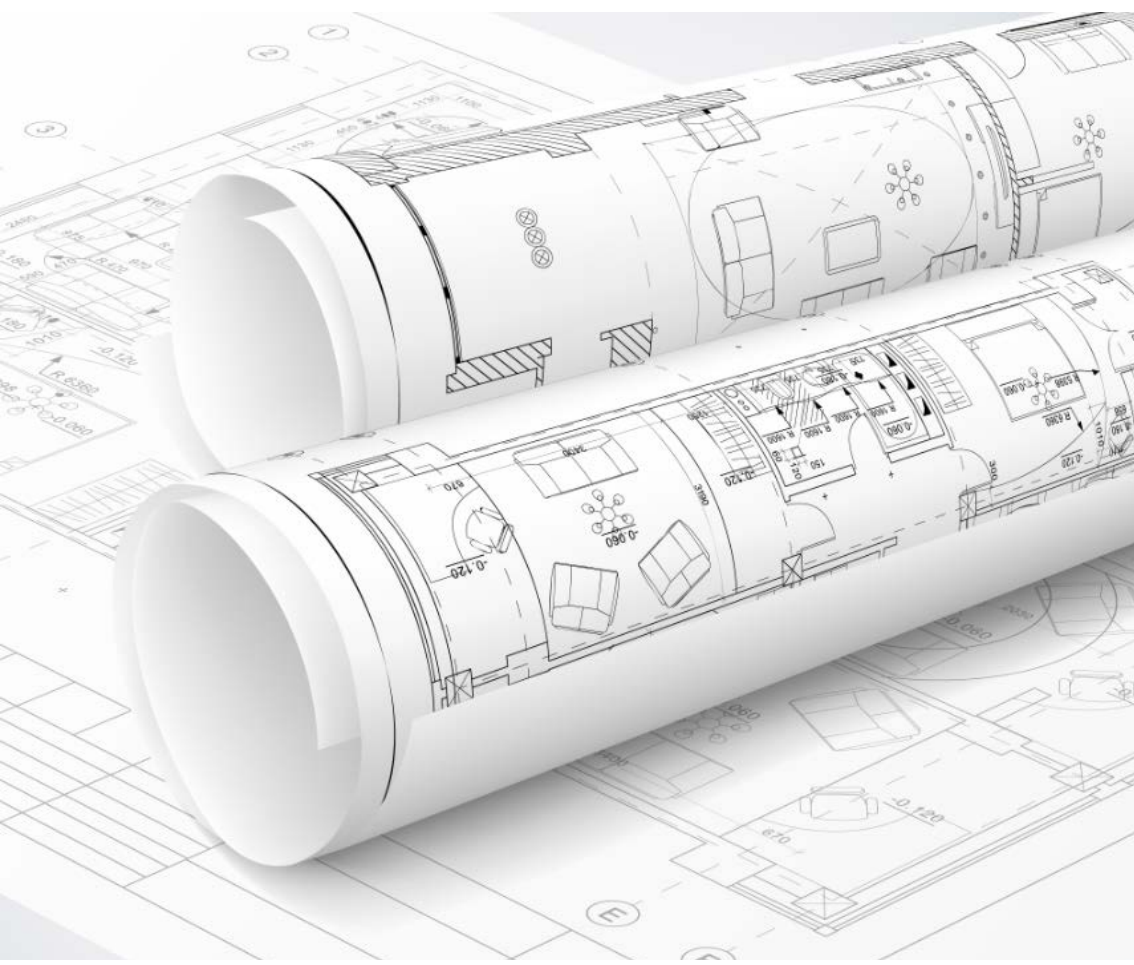


Department of Consumer Affairs

# CALIFORNIA ARCHITECTS BOARD

PUBLIC PROTECTION THROUGH EXAMINATION, LICENSURE, AND REGULATION

2017–2018



## Strategic Plan

Approved: March 2, 2017

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## Board Members

Matthew McGuinness, President | Public Member

Sylvia Kwan, Vice President | Architect Member

Tian Feng, Secretary | Architect Member

Jon Alan Baker | Architect Member

Denise Campos | Public Member

Pasqual V. Gutierrez | Architect Member

Ebony Lewis | Public Member

Robert C. Pearman, Jr. | Public Member

Nilza Serrano | Public Member

Barry Williams | Architect Member

Douglas R. McCauley, Executive Officer

## Message from the Board President Matthew McGuinness

I am honored to serve as Board President for 2017. As a public member of the Board, I bring my unique perspective to further our mission. Over the years, there have been mayors, former prosecutors, health care executives, corporate attorneys, and many others who have served as public members. That diversity enhances our deliberations and leads to better solutions to further our consumer protection mission.

My father served on the Board from 1983 to 1987. This provided me with early exposure to the importance of the Board's work and how it protects the public health, safety, and welfare. The amount of change that has taken place is impressive. Improvements to the both the national and state examinations, the evolution of the experience requirement (Architectural Experience Program), and the innovation of Integrated Path to Architectural Licensure are all monumental and vastly improve the licensure process, which is crucial to protecting the public.

This year we embark upon a new Strategic Plan. For the second time, we have embraced a multi-year effort which is designed to facilitate deeper engagement in significant issues. The plan was facilitated by the Department of Consumer Affairs' organizational development division, called Strategic Organizational Leadership and Individual Development.

The current regulatory environment is influenced by a number of important factors: a White House report on occupational licensing; a recent United States Supreme Court decision; and a report from the Little Hoover Commission. Taken together, the imperative for boards is to put consumers first and maintain appropriate licensing standards. The Board's unwavering commitment to our consumer protection is continually exemplified through the strong results of our enforcement program. Our case load and case aging outcomes continue to exceed expectations. The Board will continue to leverage our resources and identify new ways to protect consumers. The Board is also committed to maintaining the flexibility of our licensure standards to facilitate licensure and respect the diversity that is so important to architecture.

Other important components of the Plan focus on communications with stakeholders, internal resources, and technology. The Board has an impressive history of innovation. To further those efforts, we need to continue to strive to bolster our organizational effectiveness and the Plan has a number of important objectives to help attain that goal.

You may have noticed that the motto for our national association is "let's go further." That message captures the criticality of continuous improvement. I am looking forward to the Board taking important strides to continue to find new and better ways to promote efficient licensing and strong consumer protection.

## About the California Architects Board

Each day, millions of Californians work and live in environments designed by licensed architects. The decisions of architects about scale, massing, spatial organization, image, materials, and methods of construction impact not only the health, safety, and welfare of the present users, but of future generations as well. To safeguard the public, reduce the possibility of building failure, encourage sustainable and quality design, and provide access for persons with disabilities, those who are authorized to design complex structures must meet minimum standards of competency. It is equally necessary that those who cannot meet minimum standards by way of education, experience, and examination be prevented from misrepresenting themselves to the public.

The California Architects Board was created by the California Legislature in 1901 to safeguard the public's health, safety, and welfare. The activities of the Board benefit consumers in two important ways.

First, regulation protects the public at large. The primary responsibility of an architect is to design buildings that meet the owner's requirements for function, safety and durability; satisfy reasonable environmental standards; and contribute esthetically to the surrounding communities. To accomplish this, the architect's design must satisfy the applicable requirements of law and also must be a correct application of the skills and knowledge of the profession. It should be emphasized that the results of faulty design may be injurious not only to the person who engages the architect but also to third parties who inhabit or use the building.

Second, regulation protects the consumer of services rendered by architects. The necessity of ensuring that those who hire architects are protected from incompetent or dishonest architects is self-evident.

The Board is one of the boards, bureaus, commissions, and committees within the Department of Consumer Affairs (DCA), which is part of the Business, Consumer Services and Housing Agency under the aegis of the Governor. DCA is responsible for consumer protection through the regulation of licensees. While DCA provides administrative oversight and support services, the Board sets its own policies, procedures, and regulations.

The Board is composed of ten members: five public and five architects. The five architect members are all appointed by the Governor. Three of the public members are also gubernatorial appointees, while one public member is appointed by the Assembly Speaker and the other is appointed by the Senate Rules Committee. Board members may serve up to two four-year terms. Board members fill non-salaried positions, but are paid \$100 a day for each meeting day they attend and are reimbursed travel expenses.

Effective July 1, 1997, the Board of Landscape Architects' regulatory programs came under the direct authority of DCA. During the period of July 1, 1997 through December 31, 1997, the California Architects Board exercised all delegable powers under the provisions of an interagency agreement with DCA. Effective January 1, 1998, the Board assumed administrative

responsibility for regulating landscape architects. Under the enabling legislation, the Legislature created the Landscape Architects Technical Committee (LATC) which acts in an advisory capacity to the Board. The LATC, which consists of five licensed landscape architects, performs such duties and functions that have been delegated to it by the Board.

## How the Board Achieves its Mission

### Regulation

The Board establishes regulations for examination and licensing of the profession of architecture in California, which today numbers approximately 21,000 licensed architects and approximately 7,500 candidates who are in the process of meeting examination and licensure requirements.

### Licensing

A candidate must have five years of education equivalents\* to be eligible for the Architect Registration Examination (ARE). Candidates must complete the Architectural Experience Program (AXP), as administered by the National Council of Architectural Registration Boards (NCARB), and the ARE prior to receiving eligibility for the California Supplemental Examination (CSE). Successful completion of the CSE is required to fulfill the Board's requirements for licensure.

\* Credit for education and training is outlined in the Table of Equivalents contained in California Code of Regulations, Title 16, Division 2, section 117.

### Enforcement

The Board has an active enforcement program designed to ensure the laws governing the practice of architecture are enforced in a fair and judicious manner. The program consists of a local building official contact program, consumer education, and professional information outreach designed to prevent and assist in the early detection of violations. The Board enforces legal compliance for licensees by taking disciplinary actions against those in violation of laws and regulations.

The Board's enforcement program works to address three main goal areas:

1. Establishing regulatory standards of practice for those licensed as architects
2. Increasing public awareness of the Board's mission, activities, and services
3. Protecting consumers by preventing violations, and effectively enforcing laws, codes, and standards when violations occur

The Board is responsible for investigating complaints against licensees and unlicensed individuals. The Board retains the authority to make final decisions on all enforcement actions.

## 2015-2016 Board Accomplishments

1. Integrated Path to Architectural Licensure (IPAL) program implemented
2. Enforcement metrics continue to exceed DCA performance standards
3. CSE Test Plan completed
4. Linkage study and review of ARE completed
5. Intern title issue
6. NCARB participation
7. Completed Sunset Review process
8. Recruited additional architect consultant
9. Outreach to veterans



# California Architects Board Mission, Vision, and Values

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## Mission

*The California Architects Board protects consumers by establishing standards for professional qualifications, ensuring competence through examinations, setting practice standards, and enforcing the Architects Practice Act.*

## Vision

*The California Architects Board will be the national leader in the regulation of architectural practice.*

## Values

*Collaborative*

*Professional*

*Innovative*

*Proactive*

## Strategic Goals

### **1** *PROFESSIONAL QUALIFICATIONS*

Ensure the professional qualifications of those practicing architecture by setting requirements for education, experience, and examinations.

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### **2** *PRACTICE STANDARDS*

Establish regulatory standards of practice for California architects.

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### **3** *ENFORCEMENT*

Protect consumers by preventing violations and effectively enforcing laws, codes, and standards when violations occur.

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### **4** *PUBLIC AND PROFESSIONAL AWARENESS*

Increase public and professional awareness of the Board's mission, activities, and services.

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### **5** *ORGANIZATIONAL RELATIONSHIPS*

Improve effectiveness of relationships with related organizations in order to further the Board's mission and goals.

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### **6** *ORGANIZATIONAL EFFECTIVENESS AND CUSTOMER SERVICE*

Enhance organizational effectiveness and improve the quality of customer service in all programs.

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## GOAL 1: Professional Qualifications

*Ensure the professional qualifications of those practicing architecture by setting requirements for education, experience, and examinations.*

- 1.1 Conduct an analysis to determine the effectiveness of the continuing education requirement (and identify alternatives as appropriate) and prepare a report for the Legislature.
- 1.2 Collaborate with and support existing and emerging IPAL programs to promote success.
- 1.3 Revise the *Candidate Handbook* to reduce candidate confusion.

## GOAL 2: Practice Standards

*Establish regulatory standards of practice for California architects.*

- 2.1 Update the *Building Official Information Guide* to better educate local building officials on the Architects Practice Act.
- 2.2 Educate consumers on the standard of care so they understand what to expect from an architect when choosing to hire one.

## GOAL 3: Enforcement

*Protect consumers by preventing violations and effectively enforcing laws, codes, and standards when violations occur.*

- 3.1 Measure the effectiveness of the Board’s citation collection methods as a means of protecting future consumers.
- 3.2 Develop educational materials for newly licensed architects to provide more information about the requirements in order to avoid future violations.
- 3.3 Determine the necessity and implementation alternatives of a licensure fingerprint requirement as a means of protecting consumers.

## GOAL 4: Public and Professional Awareness

*Increase public and professional awareness of the Board's mission, activities, and services.*

- 4.1 Collect data from candidates related to the licensure process and assess the need of other means (focus groups) to better foster candidate clarity.
- 4.2 Work with DCA to collaborate with the Contractors State License Board and Board for Registration for Professional Engineers, Land Surveyors, and Geologists to assess the feasibility of developing a consumer website in order to educate consumers about the design and construction sector and strengthen protection.
- 4.3 Promote the revised *Consumer's Guide to Hiring an Architect, Candidate Handbook*, and *Building Official Information Guide* to keep stakeholders better informed.
- 4.4 Explore the possibility of the Board participating in consumer events as a means of communicating directly with the public.

## GOAL 5: Organizational Relationships

*Improve effectiveness of relationships with related organizations in order to further the Board's mission and goals.*

- 5.1 Identify organizational relationships that should be maintained and/or established in order to enhance the Board's mission to regulate the profession and protect the public.
- 5.2 Monitor Sunset Review, including the California Council for Interior Design Certification, to understand the process and advocate on common issues.
- 5.3 Encourage collaboration with other related boards in an effort to share best practices.

## GOAL 6: Organizational Effectiveness and Customer Service

*Enhance organizational effectiveness and improve the quality of customer service in all programs.*

- 6.1 Enhance an onboarding program for new Board members to increase Board member understanding of Board functions and purpose.
- 6.2 Expand cross-training program for Board staff and revise operational manuals to retain knowledge and increase organizational effectiveness.
- 6.3 Determine current business process needs for BreEZe to allow for a smoother transition to the program.
- 6.4 Prepare for the Sunset Review process in order to facilitate a positive outcome.
- 6.5 Assess and enhance existing committee charges, process, procedures, appointments, etc. to improve effectiveness.
- 6.6 Research and work with the Department of Consumer Affairs to update communications technology in order to efficiently notify stakeholders of important information.



## Strategic Planning Process

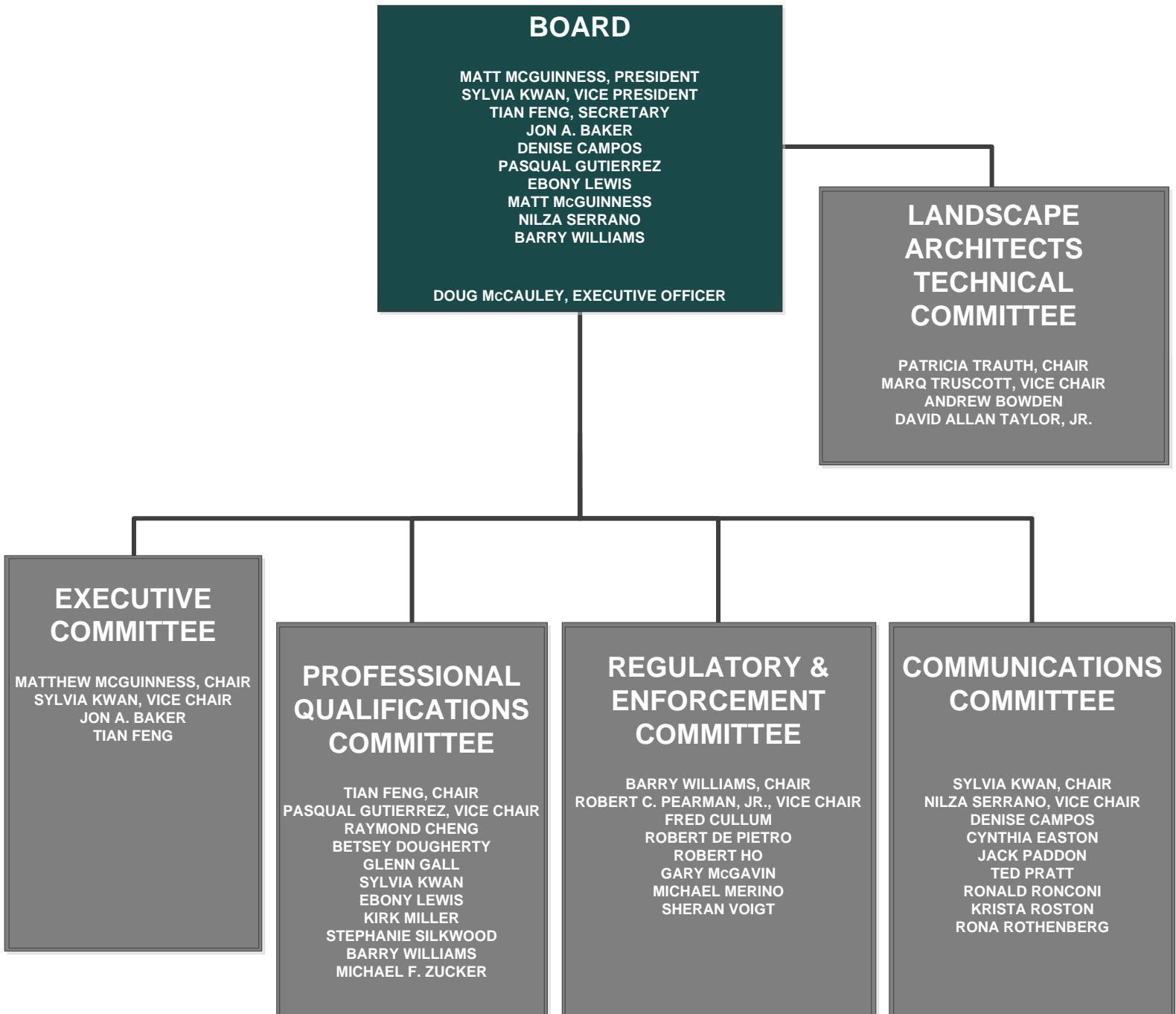
To understand the environment in which the Board operates and identify factors that could impact the Board's success, the California Department of Consumer Affairs' SOLID unit conducted an environmental scan by collecting information through the following methods:

- SOLID interviewed seven members of the Board to assess challenges and opportunities the Board is currently facing or will face in the future.
- SOLID held focus groups with the Board's management staff as well as 14 staff members to gain insight into challenges and opportunities within the organization.
- SOLID surveyed a selected stakeholder group to ensure the profession's concerns were included in the scan.

The environmental scan was discussed by Board members and the executive management team during a strategic planning session facilitated by SOLID on December 16, 2016. This information guided the Board in the development of the strategic goals and objectives outlined in this 2017–2018 Strategic Plan.

## Appendix A: Organizational Structure

The Board has developed the organizational structure below to implement its Strategic Plan. Included in the organizational chart are the Board and committee members for 2017. The Board establishes subcommittees and task forces as needed.



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