BBS

Board of Behavioral Sciences

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Gavin Newsom, Governor, State of California | Business, Consumer Services and Housing Agency | Department of Consumer Affairs

MEMORANDUM

DATE	February 3, 2026
TO	Board Members
FROM	Steve Sodergren, Executive Officer
SUBJECT	Strategic Planning 2026-2030

Background

At the February 2025 Board meeting, the strategic planning process was officially launched with a presentation by the Department of Consumer Affairs (DCA) SOLID team. In April 2025, the SOLID team conducted a comprehensive environmental scan that included interviews with the Board members, board leadership, and staff, and well as an online survey distributed to external stakeholders. In total, the environmental scan generated approximately 1,300 responses.

The purpose of the environmental scan is to provide a better understanding of external and internal stakeholder thoughts about the Board's performance and environment. SOLID followed the SWOT Analysis (strengths, weaknesses, opportunities, and threats) method to solicit feedback from stakeholders, where strengths and weaknesses refer to the Board's internal environment and opportunities and threats refer to the Board's external environment. (Attachment A)

In July and September of 2025, SOLID facilitated two pre-strategic planning session with Board management to brainstorm ideas and identify objectives for consideration. The information generated from these sessions, together with the environmental scan report, will be used to inform and support the Board's strategic planning session. To assist in this process, Board members and stakeholders may use the Strategic Planning Objectives Worksheet as a tool to guide the discussion and input. SOLID will be facilitating this process.

Attachments

Attachment A: BBS 2025 Environmental Scan
Attachment B: Strategic Planning-Objectives Worksheet

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Environmental Scan

2025

Prepared by
SOLID Planning Solutions
for the Board of Behavioral Sciences

Table of Contents

Introduction

One of the first steps in developing a strategic plan is to conduct a scan and analysis of the internal and external environment in which an organization operates. This analysis allows the organization to look at the factors that can impact its success. This report is a summary of the environmental scan recently conducted by SOLID Planning (SOLID) for the Board of Behavioral Sciences (Board or BBS) in the months of April and May 2025.

The purpose of this environmental scan is to provide a better understanding of external and internal stakeholder thoughts about the Board's performance and environment. SOLID followed the SWOT Analysis (strengths, weaknesses, opportunities, and threats) method to solicit feedback from stakeholders, where strengths and weaknesses refer to the Board's internal environment and opportunities and threats refer to the Board's external environment.

Strengths

What are they doing right?

Opportunities

Outside trends that could help.

Keep or benefit from

Weaknesses

What do they need to fix?

Threats

Outside trends that could harm.

Fix or avoid

Inside program

Outside program
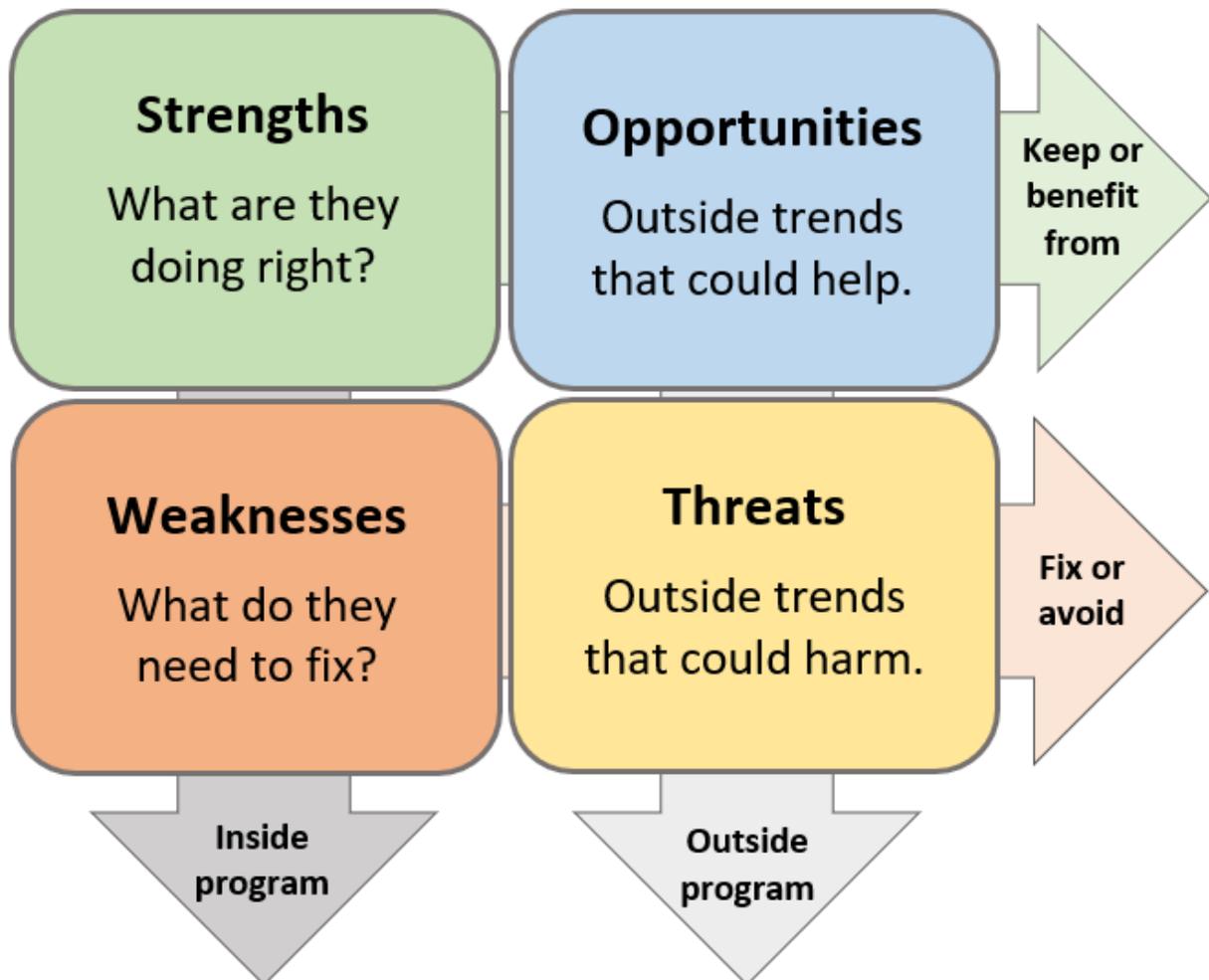
Diversity, Equity, Inclusion, and Accessibility in the Strategic Planning Process

Governor Gavin Newsom, through [Executive Order (N-16-22)](), strengthened the State's commitment to a "California For All" by directing state agencies and departments to take additional actions to embed equity analysis and considerations into their policies and practices, including but not limited to, the strategic planning process.

At the Department of Consumer Affairs (DCA), we are driven by our consumer protection mission and common goal to support our employees and the people and communities across California. As part of advancing the Governor's Executive Order, DCA's strategic planning process reflects our commitment to diversity, equity, Inclusion, and Accessibility (DEIA), incorporating inclusive public engagement and enhanced data collection and analysis.

DCA DEIA Mission Statement: *To Advance a Diverse, Equitable, and Inclusive California Department of Consumer Affairs for All.*

Diversity: *The inherent and acquired qualities, characteristics, and experiences that make us unique as individuals and the groups to which we belong.*

Equity: *Creating pathways to equal outcomes.*

Inclusion: *A practice to maintain a positive environment where all individuals feel recognized, understood, and valued.*

Accessibility *Designing systems, environments, and experiences so that people of all abilities can access and engage with them, including people with disabilities.*

Consider DEIA impacts of policy decisions when reviewing the feedback from the environmental scan and when developing strategic objectives.

Feedback

Feedback was solicited from external stakeholders, board members, and board executives, management, and staff regarding the Board's internal strengths and weaknesses as they relate to its goal areas (listed below) and external opportunities and threats as they relate to the profession and environment in which the Board operates.

1. Licensing

2. Examination

3. Enforcement

4. Legislation and Regulation

5. Administrative Services

6. Outreach and Education

This document summarizes trends, including areas where stakeholder groups agree and disagree, while providing insight to assist the Board in developing objectives for the upcoming strategic plan.

At the strategic planning session, the BBS executive team and board members will discuss and evaluate this information as a group to help create the objectives that BBS will focus on during its next strategic plan period.

If you have any questions about this report, please contact Sarah Irani with SOLID Planning at Sarah.Irani@dca.ca.gov.

Board of Behavioral Science's Mission, Vision, and Values

The mission statement, vision statement, and values may be modified or recreated during the planning session.

Mission

Protect and serve Californians by setting, communicating, and enforcing standards for safe and competent mental health practices.

Vision

All Californians are able to access the highest quality mental health services.

Values

- Accountability
- Customer Service
- Integrity
- Quality
- Respect

Overall Effectiveness

External stakeholders[1] and internal stakeholders[2] rated BBS's strategic goal areas on a scale of 1 (very poor) to 4 (very effective). The chart below displays the average ratings, with full details contained in the report.

Goal Area 1: Licensing
- External Stakeholders: 2.69
- Internal Stakeholders: 3.28

Goal Area 2: Examination
- External Stakeholders: 2.74
- Internal Stakeholders: 3.39

Goal Area 3: Enforcement
- External Stakeholders: 2.84
- Internal Stakeholders: 3.52

Goal Area 4: Legislation and Regulation
- External Stakeholders: 2.75
- Internal Stakeholders: 3.45

Goal Area 5: Administrative Services
- External Stakeholders: 2.42
- Internal Stakeholders: 3.25

Goal Area 6: Outreach and Education
- External Stakeholders: 2.56
- Internal Stakeholders: 2.91

Scale: 1 (Very Poor) — 2 — 3 — 4 (Very Effective)

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[1] External stakeholders include licensees, registrants, applicants, students, related occupations, retired licensees, consumers, professional associations, schools, representatives of government agencies, and "other". For complete list, please see Appendix B.
[2] Internal stakeholders include board members, board leadership, board management, and staff.

Goal Area #1: Licensing

Goal Area Definition: Establish licensing standards to protect consumers and allow reasonable and timely access to the profession.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	12%	31%
Effective	53%	66%
Poor	27%	3%
Very Poor	8%	0%
Total %	100%	100%
Total Responses	717	29

Summary of Licensing Strengths

1. External stakeholders appreciate the Board's clear guidelines and expectations for licensing requirements, saying that instructions and visual guides on the website are accessible, easy to understand, and well-designed.

2. External stakeholders also say the Board upholds high standards for licensure, which keeps licensees accountable and helps protect consumers.

3. Both external and internal stakeholders see licensing staff as a strength of the Board, saying that staff are knowledgeable and helpful with answering questions.

    a. External stakeholders appreciate staff's help with approving their applications.

    b. Internal stakeholders say staff are dedicated to the work they do and addressing consumer concerns.

4. Both external and internal stakeholders agree that the Board has improved its licensing processing times.

5. Internal stakeholders say the Board is committed to minimizing barriers to licensure through the Workforce and Education committee.

6. Internal stakeholders say dividing the licensing units by license type has helped streamline the licensing processes.
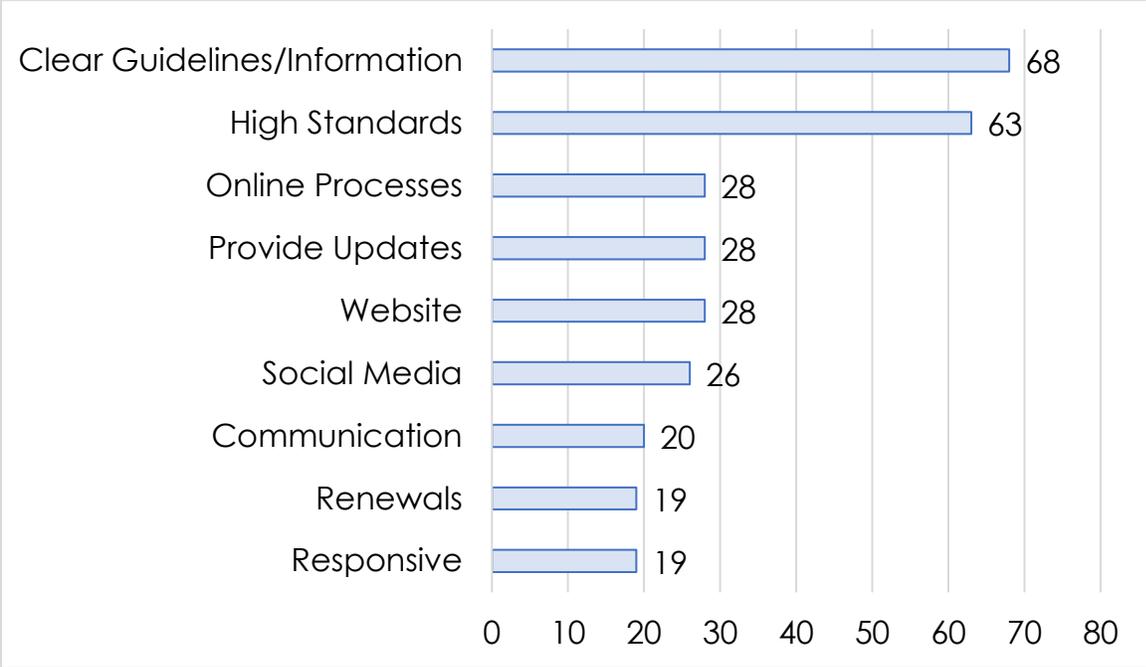
Summary of Licensing Weaknesses

1. External and internal stakeholders agree that processing times could be improved.
   a. External stakeholders say it can take three to four months to fully process their application, which prevents licensees from being able to complete their required hours.
   b. Internal stakeholders say the Board needs to simplify their licensing processes and move all their processes to BreEZe to improve wait times.

2. External and internal stakeholders believe BBS needs more online processes.
   a. External stakeholders would like to see more automated processes to track their hours and submit their applications.
   b. Internal stakeholders say there would be more efficiencies if all of their licensing processes were on BreEZe.

3. Both external and internal stakeholders say that communication needs to be improved.
   a. External stakeholders say it is difficult to get in touch with someone at the Board and often times calls and emails are not returned. They say when they do receive a response, responses from staff are generic, vague, or confusing.
   b. Internal stakeholders agree that communication between units needs to be improved to help standardize policies.

4. Internal stakeholders say the Board needs more staff, especially evaluators, to help shorten processing timeframes, accommodate workloads, and be more responsive to applicants.

5. External stakeholders would like to see a reduction in licensing fees, saying that the cost to get licensed, including application and exam fees, is a financial burden.

6. Internal stakeholders say the Board's website needs to be updated with accessible, clear, and concise information about the licensing process.

Trends in Licensing Strengths

External Stakeholder Comment Trends – Licensing Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.

Trend	Count
Clear Guidelines/Information	68
High Standards	63
Online Processes	28
Provide Updates	28
Website	28
Social Media	26
Communication	20
Renewals	19
Responsive	19

Internal Stakeholder Comment Trends – Licensing Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.

Trend	Number of Comments
Staff	11
Processing Times	8
Division of Licensing Units	5
Minimizing Barriers	5
Consumer Protection	4
Online Processes	3
Process Improvements	3

Trends in Licensing Weaknesses

External Stakeholder Comment Trends – Licensing Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.
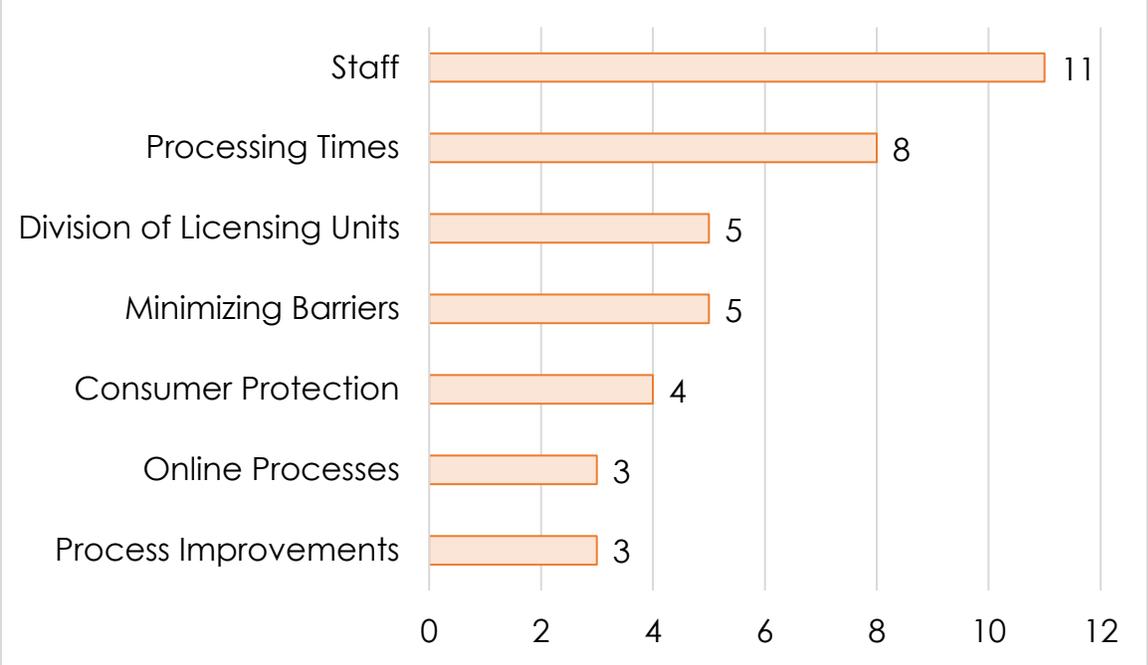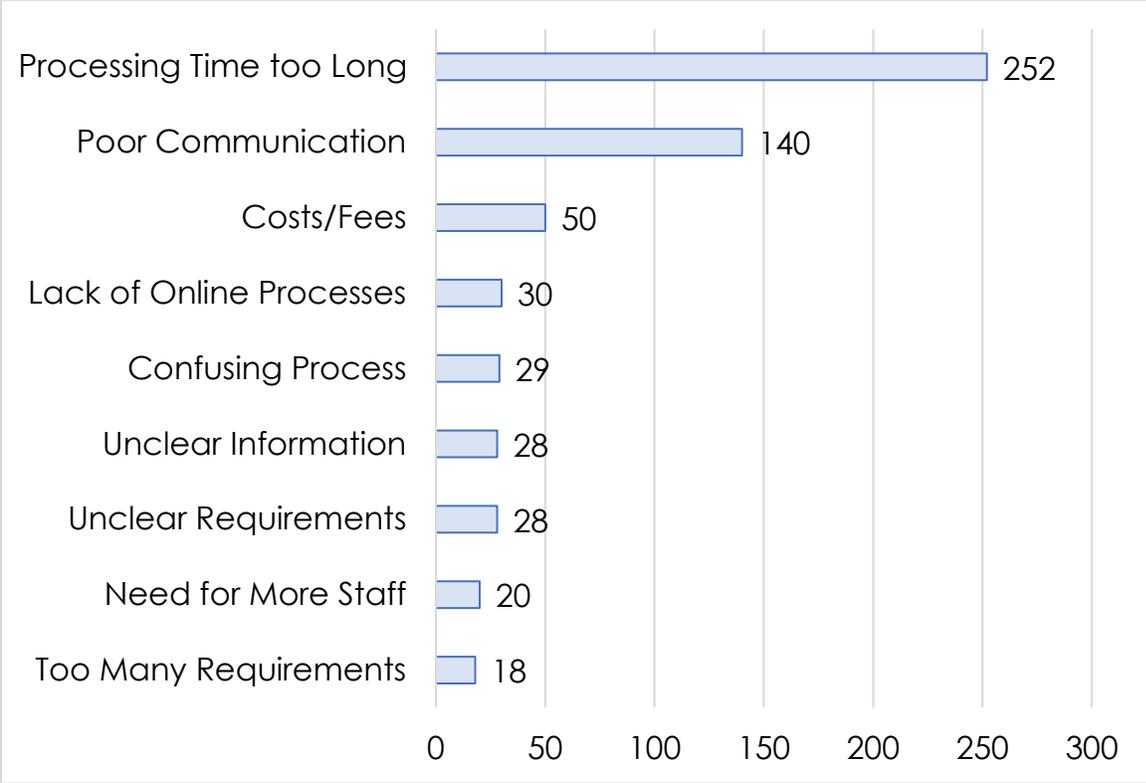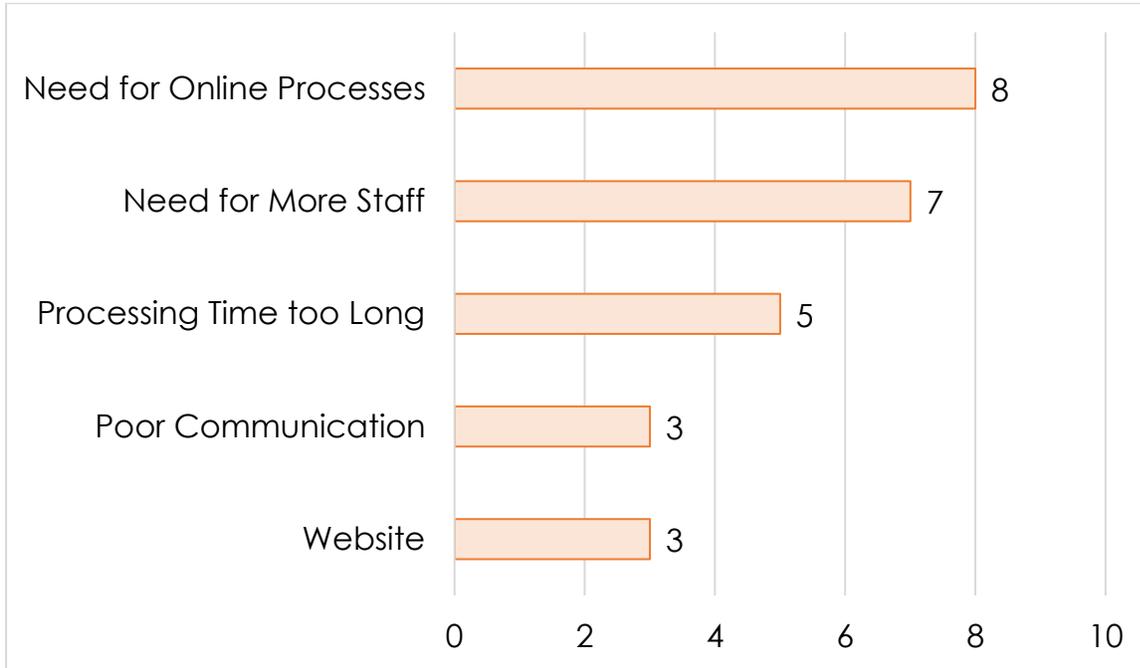
Internal Stakeholder Comment Trends – Licensing Weaknesses

The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.

Goal Area #2: Examination

Goal Definition: Administer fair, valid, comprehensive, and relevant licensing examinations.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	13%	43%
Effective	56%	53%
Poor	23%	4%
Very Poor	8%	0%
Total %	100%	100%
Total Responses	614	28

Summary of Examination Strengths

1. External stakeholders appreciate the ease of scheduling their exams, saying the process was fast and there were a variety of test locations available.

2. Internal stakeholders praise the Board's examination staff for being knowledgeable, responsive, and for maintaining close relationships with the exam vendors.

3. External stakeholders appreciate how comprehensive the exams are, saying they cover a wide range of relevant topics that thoroughly test the applicant's knowledge.

4. Internal stakeholders say the Board is open to the idea of adopting the national exam, which would increase the license portability for the profession.

5. External stakeholders praise the Law and Ethics exam, stating the exam is clear, direct, and appropriate for California-specific laws.

6. Internal stakeholders say the Board is discussing impacts of the exams and looking to address diversity and equity issues within the exams.

7. External stakeholders appreciate being able to receive their exam results immediately, saying it has improved the application process.
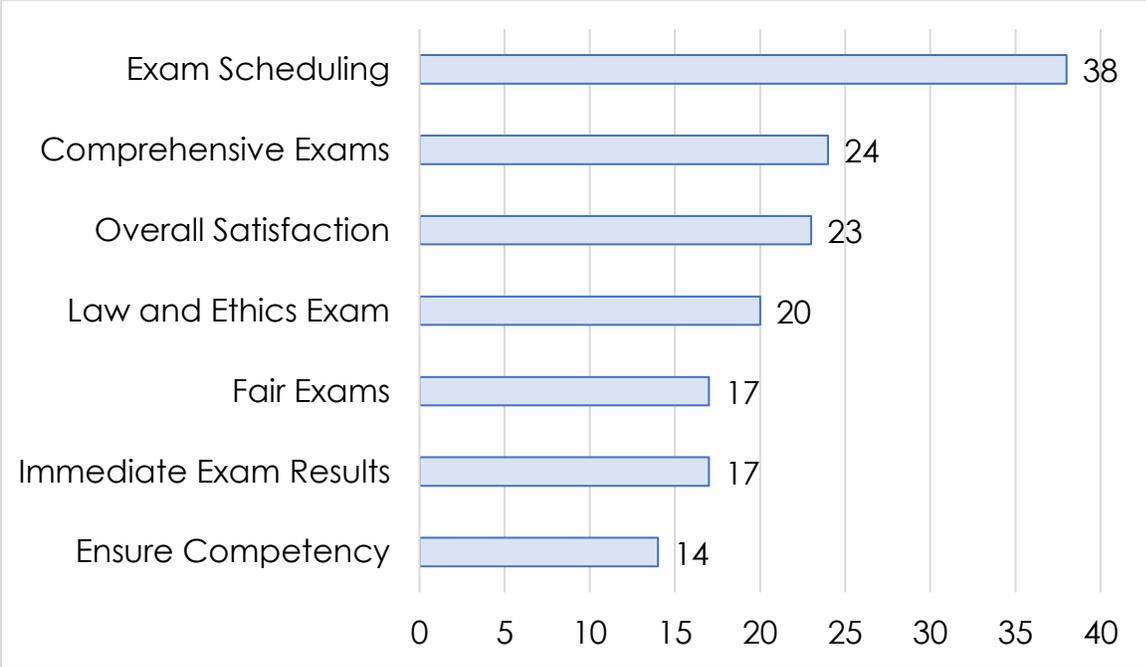
Summary of Examination Weaknesses

1. External stakeholders say the processing time to get approved to take the exams is too long and even longer when candidates do not pass the exam the first time.

2. Internal stakeholders say the Board could improve on its recruitment of subject matter experts (SMEs), stating that a bigger, more diverse pool of SMEs would be good for the development of exams and better represent the population.

3. Many external stakeholders suspect the exams do not accurately measure competency, especially the clinical exam. They state that the exam questions do not reflect actual experiences of the profession, and that the exam only measures how well a person is at taking an exam.

4. Internal stakeholders say that there is more that can be done to support candidates during the exam process, such as better communication, offering practice exams, and sending approval notifications.

5. External stakeholders state the exams are biased and unfair for the reasons below. Exam questions:

    a. Are misleading, classist, subjective, outdated, or use unclear language.

    b. Do not represent diverse viewpoints and cultural backgrounds.

    c. Have racial and gender biases.

    d. Do not represent complex clinical situations or work in the field.

    e. Do not represent what candidates learned in their training.

6. External stakeholders also say that the costs of taking the exams are too high and can be a barrier to the profession, especially for candidates in underserved areas or those who do not have generational wealth.

7. External stakeholders say the test sites are a weakness for the reasons below:

    a. Limited availability of test locations across California, especially in rural areas of the state.

    b. Test locations lacking ventilation, quiet rooms, secure locations to place belongings, and comfortable room temperatures.

    c. Rude and distracting exam proctors.

Trends in Examination Strengths

External Stakeholder Comment Trends – Examination Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.

Internal Stakeholder Comment Trends – Examination Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.

Trends in Examination Weaknesses

External Stakeholder Comment Trends – Examination Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.

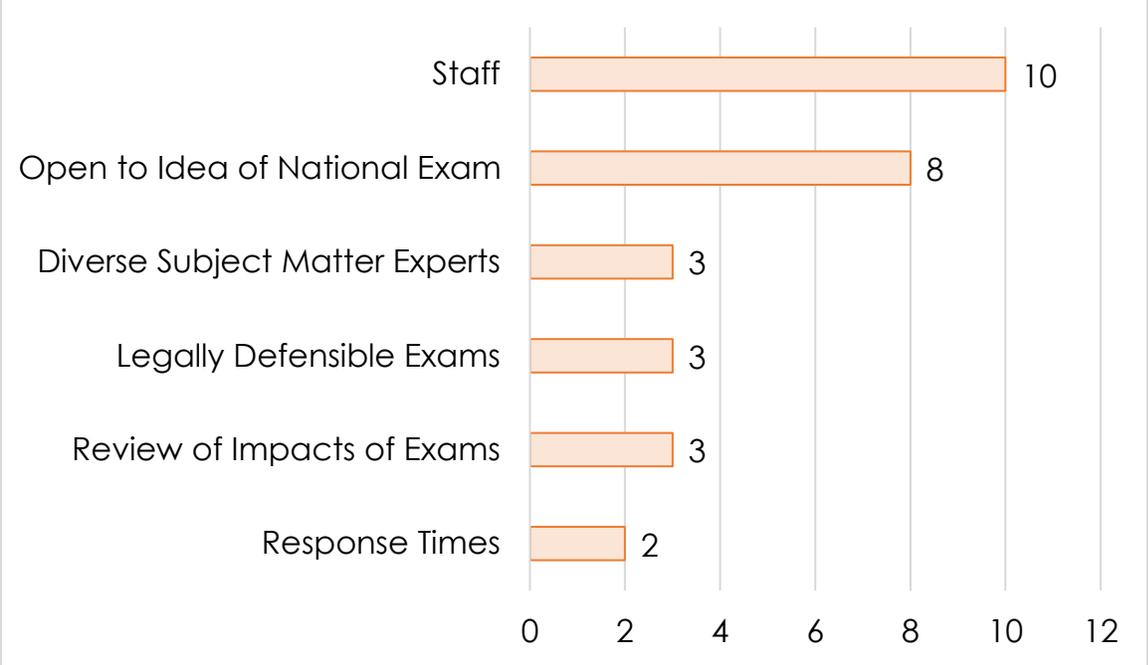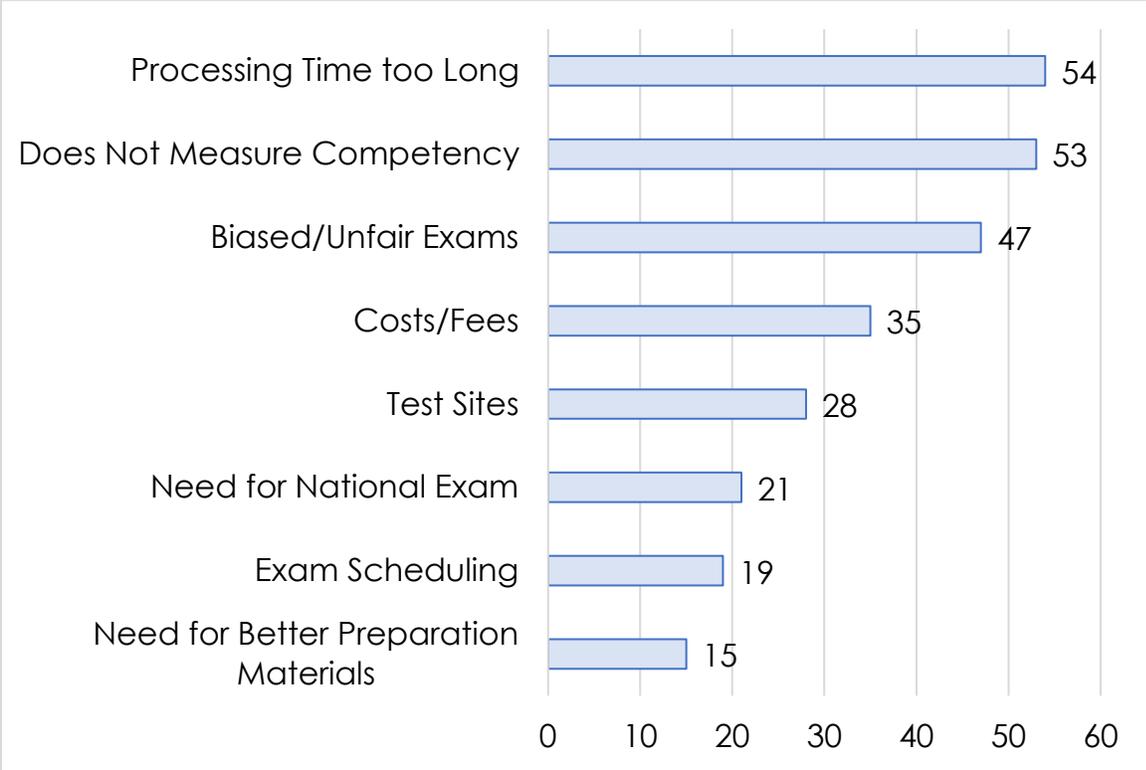| Trend	Number of Comments
Processing Time too Long	54
Does Not Measure Competency	53
Biased/Unfair Exams	47
Costs/Fees	35
Test Sites	28
Need for National Exam	21
Exam Scheduling	19
Need for Better Preparation Materials	15

Internal Stakeholder Comment Trends – Examination Weaknesses

The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.
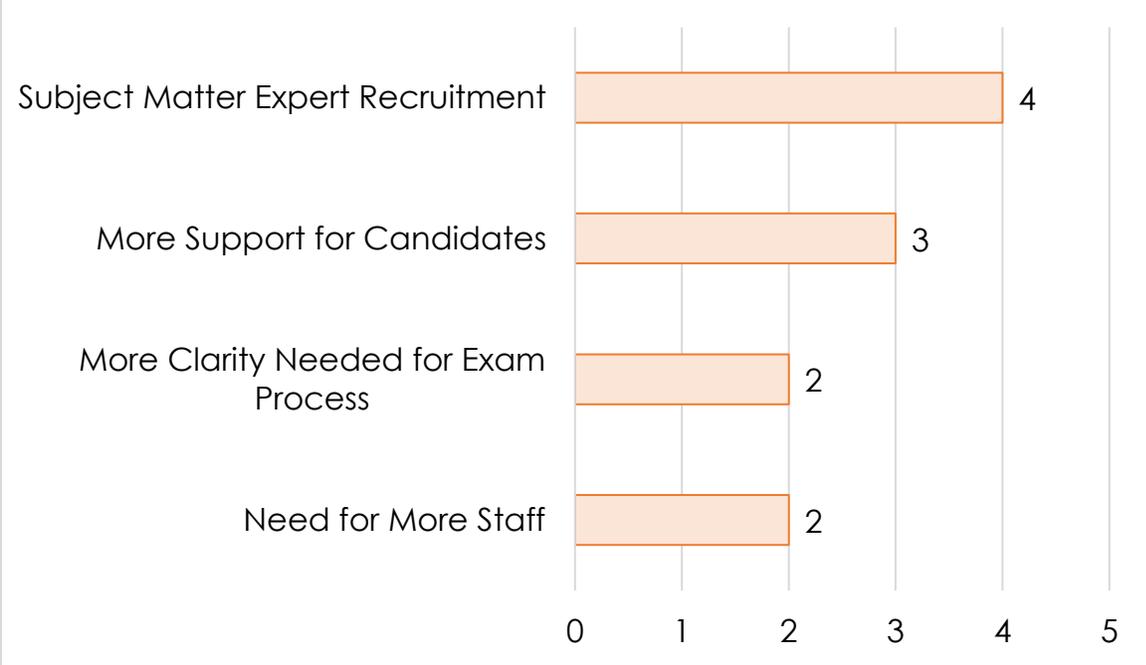
Goal Area #3: Enforcement

Goal Definition: Protect the health and safety of consumers through the enforcement of laws.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	13%	56%
Effective	63%	40%
Poor	18%	4%
Very Poor	6%	0%
Total %	100%	100%
Total Responses	380	25

Summary of Enforcement Strengths

1. External stakeholders appreciate the publication of disciplinary actions, saying it keeps licensees informed and encourages them to maintain accountability.

2. Internal stakeholders say BBS has good processing times for enforcement cases and investigates consumer complaints within the timelines.

3. External stakeholders say the Board does a good job at protecting consumers by following up on complaints submitted and taking action where needed.

4. Both external and internal stakeholders appreciate BBS's approach towards rehabilitation versus punitive enforcement.

    a. External stakeholders say the Board recognizes that people can change and works towards positive outcomes.

    b. Internal stakeholders say the Board takes a humanistic approach when reviewing cases.

5. External stakeholders appreciate the Board's efforts to hold practitioners accountable and protect consumers.
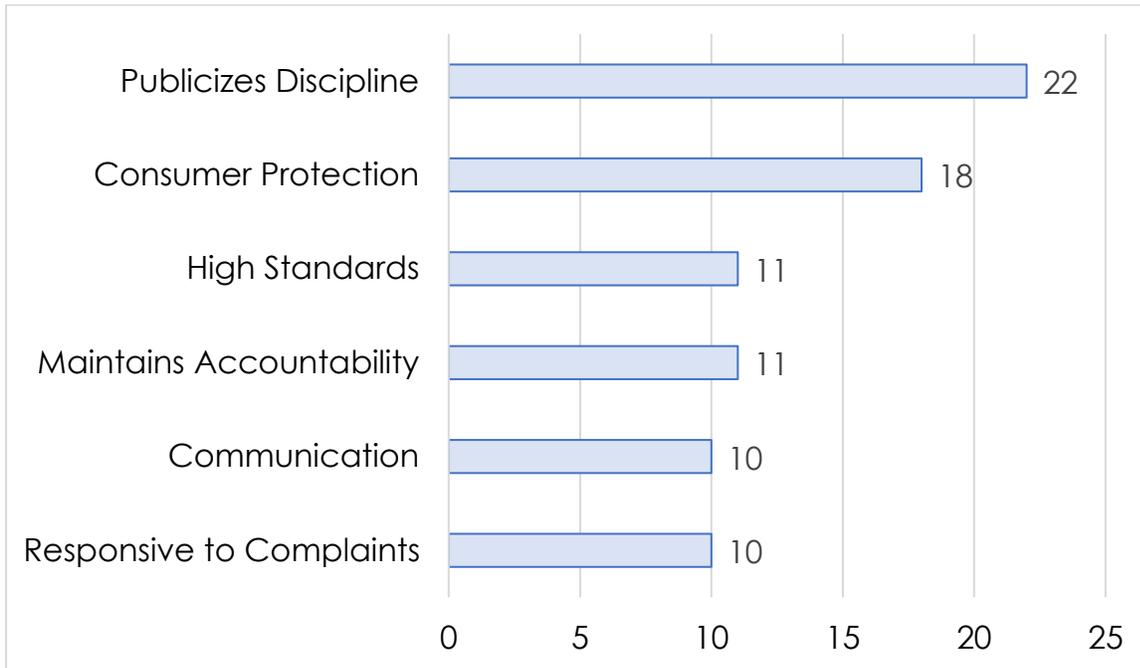
Summary of Enforcement Weaknesses

1. External stakeholders say the Board is overly punitive in their enforcement actions and probation terms are too extreme.

   a. Many external stakeholders find the punitive stance towards driving under the influence (DUI) to be too harsh, stating that a single DUI can cost a person their license.

   b. External stakeholders also note that a disproportionate number of black, indigenous, and people of color (BIPOC) individuals get DUIs, thus preventing them from entering or staying in the profession.

   c. External stakeholders also feel the Board puts too much focus on DUIs and not on more serious infractions.

2. Internal stakeholders see a need for more enforcement staff to complete audits and maintain workloads.

3. External stakeholders believe the Board's enforcement is not effective, stating the Board does a poor job of investigating complaints, does not follow through on complaints, and does not ensure continuing education units (CEUs) are completed.

4. Internal stakeholders see a need to increase the frequency of continuing education (CE) audits conducted by the Board to maintain compliance from licensees and registrants.

5. Internal stakeholders would like to see better consistency in enforcement decisions made by the Board in addition to improving their responsiveness and maintaining accountability.

6. External stakeholders say the processing times are too long for both application reviews and complaints submitted.

7. External stakeholders would like to see improved communication with the enforcement unit, stating that it is difficult to speak with staff regarding questions or consumer complaints.

8. External stakeholders say the publicized disciplinary actions are humiliating to licensees and feel like public shaming.

Trends in Enforcement Strengths

External Stakeholder Comment Trends – Enforcement Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.

Internal Stakeholder Comment Trends – Enforcement Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.

Trends in Enforcement Weaknesses

External Stakeholder Comment Trends – Enforcement Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.

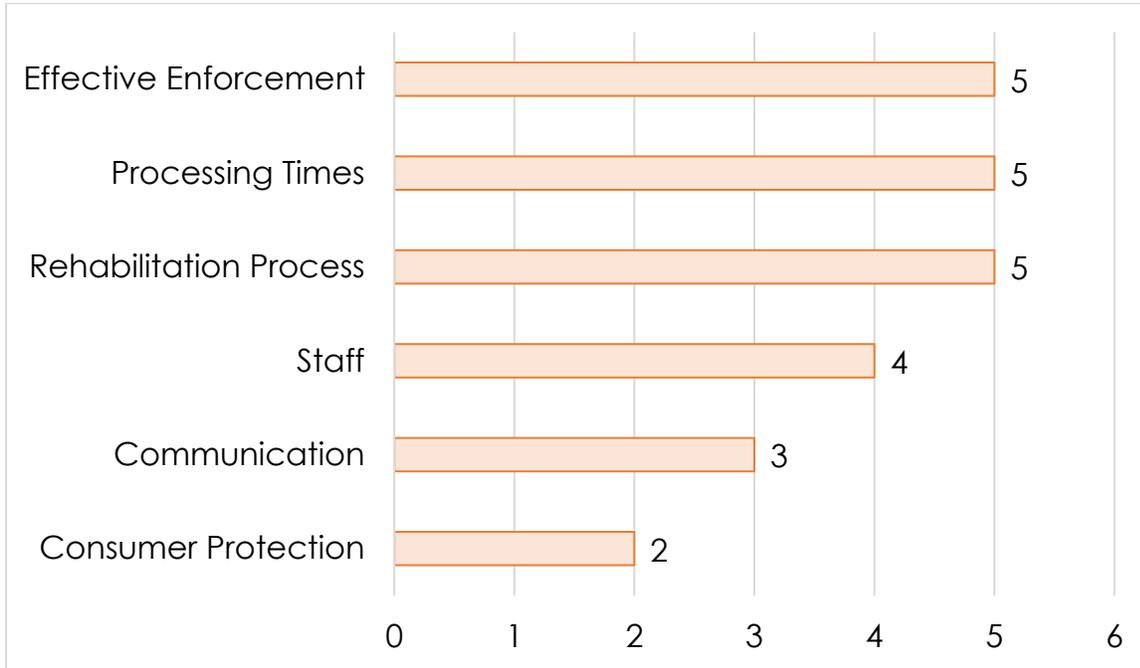| Trend	Comments
Overly Punitive	24
Ineffective Enforcement	19
Communication	11
Process too Long	11
Publicizes Discipline	10
Unclear Rules/Regulations	10
Need Oversight Over Supervisors	8

Internal Stakeholder Comment Trends – Enforcement Weaknesses
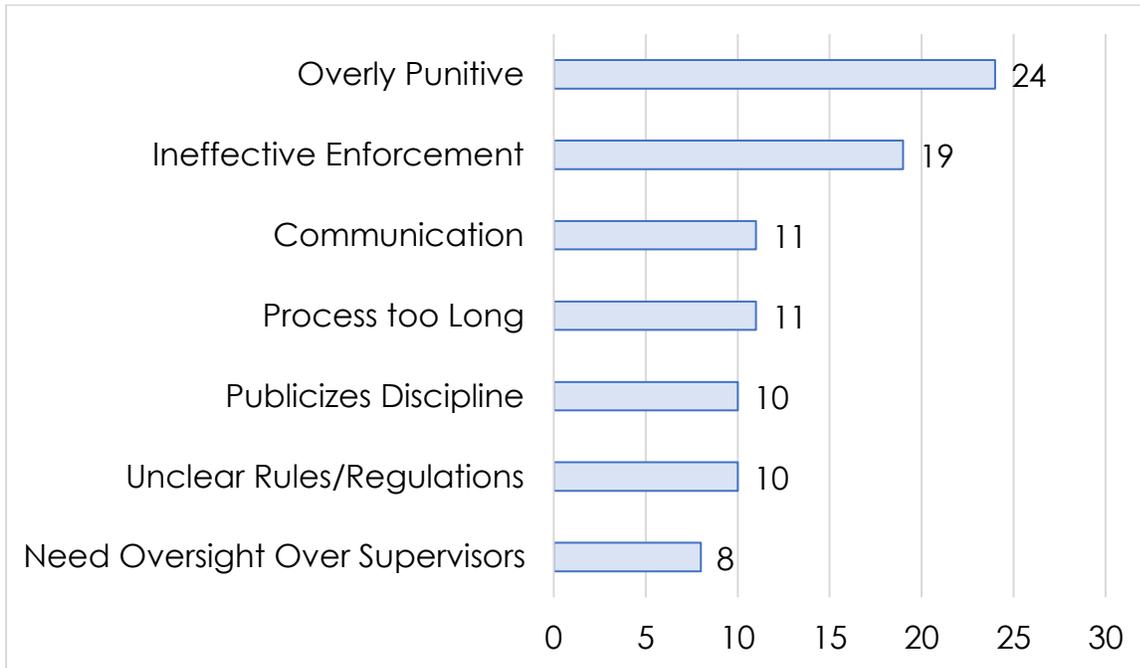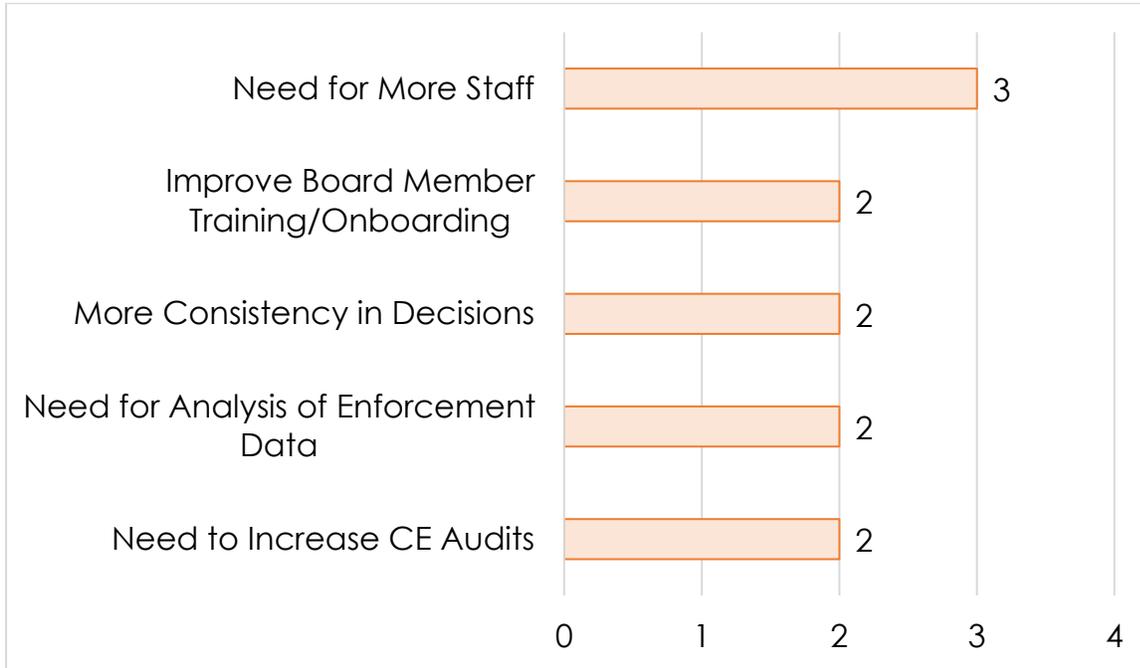
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.

Goal Area #4: Legislation and Regulation

Goal Definition: Ensure the statutes, regulations, policies, and procedures strengthen the Board's mandates and mission.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	11%	55%
Effective	61%	35%
Poor	21%	10%
Very Poor	7%	0%
Total %	100%	100%
Total Responses	419	29

Summary of Legislation and Regulation Strengths

1. External and internal stakeholders agree that communication is a strength for the Board.
   a. External stakeholders find the Board's legislation and regulation updates to be very effective and they appreciate the email communications.
   b. Internal stakeholders say the Board is very receptive to the community of stakeholders and reaches out to get feedback on any regulation changes that may impact them.
2. Internal stakeholders praise legislation and regulation staff for their responsiveness, knowledge, and keeping the Board informed of any new legislation.
3. External stakeholders say the Board does an effective job of keeping up to date on current legislation, regulations, and issues in the field.
4. Internal stakeholders feel that the Board does an effective job of addressing policy-based concerns. They say the Policy and Advocacy Committee is very engaged with the needs of consumers, licensees, and staff.
5. External stakeholders appreciate the Board's advocacy for licensees and consumers when addressing impactful legislation.

Summary of Legislation and Regulation Weaknesses

1. External stakeholders see a need for license portability, saying that it would allow licensees to better treat clients across state lines and provide greater access to care.

2. Internal stakeholders say the Board could be more proactive in their stances on legislation.

3. External stakeholders agree the Board has too many regulations, saying the number of regulations is hard to keep track of and creates a barrier for those entering the profession.

4. External stakeholders say the Board could be better at communicating updates to legislation or regulation. They say the information is not easily accessible and that they receive more updates from the California Association of Marriage and Family Therapists (CAMFT) than directly from BBS.

5. External stakeholders say the process to pass legislation and regulation is too long, especially when it comes to topics such as telehealth and license portability.

6. External stakeholders agree that the Board's regulations, legislation, and requirements are confusing and difficult to understand. Stakeholders would like to see them updated with clearer language.

Trends in Legislation and Regulation Strengths

External Stakeholder Comment Trends – Legislation and Regulation Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.

Trend	Number of Comments
Communication	35
Staying Up to Date	15
Overall Satisfaction	11
Advocacy	9
Consumer Protection	7
Review and Update Regulations	7
Website	7
Promotes Collaboration	6
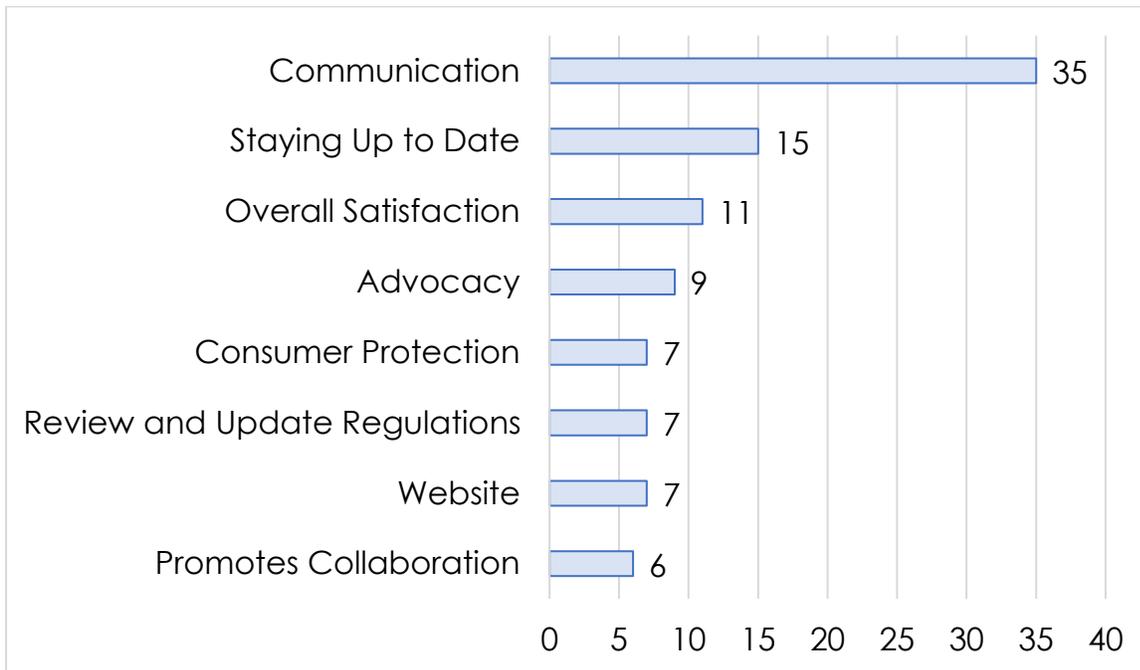
Internal Stakeholder Comment Trends – Legislation and Regulation Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.

Trends in Legislation and Regulation Weaknesses

External Stakeholder Comment Trends – Legislation and Regulation Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.

Trend	Number of Comments
Need License Portability	27
Poor Communication	27
Too Many Regulations	17
Confusing Regulations/Requirements	9
Process Too Long	9
General Disapproval	8
Need Better Collaboration	8
Job Encroachment	7
Need to Address AI Concerns	7
Website	6
Need for LGBTQ+ Inclusive Regulations	5
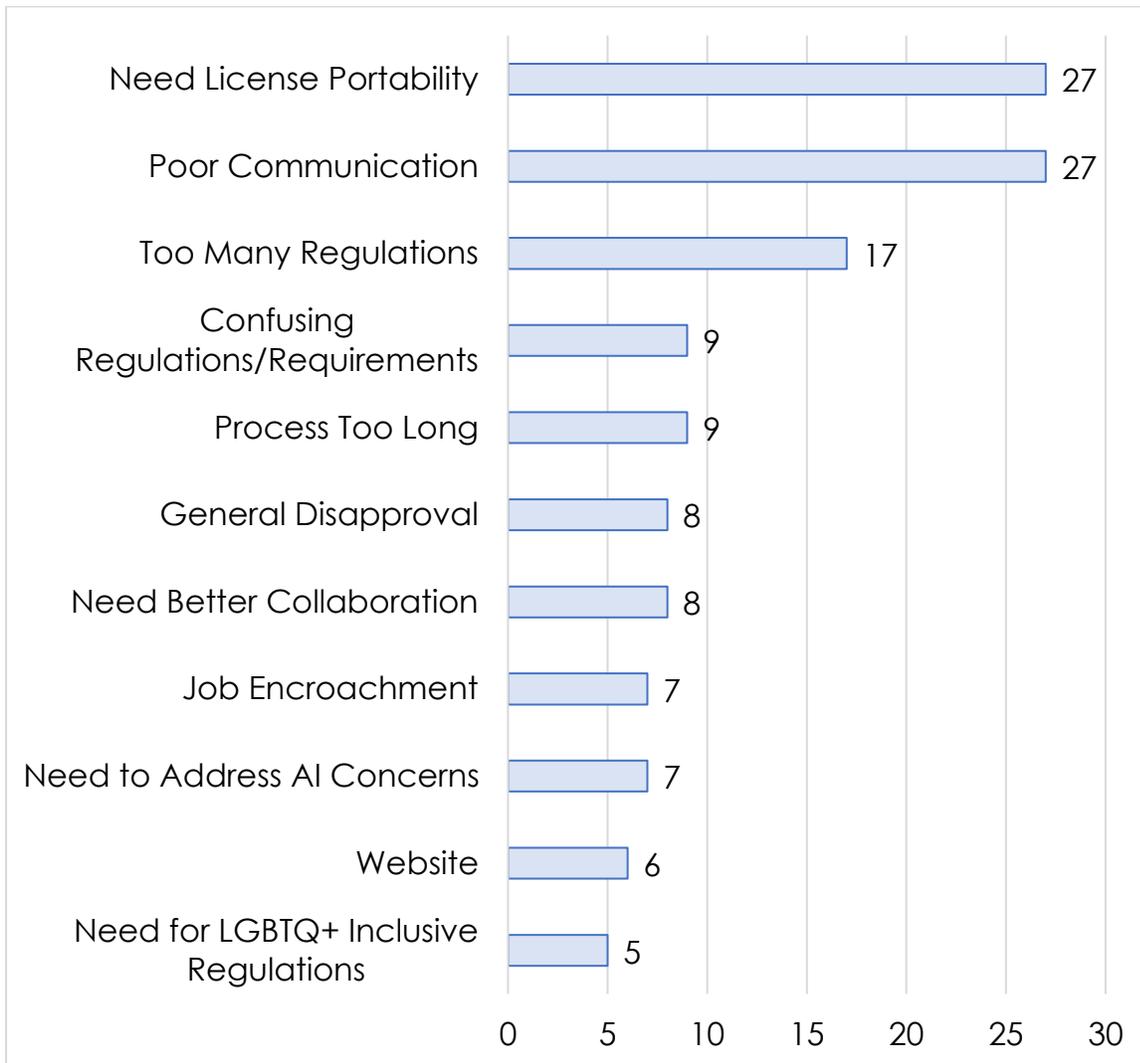
Internal Stakeholder Comment Trends - Weaknesses

The list below displays terms that summarize comments provided by internal stakeholders with the number of times the comment was given listed in parentheses.

- Be Proactive (2)

- Address Bigger Policy Issues (1)

- Clarify Regulations (1)

- Complicated Regulations (1)

- Coursework Requirements Regulations (1)

- Dedicated Staff (1)

- Ensure New Policies Are Not Making Barriers (1)

- More Consumer Protection (1)

- More Data Needed (1)

- More Public Feedback (1)

- More Telehealth Regulations (1)

- No Succession Plans in Place (1)

- Restructure of Clinical Exam (1)

- Rework Education Regulations (1)

- Strengthen Relationships with Staff (1)

- Too Many Regulations (1)

Goal Area #5: Administrative Services

Goal Statement: Build an excellent organization through proper Board governance, effective leadership, and responsible management.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	8%	29%
Effective	43%	68%
Poor	34%	3%
Very Poor	15%	0%
Total %	100%	100%
Total Responses	477	28

Summary of Administrative Services Strengths

1. Internal stakeholders say staff are a strength of the Board, saying that front desk staff are friendly, knowledgeable, and passionate about their work.

2. External stakeholders praise the Board for its communication, saying that the Board staff communicate well and provide clear instructions.

3. Internal stakeholders say the Board has excellent managers and leadership for the following reasons:

   a. Executive team is communicative, shows strong leadership, and is receptive to feedback.

   b. Managers are supportive of their staff and offer resources.

   c. Executive Officer (EO) gets each unit to become familiar with each other, so processes run more efficiently.

4. External stakeholders appreciate the Board's use of social media to provide updates, communicate, and answer questions.

5. External and internal stakeholders agree the Board's administration unit is responsive to emails and uses social media well.

Summary of Administrative Services Weaknesses

1. External and internal stakeholders agree that the Board's communication needs to improve.

    a. External stakeholders say the Board is unresponsive to email and phone calls and when they do get a response, the communication is unclear.

    b. Internal stakeholders say inter-office communication is lacking in addition to staff being unavailable to answer calls or emails. Internal stakeholders also say inter-office communication could be improved.

2. External stakeholders say the processing of paperwork takes too long.

3. External and internal stakeholders agree that the Board needs more staff to accommodate workload.

    a. External stakeholders would like to see more staff available to assist with applications, questions over the phone, and high demand from stakeholders.

    b. Internal stakeholders say they need more staff for coverage of specialized duties such as processing mail and managing the front desk.

4. External stakeholders say they would like more availability from staff to get answers to inquiries.

5. Internal stakeholders say office supplies need to be ordered more regularly.

6. External stakeholders believe the Board's customer service could be improved, saying staff can be rude.

Trends in Administrative Services Strengths

External Stakeholder Comment Trends – Administrative Services Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.
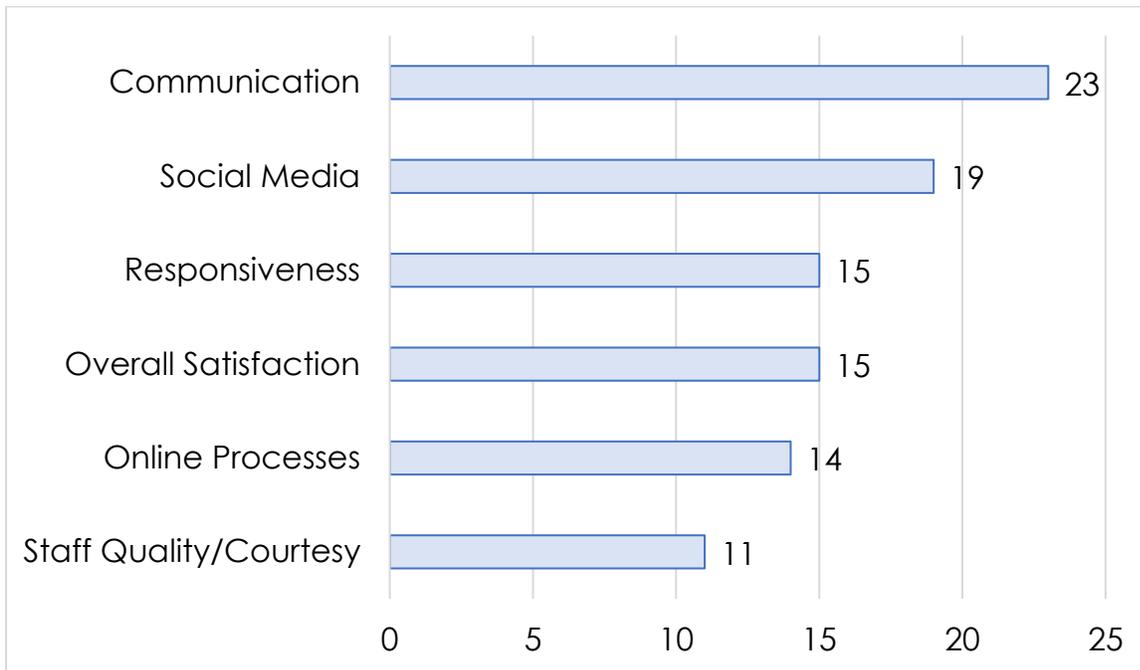
Internal Stakeholder Comment Trends – Administrative Services Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.

Trends in Administrative Services Weaknesses

External Stakeholder Comment Trends – Administrative Services Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.
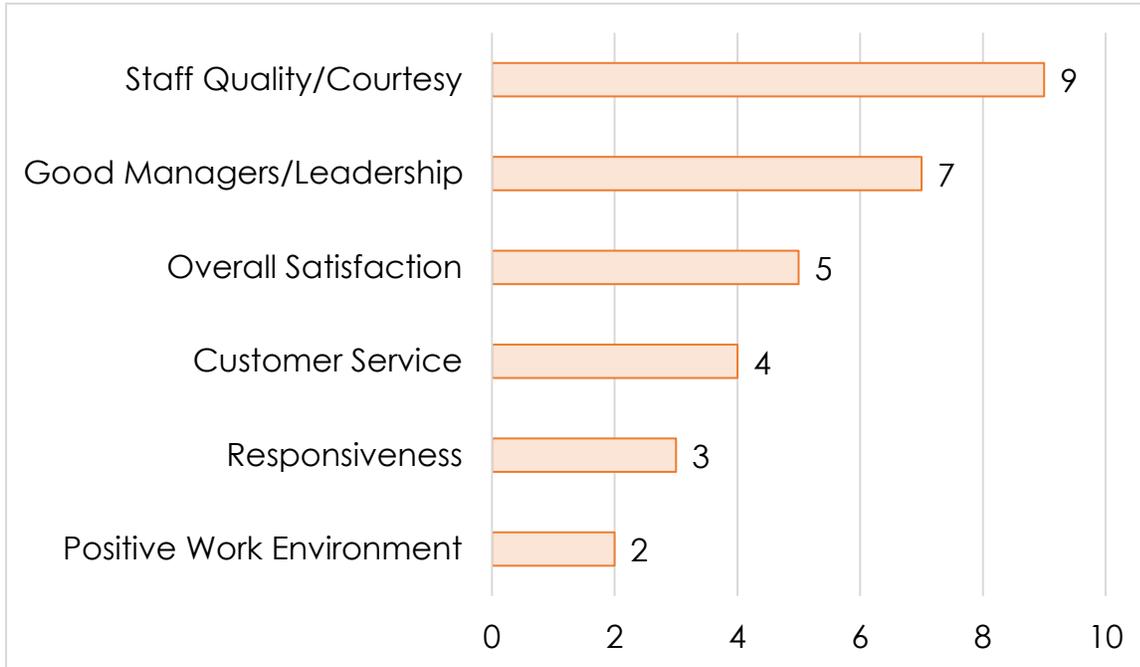
Internal Stakeholder Comment Trends – Administrative Services Weaknesses
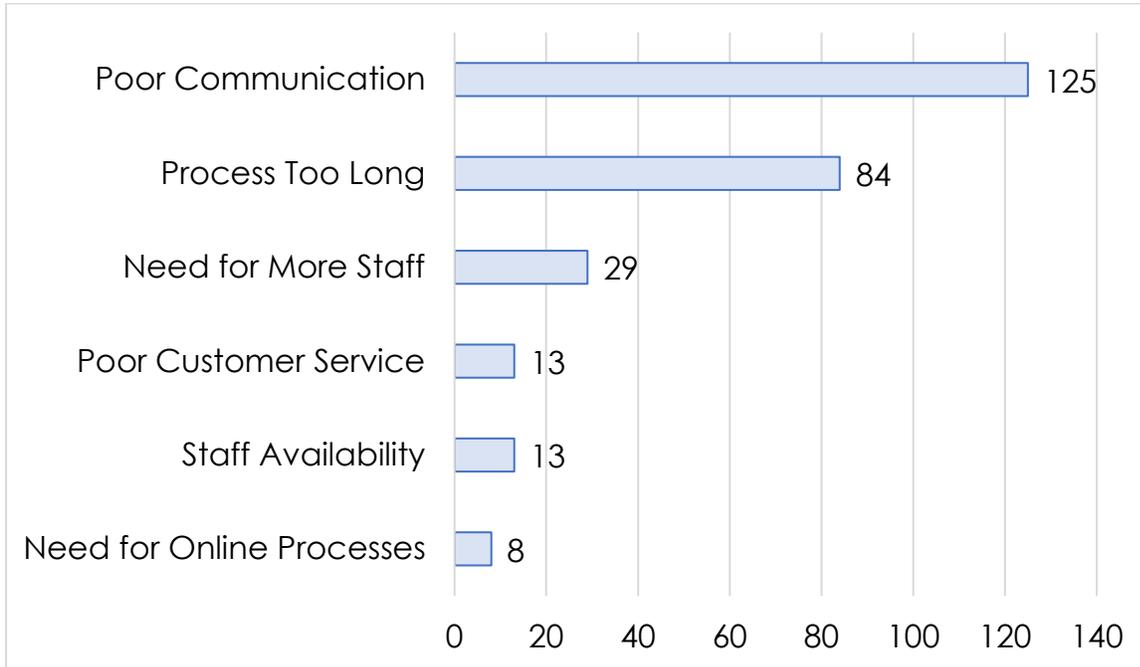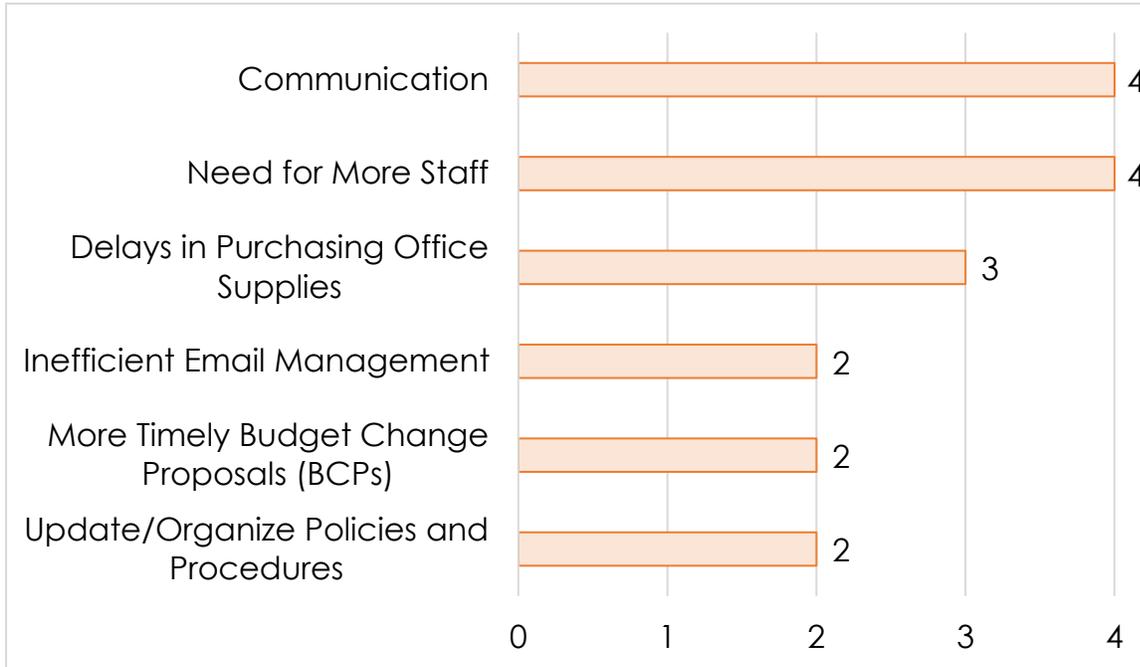
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.

Goal Area #6: Outreach and Education

Goal Statement: Engage stakeholders through continuous communication about the practice and regulation of the professions, and mental health care.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	9%	13%
Effective	47%	65%
Poor	34%	22%
Very Poor	10%	0%
Total %	100%	100%
Total Responses	436	23

Summary of Outreach and Education Strengths

1. External and internal stakeholders both say the Board does a good job with outreach on social media.
   a. External stakeholders appreciate the Facebook updates and announcements, saying it has been helpful for tracking application statuses and information regarding COVID-19.
   b. Internal stakeholders say the "Facebook Friday" question and answer events the Board held were very popular and provided a lot of good information to licensees.
2. Internal stakeholders say the Board does an excellent job of outreach to schools by giving presentations and answering questions from students.
3. External stakeholders find the email communications from the Board to be helpful, informative, and frequent.
4. Internal stakeholders see the benefit of collaborating with associations on outreach by attending association events and getting feedback.
5. External stakeholders find the Board's website to be accessible, informative, and user-friendly.
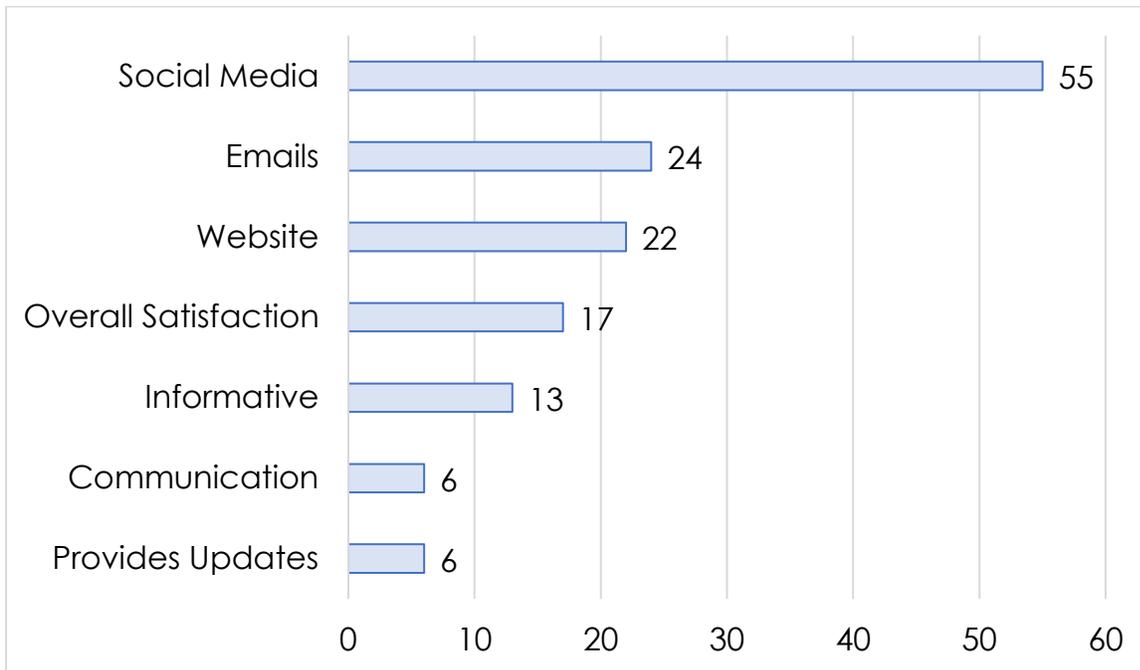
Summary of Outreach and Education Weaknesses

1. External and internal stakeholders agree that the Board needs to do more outreach.

    a. External stakeholders say the outreach they do receive is inadequate and would like more engaging and frequent content.

    b. Internal stakeholders say they would like to do more outreach through the Outreach and Education Committee to increase engagement with the community.

2. Many external stakeholders say they are unaware of any outreach or education efforts done by the Board.

3. Internal stakeholders say the Board struggles with consumer outreach, stating that the Board needs to create more publications aimed at consumers and find ways to distribute them.

4. External stakeholders believe the Board's outreach communication is a weakness, saying that responses to input from social media accounts are not managed well and communication through emails and newsletters could be improved.

5. Internal stakeholders say the Board needs to do more outreach and education to schools and universities in the following ways:

    a. Keep teachers up to date on current regulations and policies.

    b. Provide guidance statements and memorandums to students regarding topics such as protection of Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, Two-Spirit, and others (LGBTQIA2S+) individuals, especially youths, and protection of trainees from supervisor exploitation.

    c. Present alternative pathways to licensure to students.

    d. Create more partnerships with the universities.

6. External stakeholders express frustration that the Board is only accessible for communication on Facebook or Instagram. Many external stakeholders say they do not wish to use Facebook but feel forced to as they do not know where else to get the information.

Trends in Outreach and Education Strengths

External Stakeholder Comment Trends – Outreach and Education Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.

Trend	Number of Comments
Social Media	55
Emails	24
Website	22
Overall Satisfaction	17
Informative	13
Communication	6
Provides Updates	6

Internal Stakeholder Comment Trends – Outreach and Education Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.

Trends in Outreach and Education Weaknesses

External Stakeholder Comment Trends – Outreach and Education Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.
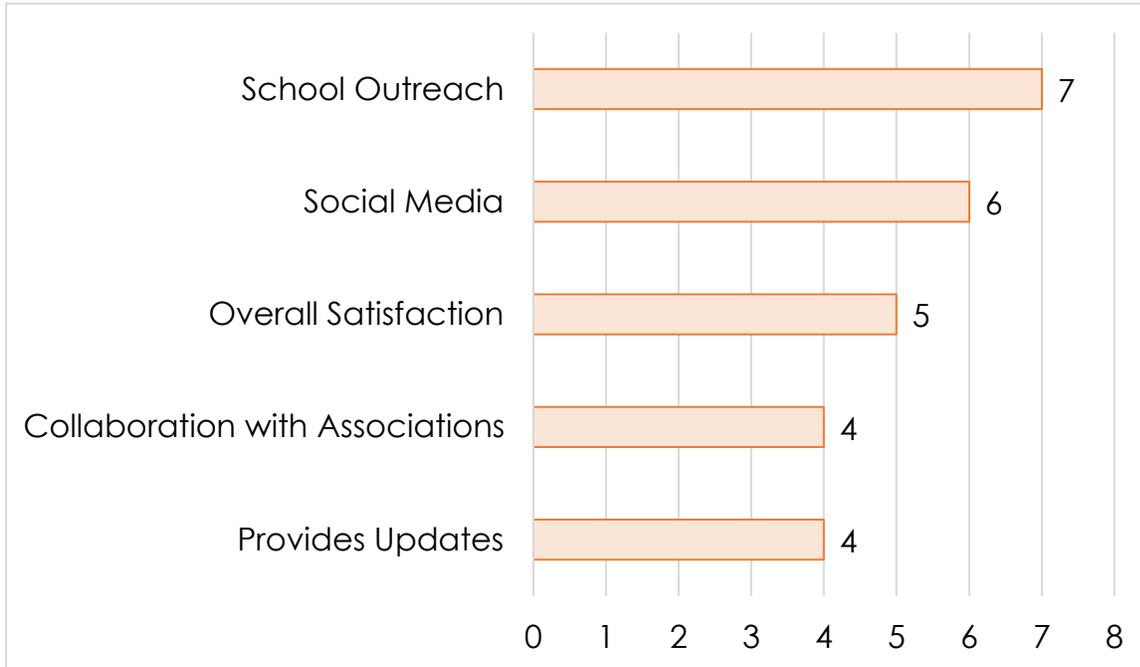
Internal Stakeholder Comment Trends – Outreach and Education Weaknesses
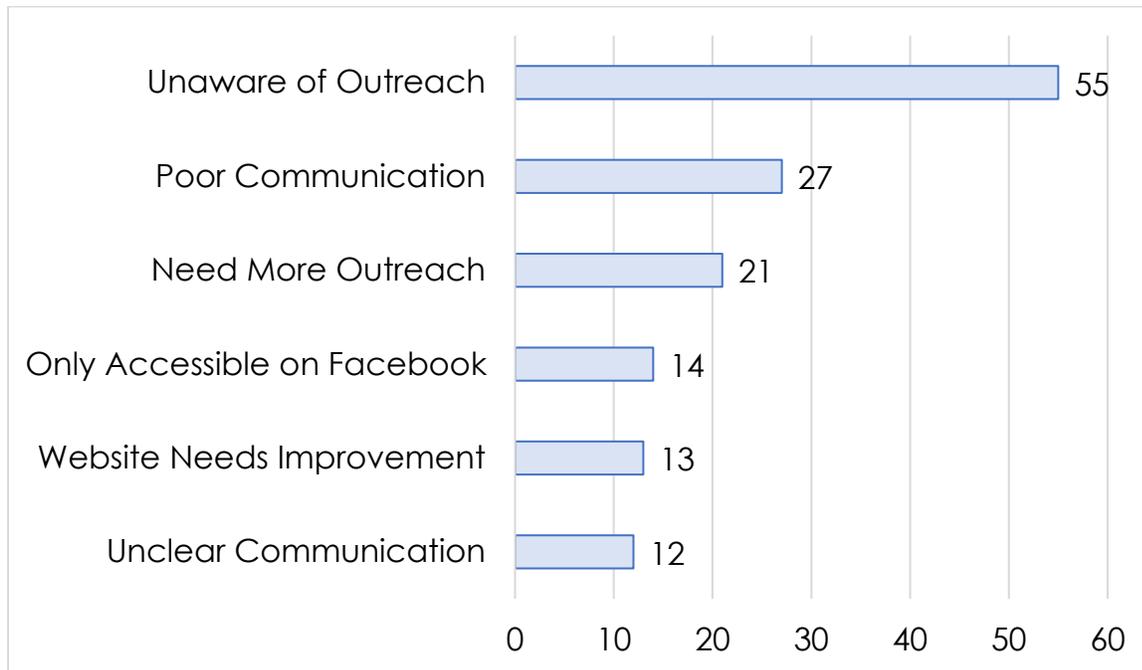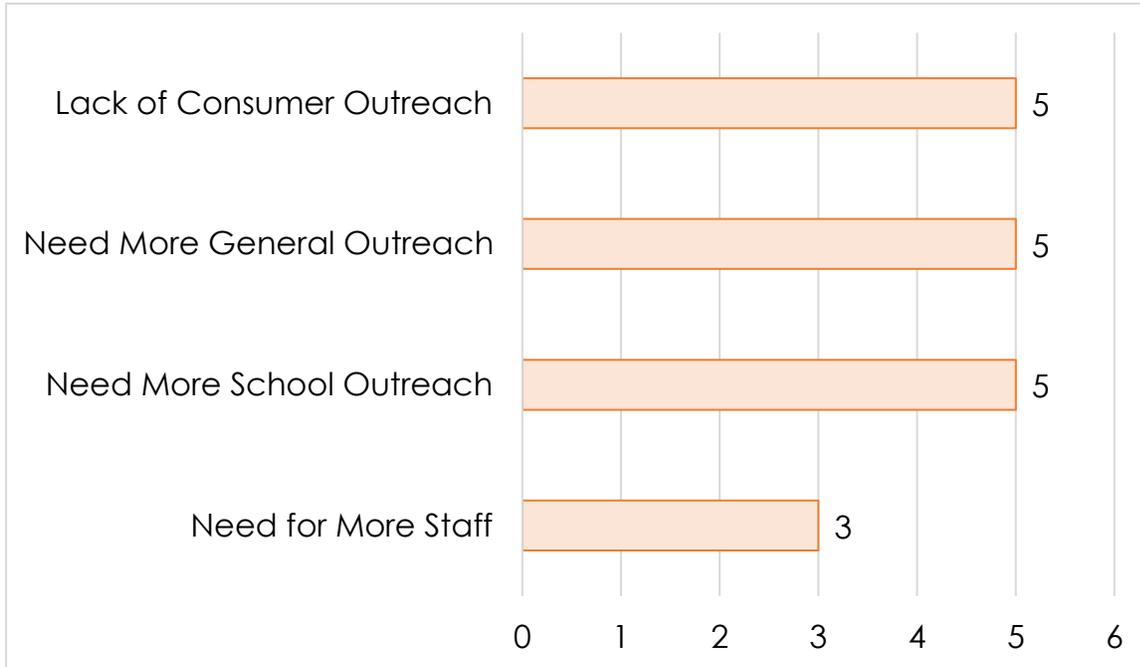
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.

Opportunities and Threats Summary

There are many factors that may impact the future direction of the professions. These could be opportunities the Board may want to capitalize on or threats it needs to mitigate or prepare for.

Stakeholders were asked to list potential opportunities and threats in the Board's external environment that they felt could impact the professions and BBS's regulatory role. The following are common responses that the Board might reference when creating its strategic plan.

Summary of Opportunities

1. External and internal stakeholders agree that artificial intelligence (AI) could be an opportunity for the Board and the profession in the following ways:
   a. Note taking and documentation.
   b. Increased guidance from the Board on using AI.
   c. Low-cost alternatives to care.
   d. Chatbot[3] features to answer questions.
2. External and internal stakeholders also see telehealth as an opportunity for the Board to expand guidelines for the following:
   a. Increases access to mental health care services, especially for disabled or rural individuals.
   b. Provides continuity of care for patients.
   c. Eliminates the need for reschedules or cancellations.
   d. Allows for access to services across state lines.
3. Both external and internal stakeholders see an opportunity for the Board to consider joining an interstate licensing compact.
   a. External stakeholders are supportive of the Board joining a licensing compact as they say it would help with accessibility to services and allow for licensees to more easily work across state lines.
   b. Internal stakeholders see an opportunity for the Board to look into licensing compacts in response to stakeholder requests.

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[3] A software application or web interface designed to have textual or spoken conversations.

4. External and internal stakeholders say the increase in demand for mental health services is an opportunity for the Board.

    a. External stakeholders see more people needing services for substance use disorder (SUD) treatments and in response to the current political and economic environments.

    b. Internal stakeholders say there is increased demand for people who have experienced disasters as well as people in underrepresented and underserved communities.

5. Internal stakeholders say the Board could increase its social media presence to help spread awareness and dispel a lot of misinformation.

6. External stakeholders say support of Diversity, Equity, Inclusion, and Accessibility (DEIA) is an opportunity for the Board and the profession. External stakeholders would like to see the following:

    a. More training and education on LGBTQIA2S+ issues and affirmative therapy.

    b. More training and education on cultural competencies.

    c. Better support of underserved populations.

7. External stakeholders see an opportunity to provide more education about the profession at the high school and college level.

8. External stakeholders say there is an opportunity to increase knowledge about the different mental health needs of their clients to provide better treatments to their clients. Below are the topics that external stakeholders felt licensees and consumers needed more knowledge on:

    a. Clients on the autism spectrum.

    b. Clients with neurodiversity.

    c. Children and Youth Behavioral Health Initiative (CYBHI).

    d. Clients with vicarious trauma.

    e. Decreased stigma for seeking our care.

   f. Importance of mental health care services.

Summary of Threats

1. External and internal stakeholders see AI as a threat to the profession. Stakeholders share the following concerns about using AI:

    a. AI replacing licensed professionals.

    b. The ethics and security of using AI.

    c. Lack of "human-touch" and empathy in services.

    d. Confidentiality and privacy concerns.

    e. Clients seeking AI as a cost-savings alternative.

    f. High rate of bias, errors, and false data.

    g. Risk to consumer protection.

2. Both external and internal stakeholders find the federal government and current political climate to be a threat to the Board and the profession. Stakeholders share the following concerns:

    a. Anti-DEIA policies from the federal government.

    b. Anti-LGBTQIA2S+ policies from the federal government.

    c. Federal cuts to Medicare, Medicaid, and the Federal Emergency Management Agency (FEMA).

    d. The federal government's attacks on mental health care.

3. External and internal stakeholders agree that online therapy companies, such as BetterHelp, Rula, Grow, Headway, and Brightline are a threat to the profession.

    a. External stakeholders say the online therapy companies are exploitative towards both therapists and consumers. External stakeholders also express concerns with data security and privacy for clients using the online or mobile therapy applications.

    b. Internal stakeholders say the online therapy companies have therapists working out of scope and there are not any ways to verify if the therapist is licensed, limiting protections for the consumer.

4. Internal stakeholders say the shortage of professionals could be a threat, stating that less workers would mean less people applying for licensure.

5. External stakeholders are concerned with job encroachment from life coaches and other unlicensed practitioners. External stakeholders say these practitioners are not qualified to provide mental health services to clients which can be harmful to the consumer.

Opportunity Trends

External Stakeholder Comment Trends – Opportunities

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.
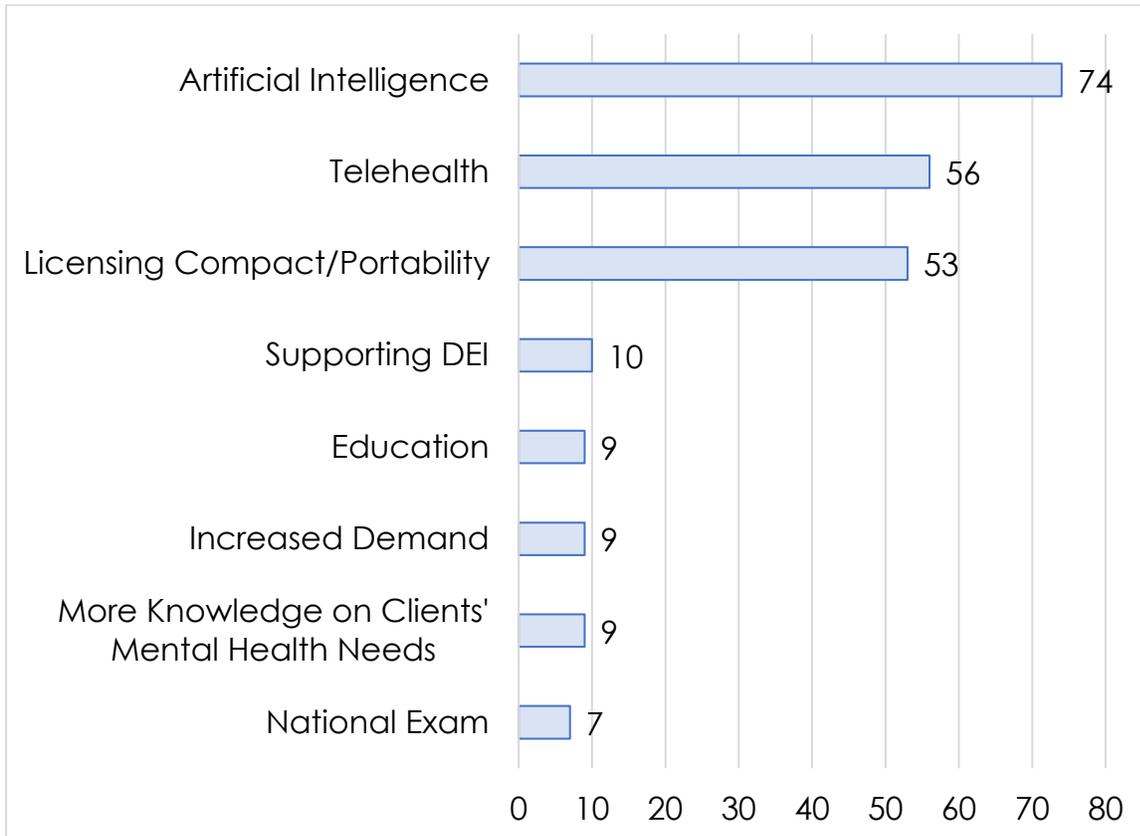
Internal Stakeholder Comment Trends - Opportunities

The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.

Threat Trends

External Stakeholder Comment Trends – Threats

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.

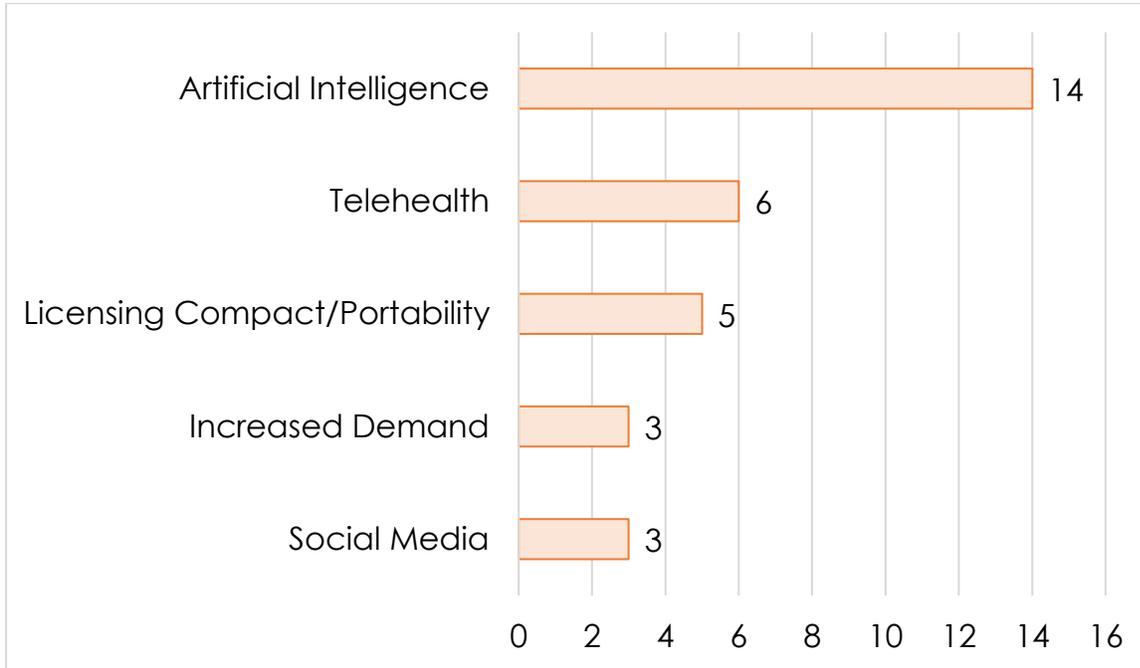| Trend	Comments
Artificial Intelligence	135
Online Therapy Sites	45
Federal Government	33
Job Encroachment	29
Insurance	18
Defunding of Health Care	17
License Compact/Portability	11

Internal Stakeholder Comment Trends – Threats
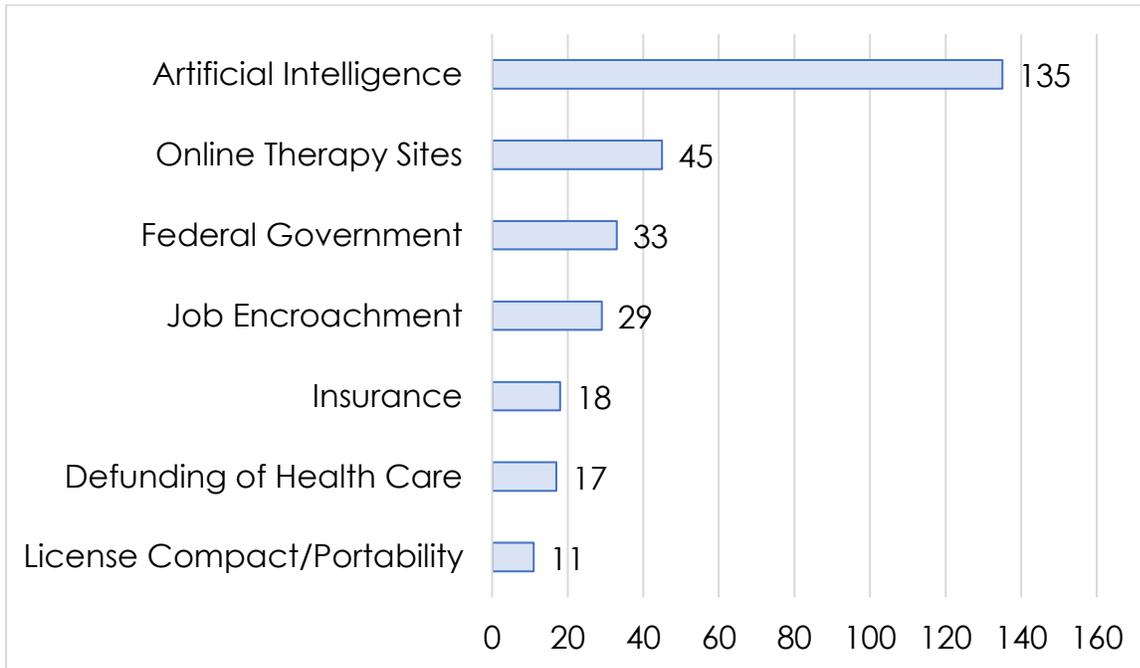
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.
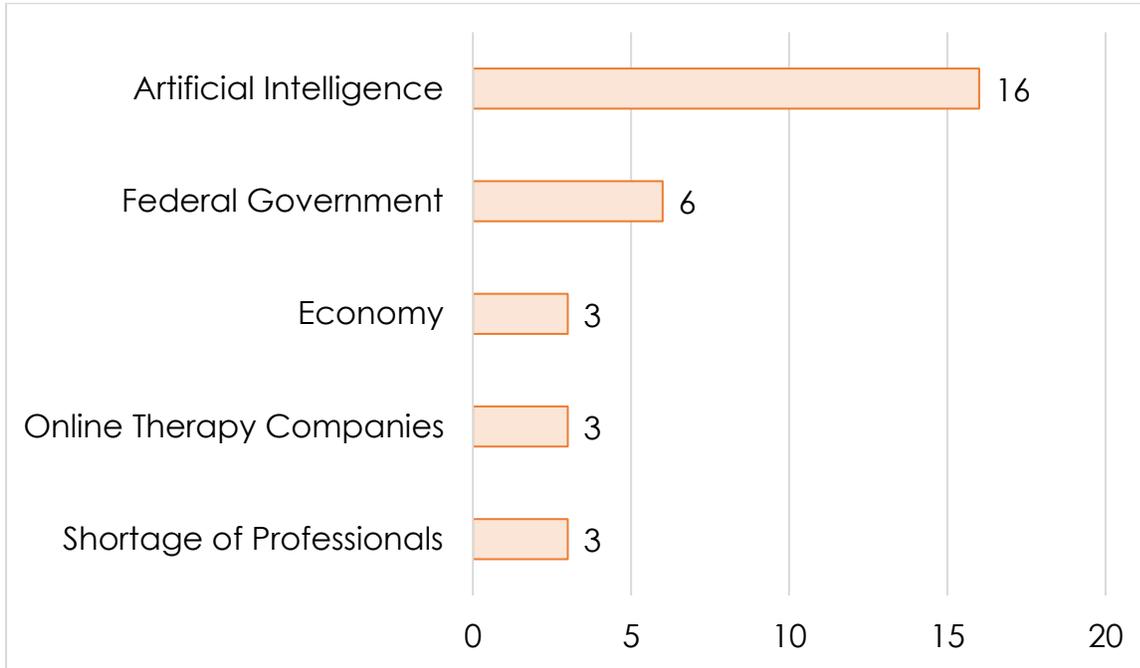
Diversity, Equity, Inclusion, and Accessibility

Specific questions have been incorporated into the environmental scan surveys to gather demographic data and for strategic planning participants to consider DEIA impacts of policy decisions such as regulatory, statutory, and continuing education requirements, when developing strategic objectives. Consider:

- Who will benefit from or be burdened by the particular decision or proposal?
- Are there needs that may be different for demographic or geographic groups?
- Once implemented, how will the Board measure effect on impacted populations?
- What data/metrics will be used to evaluate the impacts?

Summary of Gaining Different Perspectives

Survey question: What are ways BBS can gain different perspectives about ideas and priorities related to the Board's activities?

1. External and internal stakeholders agree that the Board could send out more surveys to gain different perspectives.
    a. External stakeholders say they would like to see more surveys and that questionnaires on social media as a start.
    b. Internal stakeholders say stakeholder surveys to foster engagement and collect qualitative data would be beneficial to the Board.
2. External and internal stakeholders also agree that seeking input from a diverse population would help with gaining different perspectives.
3. External stakeholders would like to see BBS host more townhall and stakeholder meetings to foster open discussion. External stakeholders also say these meetings could be a learning opportunity and allow for licensees to earn CEUs.
4. Internal stakeholders say more outreach events on diverse social media platforms could help with seeking diverse perspectives.
5. External and internal stakeholders say more outreach to the following would be beneficial:
    a. Applicants
    b. Licensees
    c. Professional Associations

  d. Mental Health Clinics and Hospitals

  e. Public

  f. Schools

  g. Underserved Populations

6. External stakeholders also say there is an opportunity for the Board to hold diverse focus groups online and in-person to gain feedback and input.

Trends in Gaining Different Perspectives

External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.
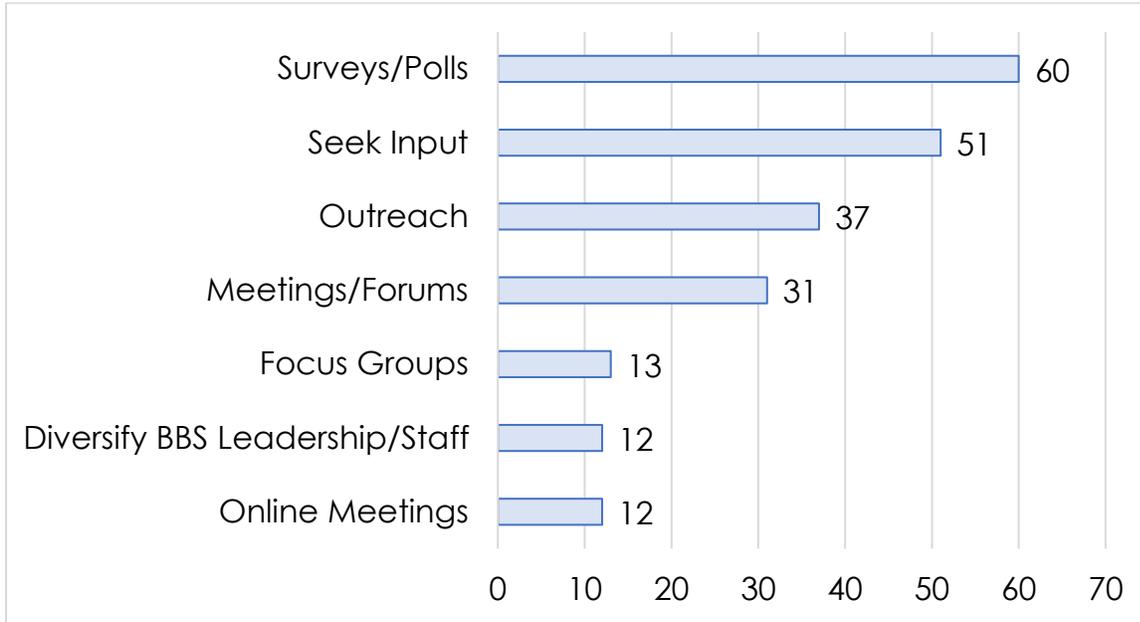
Internal Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.

Summary of Unnecessary Requirements or Barriers to Licensure

Survey question: Are there unnecessary requirements or barriers to licensure (e.g., education, experience, examination, continuing education, cost of licensure, processing time)?

1. External and internal stakeholders agree that the costs and fees associated with getting and maintaining a license are a barrier to the profession. Both stakeholder groups list the following as a barrier:
    a. Application fees.
    b. Exam fees.
    c. Continuing Education (CE) costs.
    d. Education costs.
    e. Unpaid Supervised Experience Hours.

2. External and internal stakeholders say the long processing times are a barrier to licensure.
    a. External stakeholders say the delay in getting their hours submitted or their application approved prevents them from entering the workforce and leaves them unable to make an income.
    b. Internal stakeholders say the processing times can be delayed due to outside agencies needing to provide required documents.

3. Both external and internal stakeholders agree that exams are a barrier.
    a. External stakeholders say the exam questions are biased and do not measure the quality of a clinician. Additionally, external stakeholders say there is a lack of rural access to exam sites.
    b. Internal stakeholders agree that the exam questions contain biases and have concerns that the exams lack DEIA representation. Internal stakeholders would also like to see more flexibility with exams, such as more time to take the exams.

4. External stakeholders say the supervised hours requirement is unnecessary and feel that three-thousand-hour supervision requirement is excessive and puts a financial burden on applicants.

5. Internal stakeholders recognize that education requirements may pose as a barrier towards licensure, stating that education can be expensive to those seeking to enter the profession.

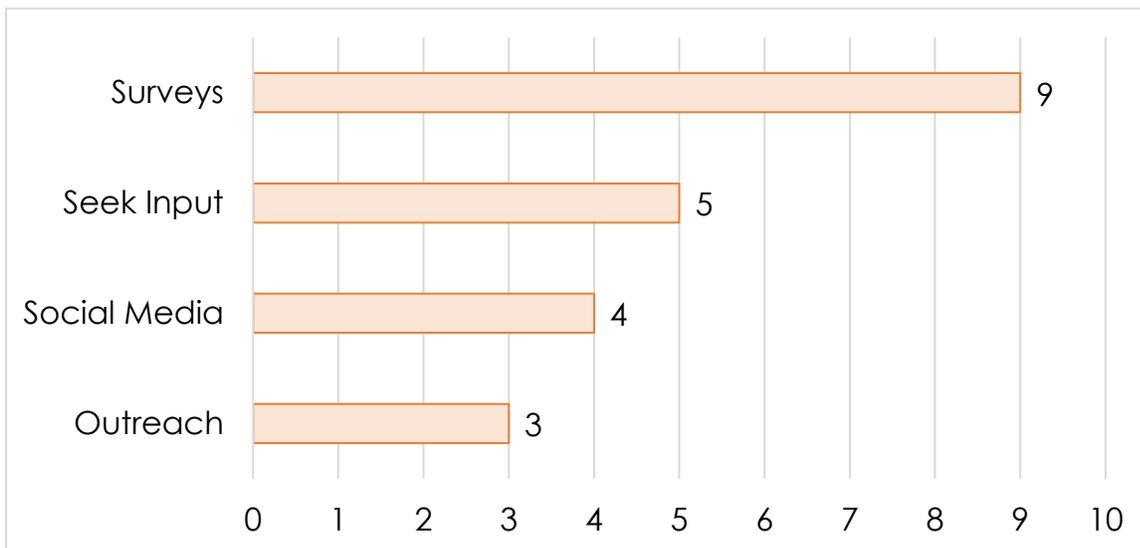# Trends in Unnecessary Requirements or Barriers to Licensure

External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.

Trend	Comments
Processing Time	140
Costs/Fees	126
Exams	58
Requirements - Supervised Hours	47
Reciprocity	22

Internal Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.
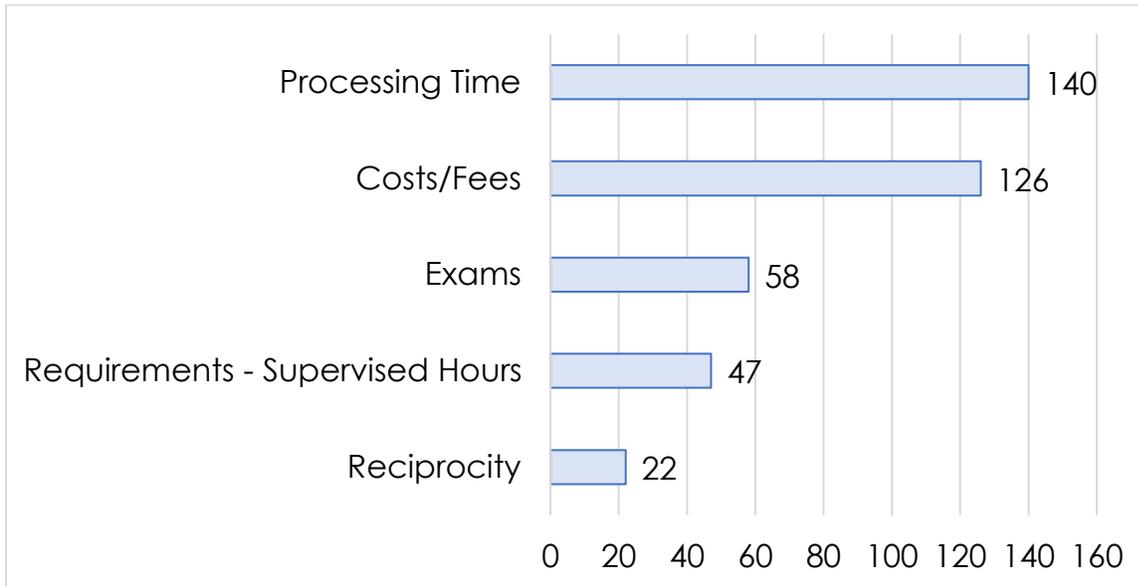
Trend	Comments
Costs/Fees	10
Processing Times	8
Exams	6
Education Requirements	3
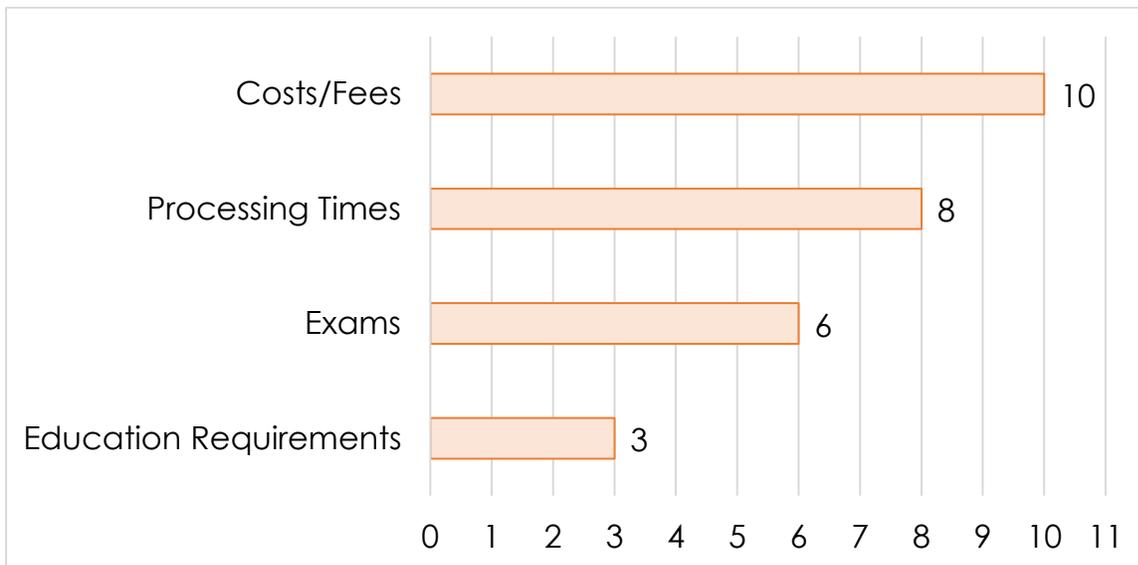
Summary of Ways to Increase Outreach and Connection to All California Communities

Survey question: What are ways that BBS can increase its outreach and connection to all California communities?

1. External and internal stakeholders agree that the Board could collaborate with the below groups in order to increase outreach:

    a. Advocacy groups.

    b. Colleges and universities.

    c. Community groups and their leaders.

    d. Consumer groups, such as the National Alliance on Mental Illness (NAMI) and Mental Health America (MHA)

    e. Diverse groups.

    f. Health care.

    g. Local agencies.

    h. Professional associations.

2. External stakeholders say a more consistent social media presence would be beneficial to the Board. Below are some social media platforms provided by external stakeholders:

    a. Facebook

    b. Instagram and Instagram Reels

    c. TikTok

    d. Podcasts

    e. YouTube

3. Internal stakeholders say more high school and college level outreach would help create a connection with all California communities.

4. External stakeholders say the Board can increase its outreach by listening and being open to feedback from stakeholders.

5. External and internal stakeholders say the Board could offer to host or attend community events, both in-person and virtual.

Trends in Ways to Increase Outreach and Connection to All California Communities

External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.

Collaboration — 45
Social Media — 37
Offer Events — 21
Listen/Be Open to Feedback — 14
Visit with Graduate Schools — 12

Internal Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.

High School/College Level Outreach — 6
Collaboration — 4
Community Outreach Events — 4
Communication — 3
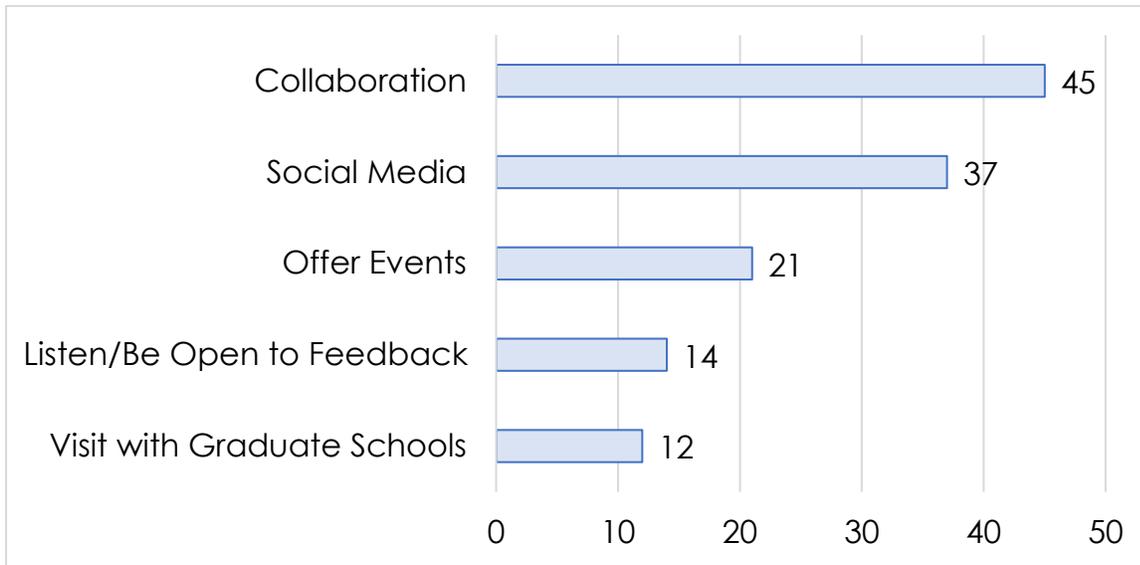
Summary of Other Actions to Take to Further Equal Access to Opportunities

Survey question: What other actions should BBS take to further equal access to opportunities (e.g., entry into the profession, education/training opportunities, apprenticeships/ mentorships)?

1. External and internal stakeholders agree that financial assistance or scholarships would help create equal access to the profession.

2. External and internal stakeholders also agree that more opportunities for apprenticeships and mentorships would be beneficial to furthering equal access.

3. External stakeholders say better compensation, such as paid internships, would help with entry into the profession.

4. Internal stakeholders say the Board could do more outreach to rural or underserved areas to further entry into the profession.

5. External stakeholders say licensure reform could assist with equal access to the profession with reduction of clinical hours, removal of fingerprinting requirements, and reworking the trainee and internship guidelines.

Trends in Other Actions to Take to Further Equal Access to Opportunities

External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.

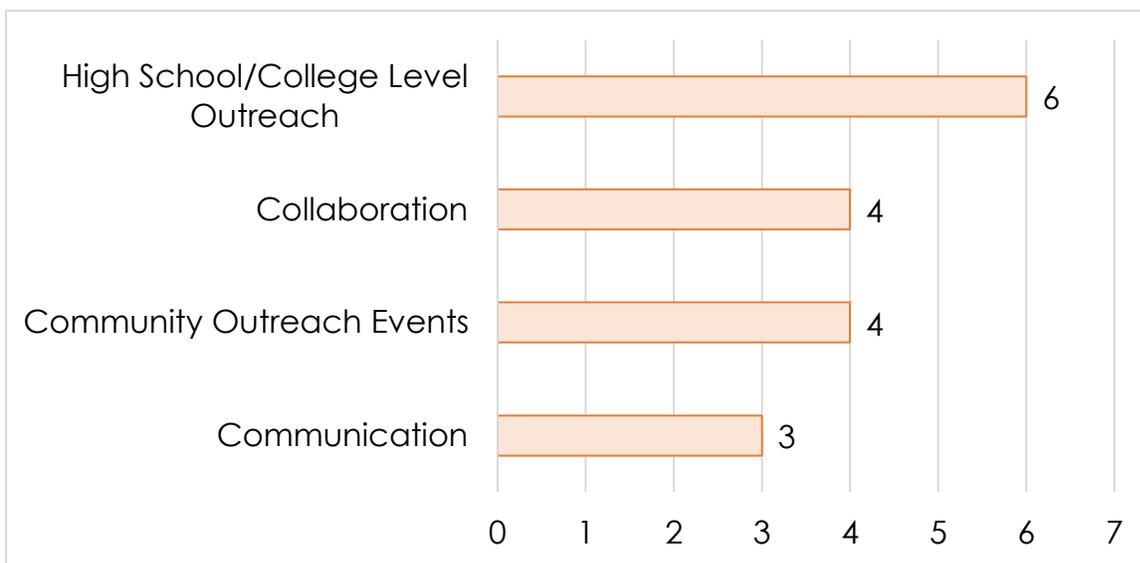| Trend	Count
Financial Assistance/Scholarships	51
Compensation	35
Apprenticeships/Mentorships	20
Licensure Reform	20
Exam Reform	19
Outreach	19

Internal Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.

Trend	Count
More Outreach	3
Scholarships	3
Apprenticeships/Mentorships	2
Language Skills	2
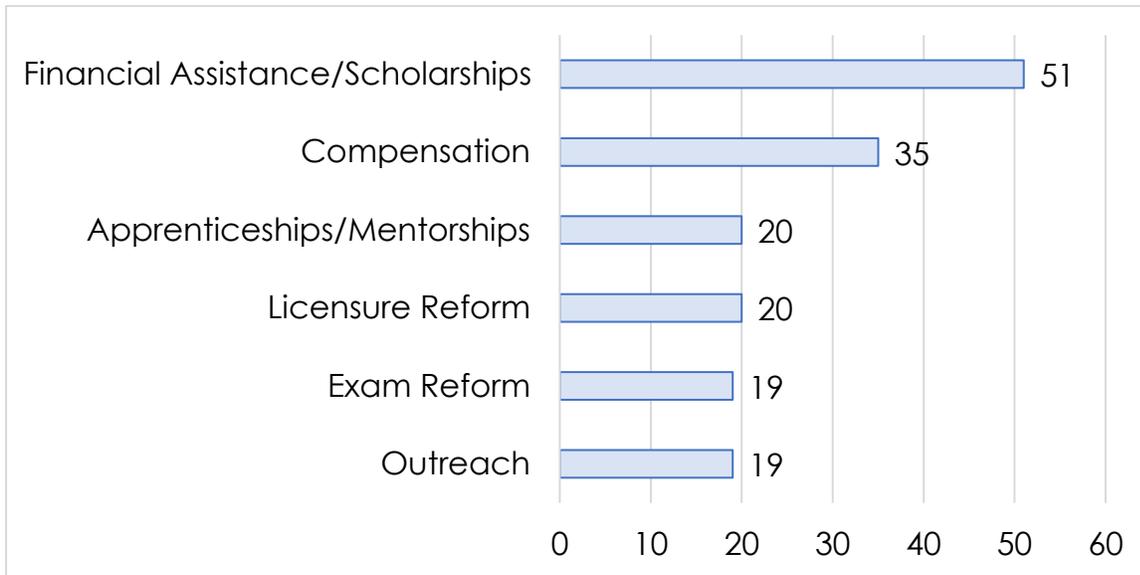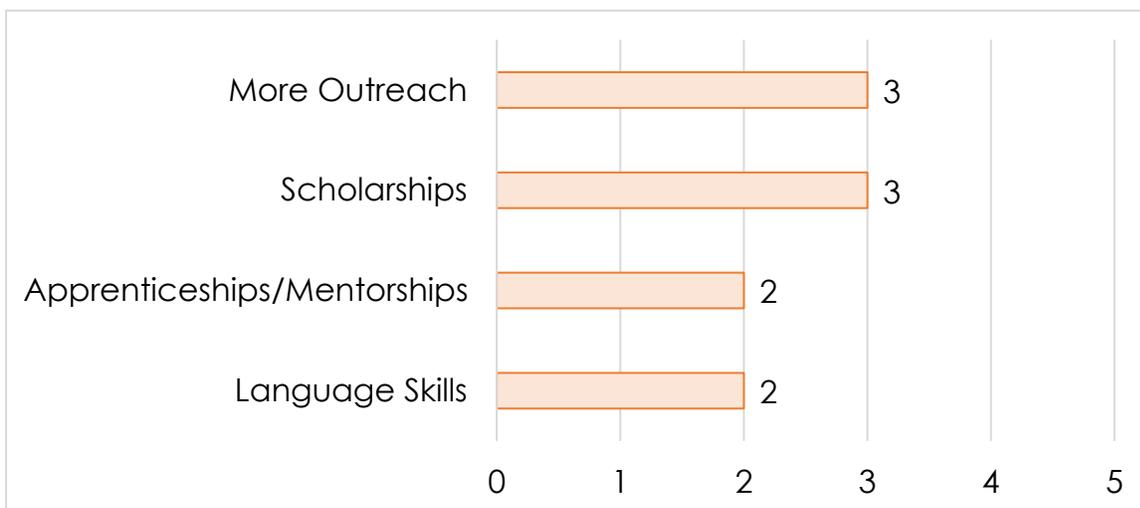
Appendix A – Acronym List

Acronym	Definition
AI	Artificial Intelligence
AMFT	Associate Marriage and Family Therapist
CA	California
BCP	Budget Change Proposal
BIPOC	Black, Indigenous, and People of Color
BreEZe	The Board's licensing system
CAMFT	California Association of Marriage and Family Therapists
CE	Continuing Education
CEU	Continuing Education Unit
COVID-19	Coronavirus disease 2019
CYBHI	Children and Youth Behavioral Health Initiative
DCA	Department of Consumer Affairs
DEIA	Diversity, Equity, Inclusion, and Accessibility
DUI	Driving Under the Influence
EO	Executive Officer
FEMA	Federal Emergency Management Agency
LGBTQIA2S+	Lesbian, Gay, Transgender, Queer, Intersex, Asexual, Two-Spirit, and others
LMFT	Licensed Marriage and Family Therapist
LPCC	Licensed Professional Clinical Counselor
MHA	Mental Health America
NAMI	National Alliance on Mental Illness
SME	Subject Matter Expert
SOLID	Strategic Organizational Leadership and Individual Development
SUD	Substance Use Disorder

Appendix B – Data Collection Method

Data for this report was gathered by surveying stakeholder groups that are important to the success of the Board. Stakeholders include any individual or group who is influenced by or influences a program. Information for this survey was gathered by surveying external stakeholders and internal stakeholders using the following methods:

- SOLID conducted interviews for board leadership during the month of April 2025.
- SOLID conducted interviews for board members during the month of April 2025.
- SOLID conducted an online survey for board staff during the month of April 2025.
- SOLID conducted an online survey for external stakeholders during the month of April 2025.
  - The survey link was distributed in the following methods:
    - Posted on the Board's website.
    - Posted on DCA's website.
    - Posted on the Board's social media accounts.
    - Emailed to the Interested Parties email subscription list.

Classification of Stakeholder Relationship with BBS

Relationship with BBS	Number of Responses	Response Rate
Executive Officer and Management	16	100%
Staff	19	40%
Board Members	8	73%
Preparing to Become a Licensee	85	[1]
Preparing to Become a Registrant	3	[1]
Licensee	858	[1]
Registrant	245	[1]
Retired Licensee	7	[1]
Related Occupation	10	[1]
Consumer	36	[1]
Government Agency	14	[1]
Professional Association/Group	26	[1]
Educational/School Association/Group	26	[1]
Other[2]		[1]

[1] A response rate cannot be determined for these external stakeholders because of the undetermined number having access to the survey link.

[2] Respondents listed in the "Other" category identified themselves as follows, with the number of times the response was given listed in parentheses:

- AMFT
- Applicant
- Associate Clinical Social Worker
- Consultant
- Consumer Relative
- Dual-Licensed LMFT and LPCC (2)
- Employer
- Former AMFT
- Licensee
- LMFT (2)
- Non-Active Registrant
- Non-Profit (2)
- Private Practice Clinician
- Registered AMFT
- Seeking Licensure
- Social Worker Council
- Supervisor (5)
- Suspended Registrant

Appendix C – Demographic Data

Demographic questions were solicited from external stakeholders only.

Race

Races Stakeholders Identified With*
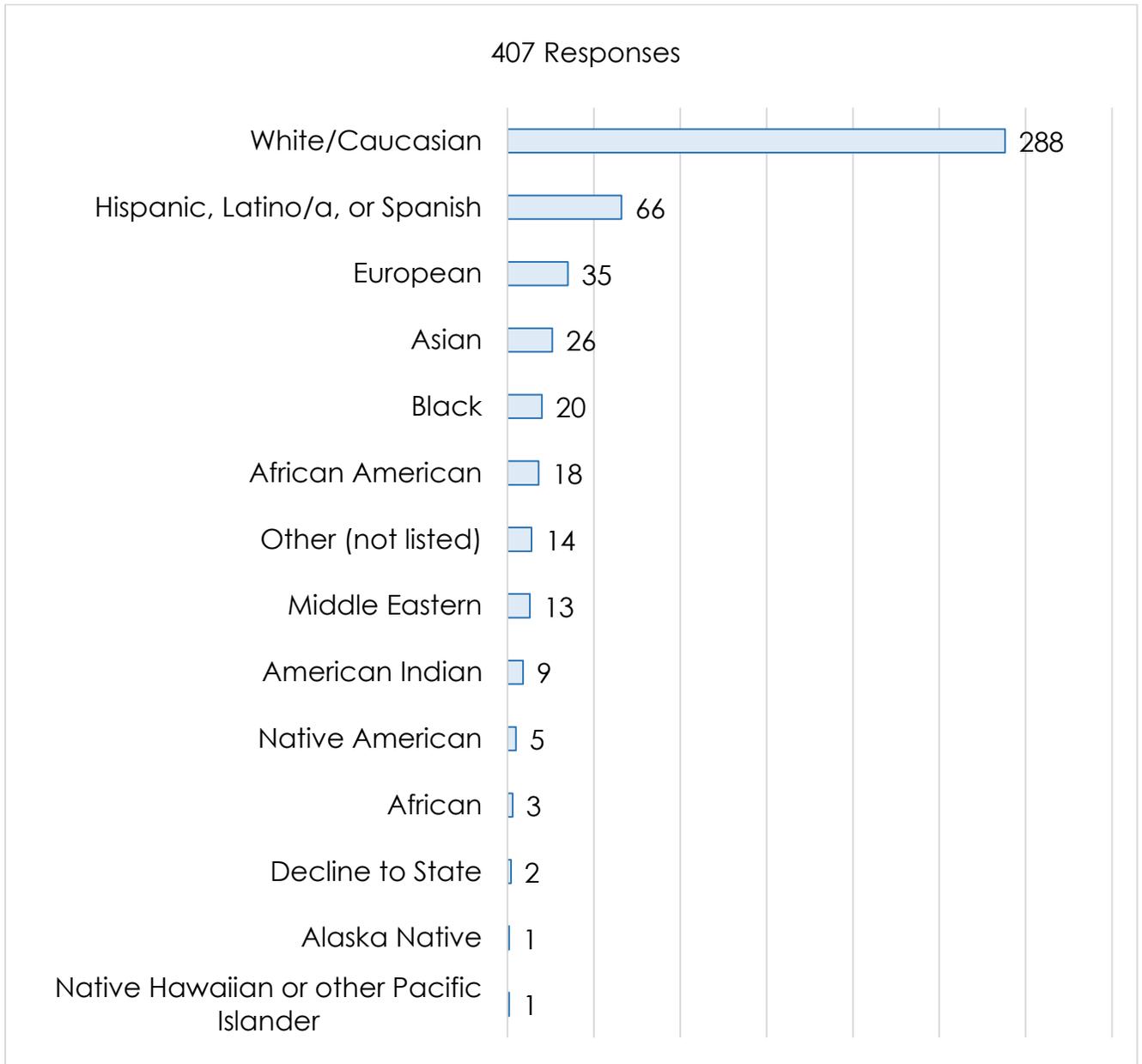
   * Multiple options could be selected.

407 Responses

Race	Count
White/Caucasian	288
Hispanic, Latino/a, or Spanish	66
European	35
Asian	26
Black	20
African American	18
Other (not listed)	14
Middle Eastern	13
American Indian	9
Native American	5
African	3
Decline to State	2
Alaska Native	1
Native Hawaiian or other Pacific Islander	1

Asian Stakeholders Identified With*

∗   Multiple options could be selected.

24 Responses

Ethnicity	Count
Korean	7
Filipino	6
Japanese	5
Vietnamese	4
Chinese	3
Laotian/Hmong	3
Other Asia	2
Thai	2
Cambodian	1
Asian Indian	0
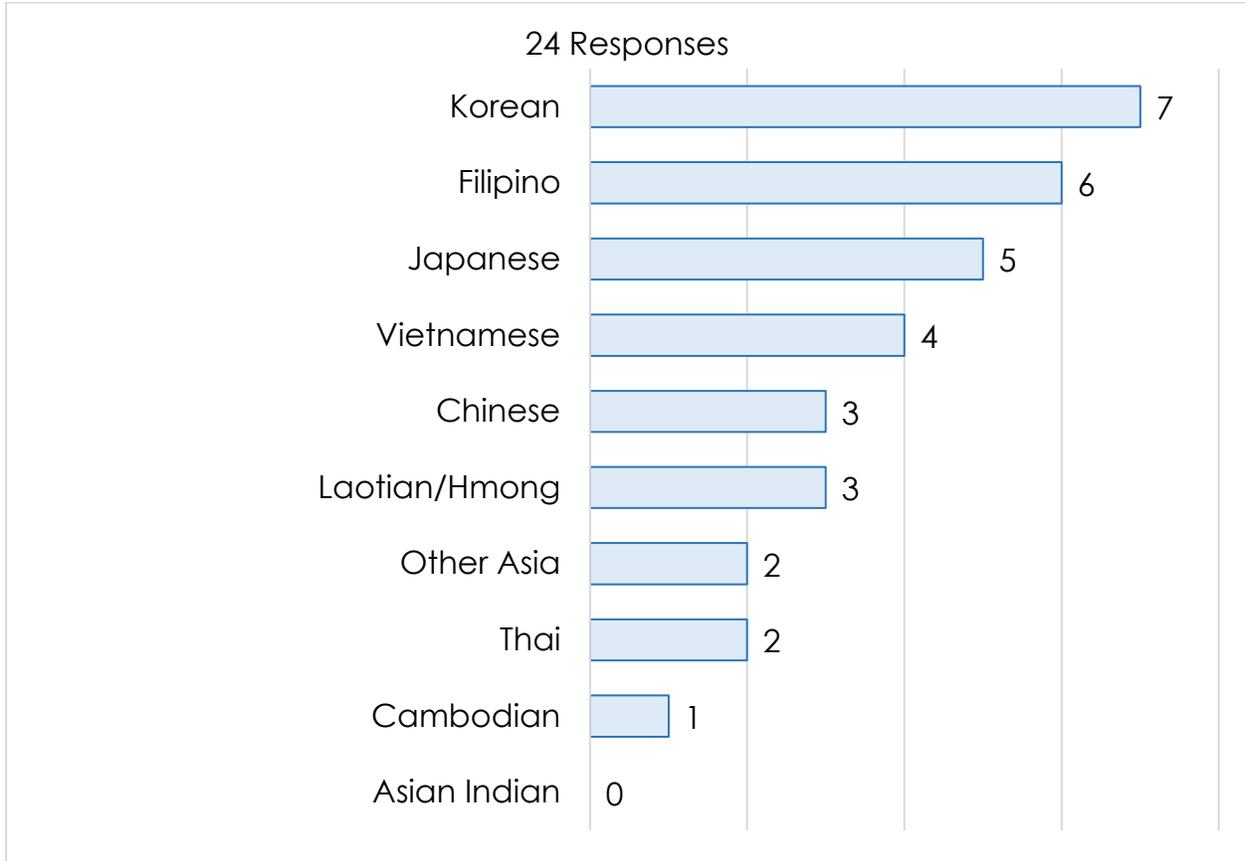
Hispanic, Latino/a, or Spanish Stakeholders Identified With*

* ∗ Multiple options could be selected.

64 Responses

Mexican, Mexican American, Chicano/a	46
Central American	10
Other Hispanic, Latino/a or Spanish origin	9
South American	3
Cuban	1
Puerto Rican	0
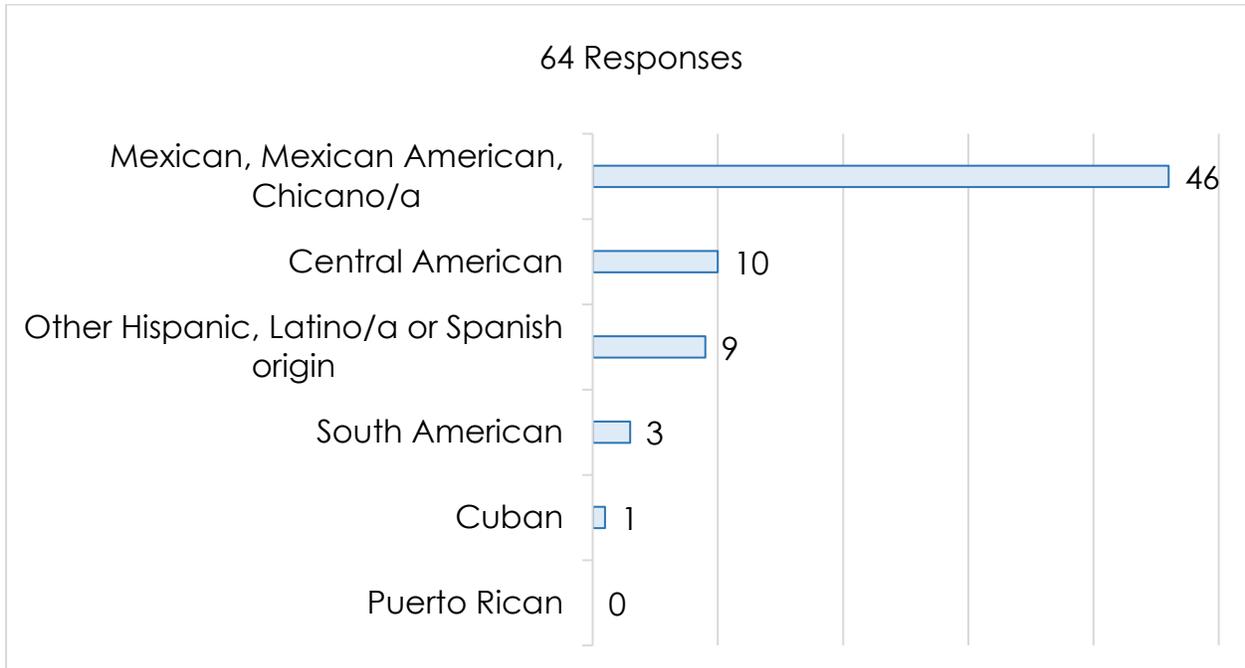
Native Hawaiian or Other Pacific Islander Stakeholders Identify With*

* ∗ Multiple options could be selected.

1 Responses

Other Pacific Islander	1
Fijian	0
Guamanian	0
Hawaiian	0
Samoan	0
Tongan	0
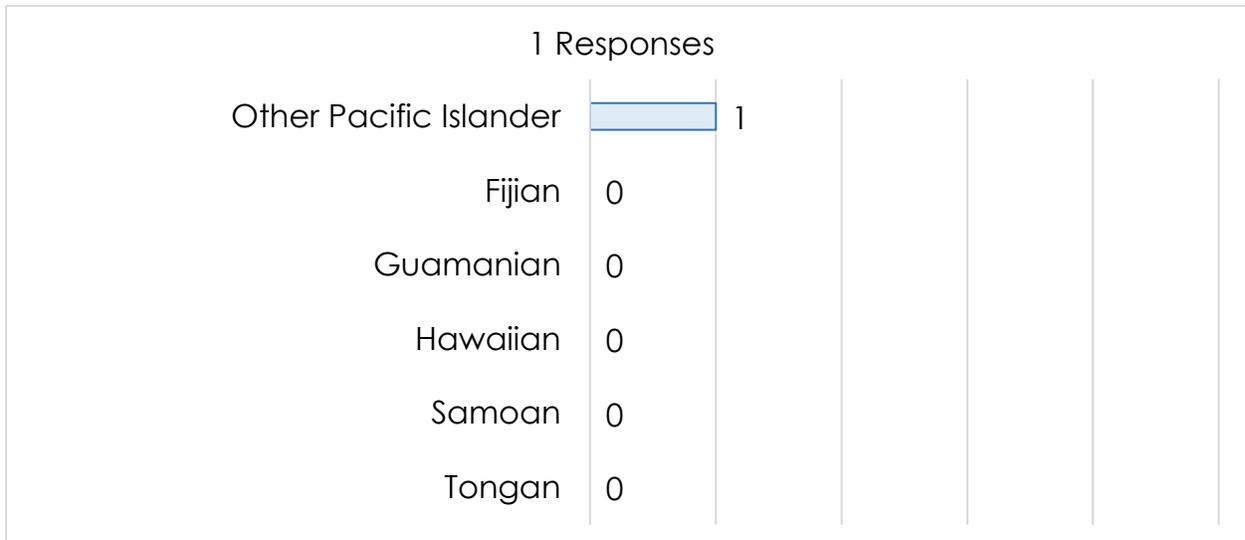
Education

External Stakeholders' Highest Level of Education

407 Responses

Category	Value
High School Diploma or Equivalent	0
Vocational/Practical Certificate	0
Some College	0
Associate's Degree	0
Bachelor's Degree	2
Master's Degree	368
Doctoral Degree	37
Decline to state	0
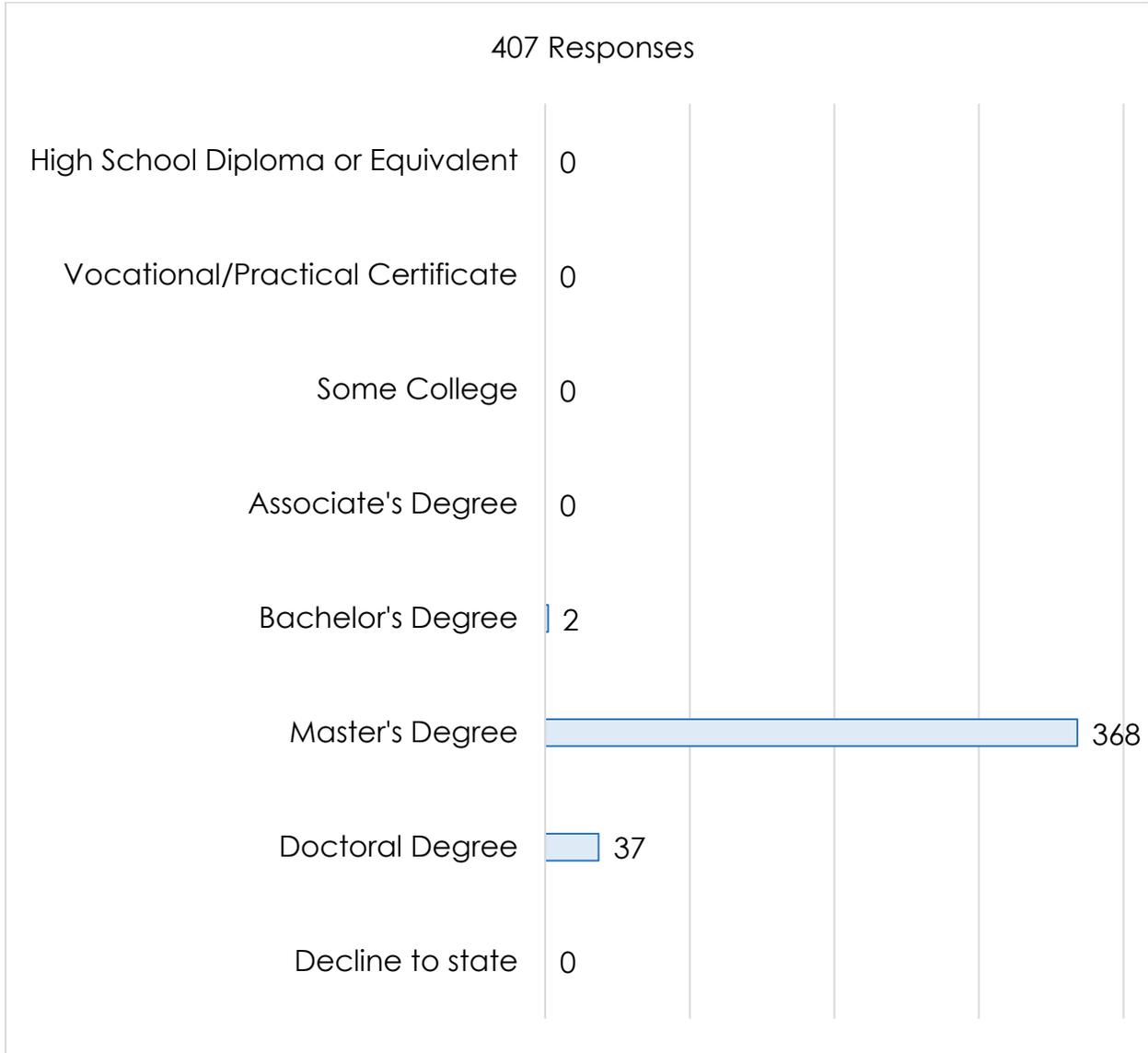
Languages

Languages

Languages Stakeholders Speak Fluently*

∗ A total of 58 options (listed in the next page) were provided, including "Decline to State." Multiple options could be selected. Languages not selected are not shown.

384 Responses

Language	Count
English	353
Spanish	61
Decline to state	8
French	6
Italian	5
Russian	4
Tagalog	4
German	3
Ukrainian	3
American Sign Language	2
Hebrew	2
Hmong	2
Japanese	2
Other (not listed)	2
Portuguese	2
African Languages	1
Arabic	1
Armenian	1
Gujarati	1
Hungarian	1
Indonesian	1
Other Chinese	1
Other Sign Language	1
Persian (Farsi)	1
Scandinavian Languages	1
Serbian	1
Urdu	1

Language Options

- African Languages
- American Sign Language
- Amharic
- Arabic
- Armenian
- Cantonese
- English
- Fijian
- Formosan (Amis)
- French
- German
- Greek
- Gujarati
- Hebrew
- Hindi
- Hmong
- Hungarian
- Ilocano
- Indonesian
- Italian
- Japanese
- Korean
- Lao
- Mandarin
- Mien
- Mon-Khmer
- Navajo
- Persian (Farsi)
- Polish
- Portuguese
- Punjabi
- Russian
- Samoan
- Scandinavian Languages
- Serbian
- Spanish
- Swahili
- Tagalog
- Telugu
- Thai
- Tonga
- Turkish
- Ukrainian
- Urdu
- Vietnamese
- Xiang Chinese
- Yiddish
- Yoruba
- Other Chinese
- Other Non-English
- Other Sign Language
- Other (not listed)
- Decline to State

Birth sex

External Stakeholders' Assigned Sex at Birth

402 Responses

Female	337
Male	52
Decline to state	13
Unknown/Undetermined	0
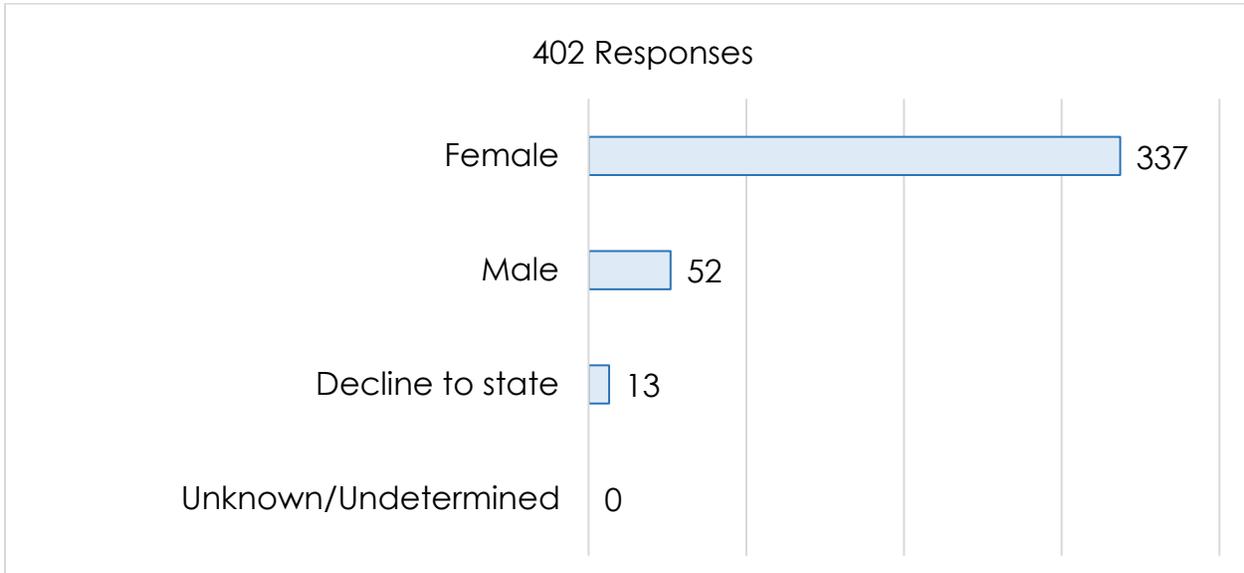
Current gender

How External Stakeholders Describe Themselves

403 Responses

Female	327
Male	53
Decline to state	9
Do not identify as male, female, or transgender	8
Transgender	6
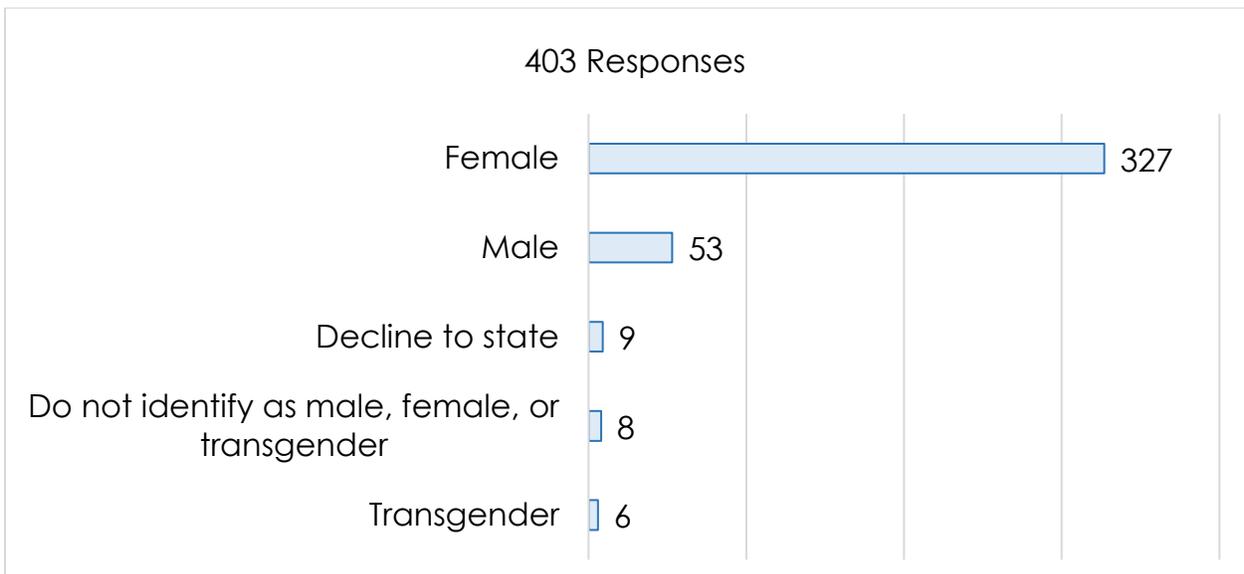
Orientation

External Stakeholders' Orientation

403 Responses

Orientation	Value
Straight or heterosexual	295
Bisexual	35
Gay or lesbian	33
Decline to state	24
Other	16
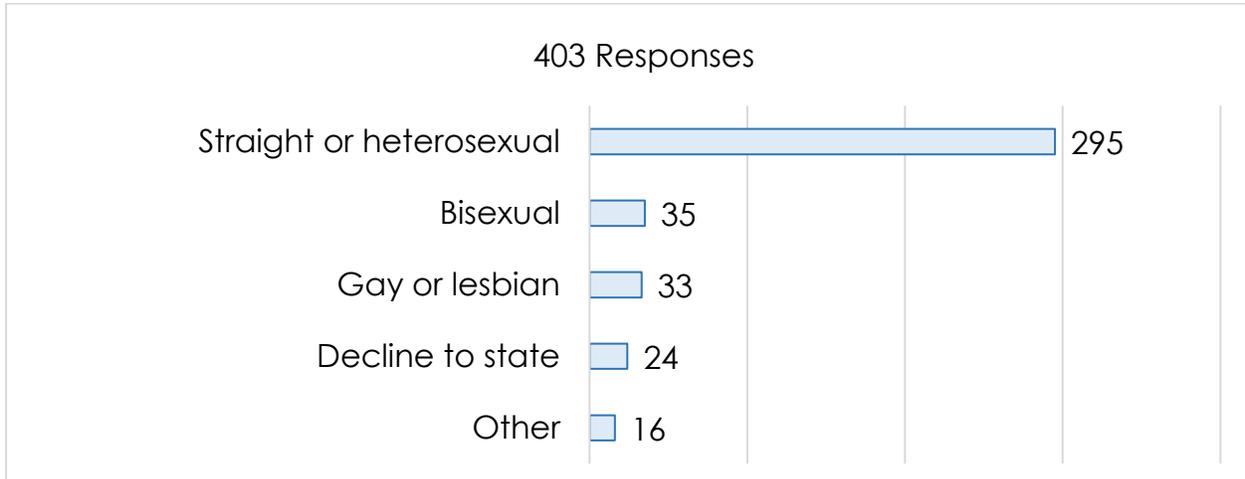
Disability status

External Stakeholders' Disability Status

402 Responses

Disability Status	Value
I do not have a disability	268
I have a disability	102
Decline to state	32
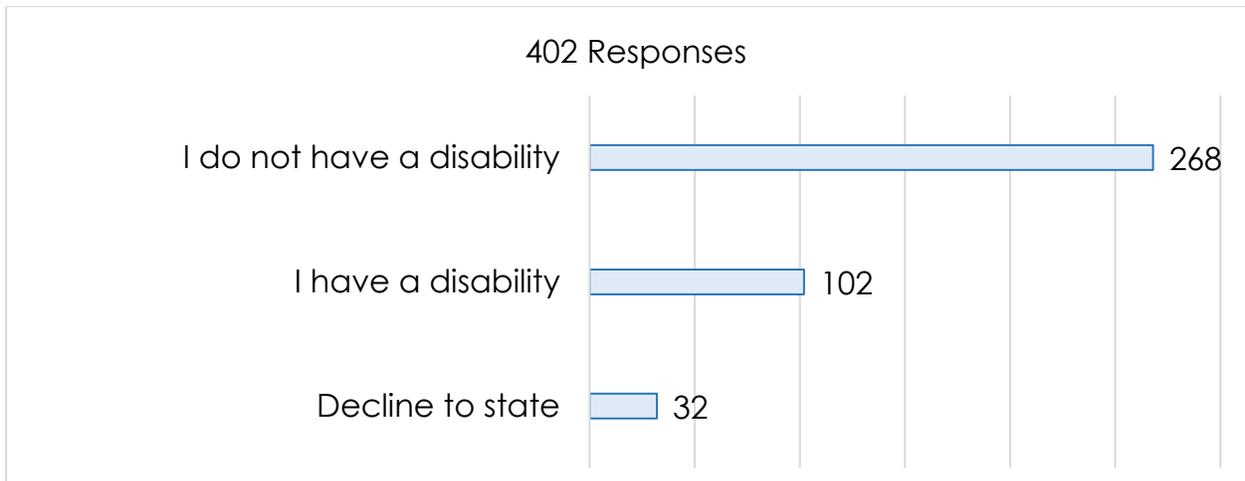
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Strategic Planning

Objectives Worksheet

Planning Session:
Thursday, February 19, 2026

Background

This worksheet will assist you in preparing for the Board's strategic planning session. A well thought out strategic plan will provide the Board with clear long-term direction, align our resources with priorities, and help to ensure decisions that support the mission and vision of the Board. The strategic plan that the Board agrees upon will guide the work of the Board for the next four years.

When working through the worksheet, it is important to recognize the differences between goals, objectives and tasks.

Goals

A goal is a broad, high-level statement describing a desired future outcome. Goals reflect the Board's mission, vision, and strategic priorities and provide overall direction for the organization's work.

Board Mission Statement:

Protect and serve Californians by setting, communicating, and enforcing standards for safe and competent mental health practices.

Board Vision Statement:

All Californians are able to access the highest quality mental health services.

The Board's mission and vision were crafted to mirror the **legislative intent** of the Board:

- The licensure of marriage and family therapists, clinical social workers, professional clinical counselors, and educational psychologists.

- The development and administration of licensure examinations and examination procedures consistent with prevailing standards for the validation and use of licensing and certification tests. Examinations shall measure knowledge and abilities demonstrably important to the safe, effective practice of the profession.

- Enforcement of laws designed to protect the public from incompetent, unethical, or unprofessional practitioners.

- Consumer education.

Objectives

An objective is a more specific, measurable result that supports achieving a goal within a desired timeframe. Objectives guide the Board's and committees' work by translating the high-level goals into clear areas of focus and accountability.

Within the worksheet you will notice suggested objectives proposed by the Board management. These objectives were developed through facilitated brainstorming and discussion, informed by a review of internal and external factors affecting the Board's work. The objectives are presented to support and guide the Board's strategic planning discussion and reflect management's assessment or areas that will best advance the Board's mission, vision and goals.

Tasks

A task is a more concrete action or step taken to accomplish an objective. Tasks may be identified through Board or committee discussions or developed internally by staff as part of the implementation planning. While the direction and priorities are set at the Board and committee level, the completion of tasks are primarily the responsibility of Board staff.

Instructions

As we get ready for the Strategic Pre-Planning Session, take a moment to think about what you would like to see BBS work on over the next four years. Consider the following:

- The Environmental Scan Report (A summary or weaknesses identified in the report has been provided in each goal area)
- The Board management proposed objectives
- Experience and previously identified needs

Determine Issues/Areas for Improvement and Brainstorm Solutions

What issues/areas for improvement come to mind for the following strategic goal areas?

1. Administrative Services
2. Licensing
3. Examination
4. Enforcement
5. Outreach & Education
6. Legislation & Regulation

Questions to Consider:

- What are some objectives you would like the Board to achieve and are they short-term or long-term goals?

- Do the Board management proposed objectives appropriately support and address improvements to Board functioning?

- Are the Board management proposed objectives clear, understandable, and easy to interpret?

- Are there additional objectives you believe the board should focus on, and should those objectives replace or supplement the Board management proposed objectives?

- What specific tasks would you like the Board to accomplish in the next four years?

- What objective would those tasks align with?

DEIA Summary

Specific questions have been incorporated into the environmental scan surveys to gather demographic data and for strategic planning participants to consider DEIA (Diversity, Equity, Inclusion, and Accessibility) impacts of policy decisions such as regulatory, statutory, and continuing education requirements, when developing strategic objectives. Consider:

- Who will benefit from or be burdened by the particular decision or proposal?
- Are there needs that may be different for demographic or geographic groups?
- Once implemented, how will the Board measure effect on impacted populations?
- What data/metrics will be used to evaluate the impacts?

Different Perspectives About Ideas and Priorities

- Conduct surveys and questionnaires on social media.
- Seek input from diverse populations.
- Host townhall and stakeholder meetings.
- Increase outreach events on diverse social media platforms.
- Increase targeted outreach and public education.

Unnecessary Requirements or Barriers to Licensure

- Costs and fees for applications, exams, education, continuing education, and unpaid supervised experience hours.
- Processing times.
- Rural access to exams and exam biases.
- Supervised hours requirements.
- Education requirements.

Outreach and Connection to All Californians

- Collaborate with diverse groups.
- Consistent social media presence.
- High school and college level outreach.
- Seek and listen to feedback from stakeholders.
- Host and attend community events.

Furthering Equal Access to Opportunities

- Financial assistance and scholarships.
- Mentorships and apprenticeships.
- Paid internships.
- Outreach to rural or underserved areas.
- Reduction of clinical hours, reworked guidelines, removal of duplicative fingerprinting requirements.

Goal #1: Administrative Services

Goal Statement: Build an excellent organization through proper Board governance, effective leadership, and responsible management.

Board Management Proposed Objectives

1. Assess, update, and standardize all Board forms to maximize clarity and improve user experience.
2. Transition to a paperless process.
3. Improve communication processes to ensure staff, applicants, and stakeholders receive timely and accurate information.
4. Regularly evaluate and maintain adequate staffing resources to meet workload demands, improve service quality, and support Board priorities.
5. Review and update all procedure manuals across functional units and develop a centralized digital repository that allows staff to easily locate, reference, and maintain procedural documentation.

Additional Objectives

Tasks You Would Like the Board to Consider for Administrative Services

Please take a moment to review the weakness summaries on Environmental Scan pages 35 through 39, external environment summaries on pages 46 through 52, and the Diversity, Equity, Inclusion, and Accessibility (DEIA) summaries on pages 53 through 61. Weaknesses are summarized below, and DEIA issues are summarized at the beginning of this workbook for your convenience.

Summary of Weaknesses

- Improve communication.
- Processing paperwork takes too long.
- Need more staff.
- Need more availability from staff.
- Office supplies need to be ordered more regularly.
- Customer service needs to be improved.

Goal #2: Licensing

Goal Area Definition: Establish licensing standards to protect consumers and allow reasonable and timely access to the profession.

Board Management Proposed Objectives

1. Develop and enhance online tools and guidance documents to support applicants and registrants in navigating the licensure pathway.
2. Reduce average processing times for all license and registration applications by leveraging technology and staffing efficiencies.
3. Assess application fees for equity, transparency, and supporting long-term fiscal solvency.
4. Update and streamline the licensure requirements to increase accessibility to the profession while strengthening consumer protection.

Additional Objectives

Tasks You Would Like the Board to Consider for Licensing

Please take a moment to review the weakness summaries on Environmental Scan pages 11 through 15, external environment summaries on pages 46 through 52, and the Diversity, Equity, Inclusion, and Accessibility (DEIA) summaries on pages 53 through 61. Weaknesses are summarized below, and DEIA issues are summarized at the beginning of this workbook for your convenience.

Summary of Weaknesses

- Slow application processing times.
- Need more online processes.
- Communication needs to be improved.
- Need for more staff.
- Costs and fees are too expensive.
- Website is difficult to navigate, and information is not clear.

Goal #3: Examination

Goal Definition: Administer fair, valid, comprehensive, and relevant licensing examinations.

Board Management Proposed Objectives

1. Review exam eligibility timing to identify opportunities to streamline the pathway to licensure and improve timeliness for candidates.
2. Enhance recruitment of subject matter experts to expand and diversify the pool supporting Board and national examination development.
3. Conduct ongoing reviews of examination to keep current and consider alternative pathways.
4. Broaden and improve examination preparation materials to increase candidates' readiness for exams.
5. Coordinate and implement the AMFTRB National Examination to improve licensure portability and reduce administrative barriers.

Additional Objectives

Tasks You Would Like the Board to Consider for Examinations

Please take a moment to review the weakness summaries on Environmental Scan pages 17 through 21, external environment summaries on pages 46 through 52, and the Diversity, Equity, Inclusion, and Accessibility (DEIA) summaries on pages 53 through 61. Weaknesses are summarized below, and DEIA issues are summarized at the beginning of this workbook for your convenience.

Summary of Weaknesses

- Slow processing time to be approved for exams.
- Improve recruitment of Subject Matter Experts (SMEs) for exam development.
- Exam does not measure competency.
- Need support for candidates during the exam process.
- Exam questions are biased and unfair.
- Costs and fees for exams are too high.
- Test site issues.

Goal #4: Enforcement

Goal Definition: Protect the health and safety of consumers through the enforcement of laws.

Board Management Proposed Objectives

1. Strengthen the monitoring and analysis of violations and disciplinary trends to support informed policy development and continuous improvement.
2. Strengthen the continuing education and supervisor audit process to ensure compliance and support professional competency.
3. Enhance communication with consumers and licensees about the complaint process and outcomes to ensure transparency and understanding.
4. Improve enforcement case processing times to support efficient and consistent case resolution.

Additional Objectives

Tasks You Would Like the Board to Consider for Enforcement

Please take a moment to review the weakness summaries on Environmental Scan pages 23 through 27, external environment summaries on pages 46 through 52, and the Diversity, Equity, Inclusion, and Accessibility (DEIA) summaries on pages 53 through 61. Weaknesses are summarized below, and DEIA issues are summarized at the beginning of this workbook for your convenience.

Summary of Weaknesses

- The Board is overly punitive with enforcement actions.
- Need more enforcement staff.
- Ineffective enforcement.
- Need to increase frequency of CE audits.
- Improve consistency in enforcement decisions.
- Improve processing times.
- Improve communication.
- Publicized disciplinary actions are humiliating.

Goal #5: Outreach & Education

Goal Statement: Engage stakeholders through continuous communication about the practice and regulation of the professions, and mental health care.

Board Management Proposed Objectives

1. Expand current outreach efforts by hosting live events for educators, supervisors, and associates to address common licensure pathway concerns and gather ongoing feedback.
2. Build upon the outreach efforts and initiatives of organizations and agencies to reach students in underserved communities and encourage entry into the mental health profession.
3. Update the Board's website and outreach materials to increase clarity and expand resources.
4. Strengthen outreach to educational institutions and students to promote understanding of the licensure pathway and legal obligations of practitioners.
5. Develop strategies to reach the public and increase awareness of their rights as mental health consumers.

Additional Objectives

Tasks You Would Like the Board to Consider for Outreach & Education

Please take a moment to review the weakness summaries on Environmental Scan pages 41through 45, external environment summaries on pages 46 through 52, and the Diversity, Equity, Inclusion, and Accessibility (DEIA) summaries on pages 53 through 61. Weaknesses are summarized below, and DEIA issues are summarized at the beginning of this workbook for your convenience.

Summary of Weaknesses

- Need more outreach.
- Stakeholders are unaware of outreach.
- Board struggles with consumer outreach.
- Outreach communication is lacking.
- Need for more school outreach.
- Board needs to be more accessible.

Goal #6: Legislation & Regulations

Goal Definition: Ensure the statutes, regulations, policies, and procedures strengthen the Board's mandates and mission.

Board Management Proposed Objectives

1. Review, update, and modernize statutes to improve clarity, alignment, and effectiveness.
2. Review and update regulations to improve clarity, alignment, and effectiveness to support compliance.
3. Continuously evaluate emerging professional and industry trends and proactively implement regulatory or legislative updates to ensure clarity, effectiveness, and consumer protection.

Additional Objectives

Tasks You Would Like the Board to Consider for Legislation & Regulations

Please take a moment to review the weakness summaries on Environmental Scan pages 29 through 33, external environment summaries on pages 46 through 52, and the Diversity, Equity, Inclusion, and Accessibility (DEIA) summaries on pages 53 through 61. Weaknesses are summarized below, and DEIA issues are summarized at the beginning of this workbook for your convenience.

Summary of Weaknesses
- Need for license portability.
- Be more proactive in legislation stances.
- Too many regulations.
- Communicate better on updates to legislation and regulation.
- Legislation and regulation processes are too slow.
- Confusing regulations, legislation, and requirements.

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