relevant application requirements in 21 NCAC 06K .0104 and 06N .0109.

**Goal 8. The board will determine whether it should accommodate language diversity in written exams.**

- *Objective 8.1. By December 31, 2018, the board will examine common chemicals used in barber shops and determine what languages the manufacturer instructions use.*

Strategy: the staff will research the language offerings for manufacturers of commonly used chemicals. The staff will report to the board at is December 2018 the instructions' languages and whether the written exam can be offered in those languages.

- *Objective 8.2. The board will assess opportunities with its vendor to increase the number of languages offered for written exams. (This goal would only apply if the board decides to offer the written exams in languages other than English.)*

Strategy: the staff will work with the existing vendor to determine whether other languages can be offered, besides Spanish, Vietnamese, and Korean.