



# Evaluating Umbrella Agency Practices



# EXECUTIVE SUMMARY

## I. INTRODUCTION

The Council on Licensure, Enforcement and Regulation (CLEAR) has long provided objective research and analysis on “State of the Art” practices in regulatory oversight. To that end, CLEAR recently conducted a survey of occupational licensing practices for those states identified as employing an “umbrella agency” approach.

CLEAR has identified 23 states that undertake an “umbrella agency” approach to occupational licensing oversight. In this context, that means that these states centralize their regulatory boards under the auspices of one or two consolidated organizations. (Typically, when two such boards exist, one focuses on healthcare-related professions, while the other focuses on all other professions.) New Hampshire is the most recent state to have adopted this approach.

Working with OPLC leadership, CLEAR staff determined SurveyMonkey to be an appropriate platform for conducting this survey. SurveyMonkey offered several features that were thought essential to this project: the ability to utilize “logic branching” to ask specific follow up questions based on the outcome of previous questions; automated emails to facilitate non-response follow up and follow up on incomplete surveys; the ability to start and stop the survey, picking up where one leaves off; and cross-platform versatility, allowing respondents to participate utilizing any manner of computer, operating system, or mobile device.

## II. METHODOLOGY

In early February, CLEAR staff met with OPLC representatives to identify potential topics for the survey. There was broad agreement that the questions should strike a balance; understanding that every state is unique in its regulatory and political environment, it was agreed that the survey should include language that was broad enough to measure universally-accessible practices, while also asking questions that were specific enough to elicit actionable and useful information. To maximize response, the survey was planned for no more than 50 questions and no more than 30 minutes to complete. A 50% response rate was determined to be an appropriate response goal, as several factors (short staffing, alternative staffing during the current Covid era, and the fact that many legislative settings were ongoing during this time of year) were identified. CLEAR staff developed the cohort of the survey, a mix of agency directors and, in some cases, deputy-level staff.

Final design work on the Umbrella Agency Survey was started on February 13. The survey was finalized at 50 questions and SurveyMonkey’s diagnostics estimated a 24 minute response time. The survey cohort included at least one potential respondent from all 23 umbrella agency states, identified through a combination of internal CLEAR resources and follow-up calls when recent staffing changes were identified. The survey was emailed out on February 25, and gave an initial response deadline of March 12. This was always planned as a “soft deadline,” providing the opportunity for additional followup as needed to maximize response. States were informed in the introductory materials that the survey results would be shared with all responding agencies. This provided a strong incentive to participation, and several states indicated that they looked forward to reviewing the cumulative survey results.

At the conclusion of non-response follow up, 16 of 23 umbrella agency states (70%) had submitted responses to the survey. The responding states are a good mix of large states and small states. There is good geographic diversity and narrative responses were found to be detailed and informative. When the survey was answered in one sitting, the average response time was 26 minutes. (Several states showed response times of a week or more, when the survey was started and stopped in mid-response.)

The nonresponse follow up process included a combination of automated emails and in-person outreach by CLEAR staff and consultant support. In four cases, it was determined that a better point of contact was appropriate, and new potential respondents were added to the cohort. No state refused to participate, and it is believed that any non-response was purely due to time constraints. Throughout this report, all comments from respondents are reported verbatim.

Altogether, CLEAR was pleased with the response to this survey. The response rate of 70% well exceeded the established goal of 50%. Survey responses were robust, with good answer diversity providing useful information and revealing the complexities of the regulatory environment. We are hopeful that this survey provides useful information to states, and we believe that this exercise lays the groundwork for future collaboration among directors of umbrella agencies throughout the nation.

## Q1:

**Let's get started by entering contact information for the lead staff member for your umbrella agency. This is typically a Director.**

Identities and contact information for respondents available upon request. Surveys were returned by the states of Alaska, Colorado, Connecticut, Delaware, Idaho, Illinois, Mississippi, Montana, New Hampshire, South Carolina, Texas, Utah, Vermont, Virginia, Washington and Wisconsin.

## Q2:

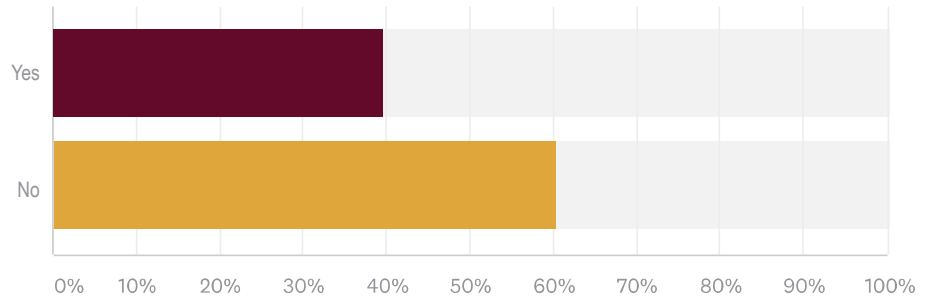
**Please provide a citation for the enabling statutory authority for your umbrella agency:**

### **RESPONSES/COMMENTS:**

Illinois	20 ILCS 2105
Washington	Title 18 RCW
Alaska	AS 08.01 is the overarching statute, but authority is sprinkled throughout board statutes within AS 08.
South Carolina	SC Code Title 40-1, et seq.
Montana	37-1-101, Montana Code Annotated - Please note that information provided in survey only covers the Professional Licensing Bureau. BSD also administers the Building Codes Bureau. Please see Org Chart.
New Hampshire	RSA 310-A
Utah	Utah Code Section 58-1-103
Delaware	Title 24 Delaware Code
Mississippi	The department is authorized to regulate programs as they are assigned to the MSDH via legislation.
Vermont	3 V.S.A. 122
Colorado	DORA: 24-34-101 DPO: 12-20-103
Idaho	Statutory authority was provided to the Governor last year to reorganize boards into one umbrella agency. See Idaho Code 67-2601, specifically subsection (4). In June, 2020, Governor Little issued Executive Order 2020-10 reorganizing boards into one umbrella agency.
Virginia	<a href="https://www.dhp.virginia.gov/media/dhpweb/docs/laws-regs/Ch25_DHP.pdf">https://www.dhp.virginia.gov/media/dhpweb/docs/laws-regs/Ch25_DHP.pdf</a>

### Q3:

Over the last five years, has your state adopted any new legislation that alters the authority of the umbrella agency?



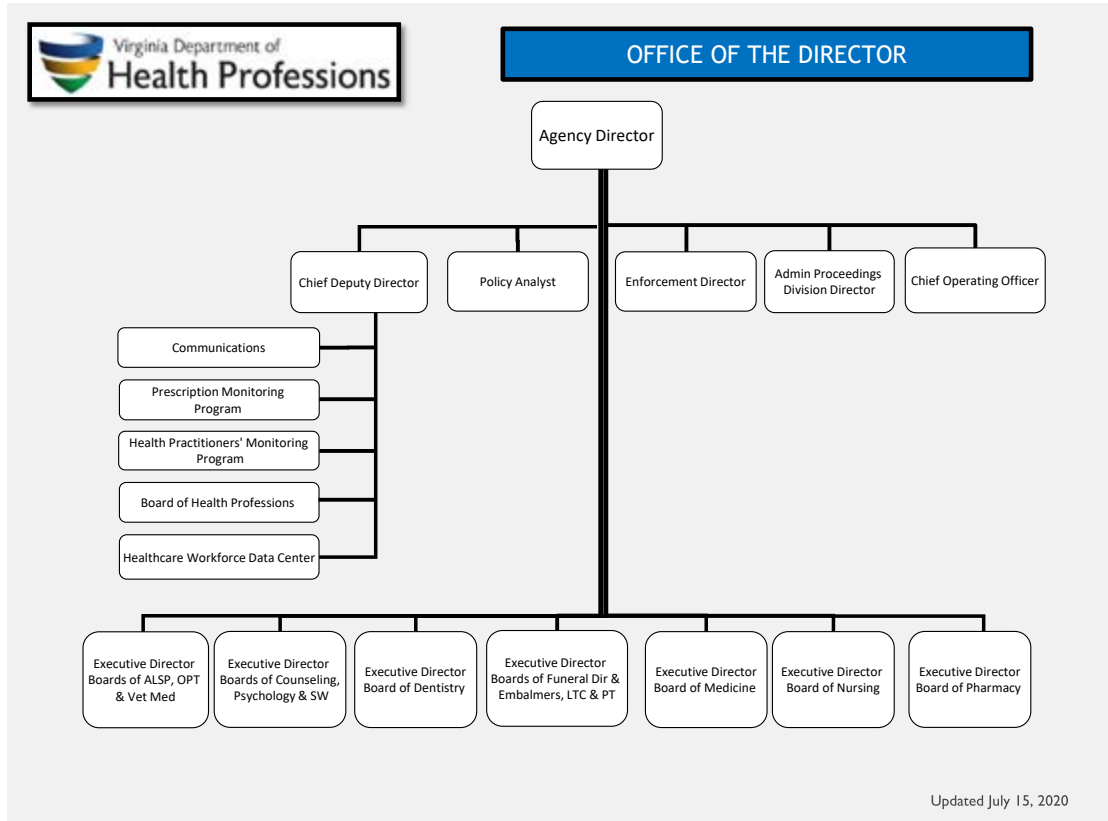
#### RESPONSES/COMMENTS:

- Illinois Public Acts 99-581, eff. 1-1-17; 100-230, eff. 8-18-17; 100-262, 100-286, eff. 1-1-18; 100-762, eff. 1-1-19; 100-863, eff. 8-14-18; 100-872, eff. 8-14-18; 100-883, eff. 8-14-18; 100-1078, eff. 1-1-19; 101-81, eff. 7-12-19; 101-221, eff. 1-1-20; 101-388, eff. 1-1-20
- Washington Unknown bill numbers. 2018-2020 added authority to regulate DSHS institutions such as state mental hospitals, increased mental health professional expansion and regulatory professions.
- Montana HB 141 (2017) Provide for active supervision by the Commissioner of the Department of Labor & Industry of board decisions that are anticompetitive or potentially anticompetitive.
- New Hampshire HB 2 (2019) HB1520 (2020) HB1623 (2020) HB1240 (2020) HB586(2017)
- Utah This question is confusing. Our fundamental authority hasn't changed, but we have dozens of bills each year that affect our authority, or at least the professions we regulate and the way we regulate them. I don't have time to compile a reference of them, so I am assuming you mean significant changes of authority.
- Vermont There have been a series of bills that have expanded the active state supervision of our umbrella agency. We have done this over the course of 4 or 5 years.
- Idaho legislation is being introduced and hopefully approved at this time.

# Q4:

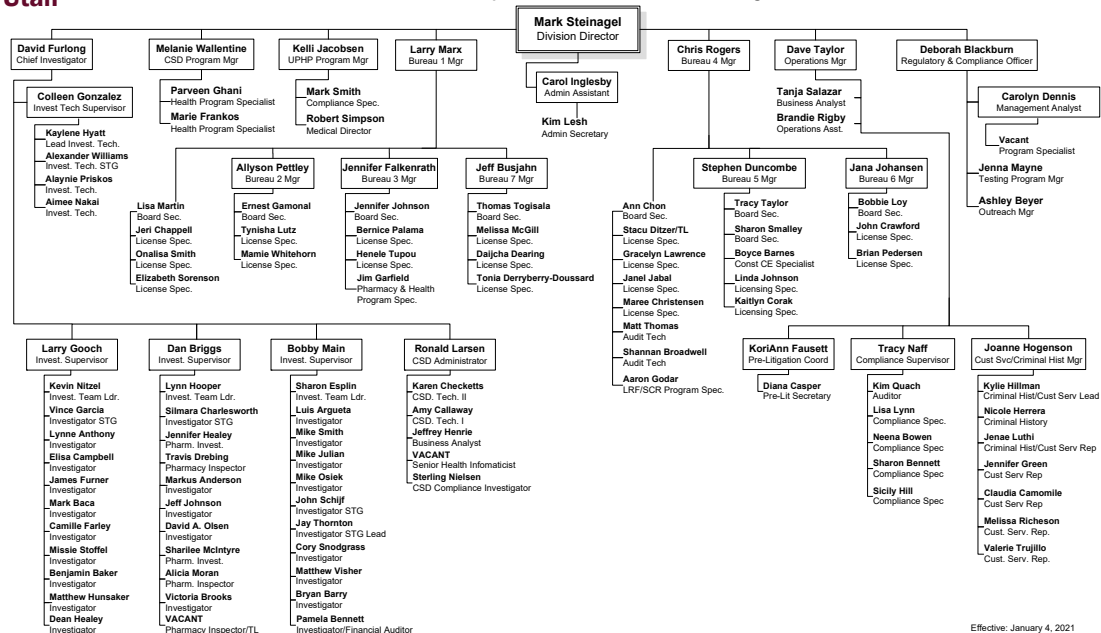
If available, please upload an organizational chart for your umbrella agency. If your agency does not have an organizational chart, or if the organizational chart is not publicly released, please proceed to the next question.

## Virginia



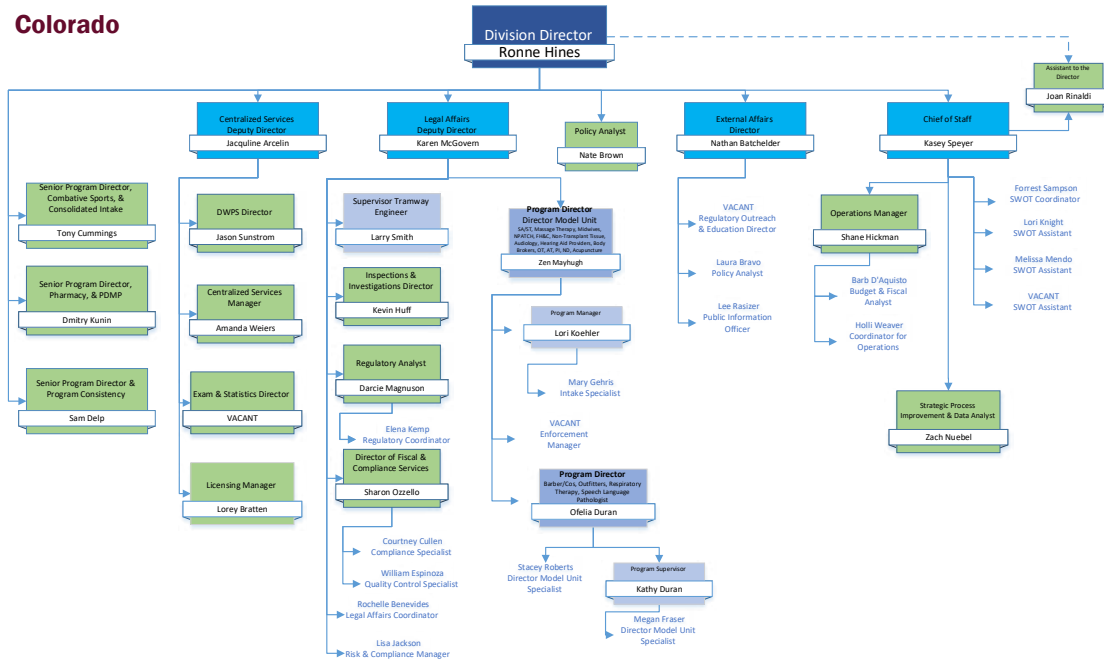
## Utah

### Division of Occupational and Professional Licensing

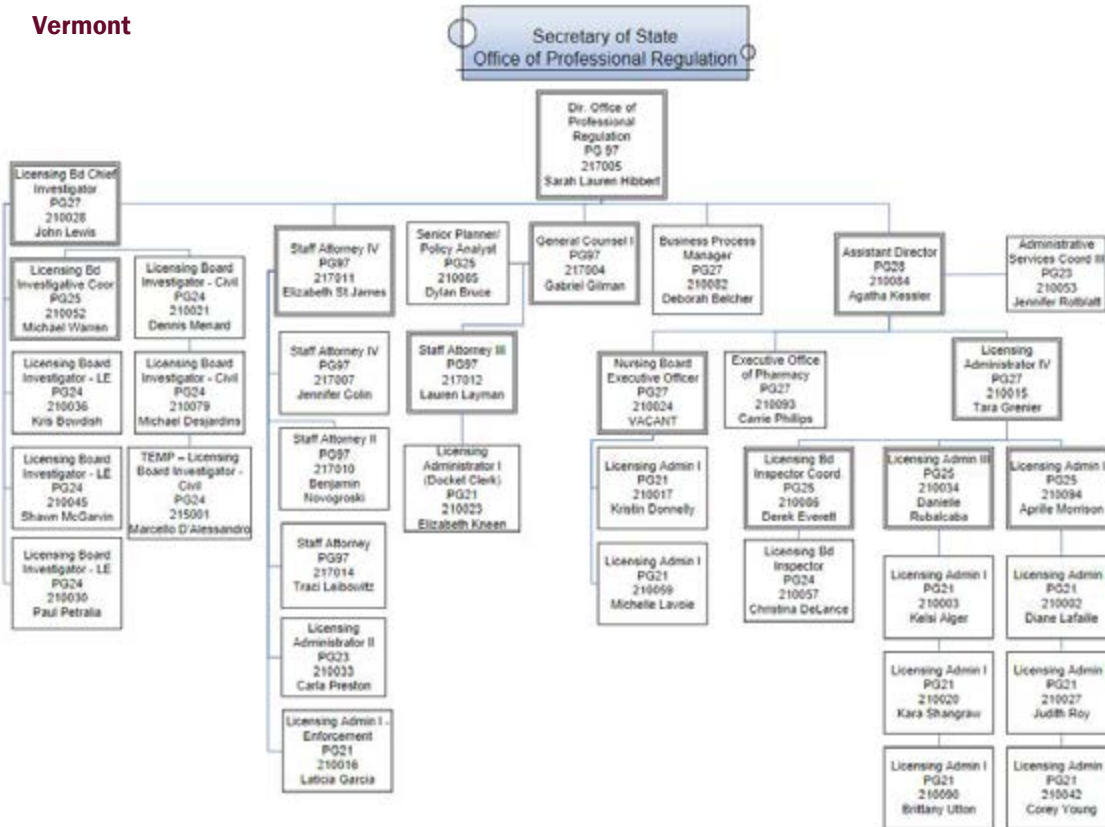


# Q4 (CONTINUED):

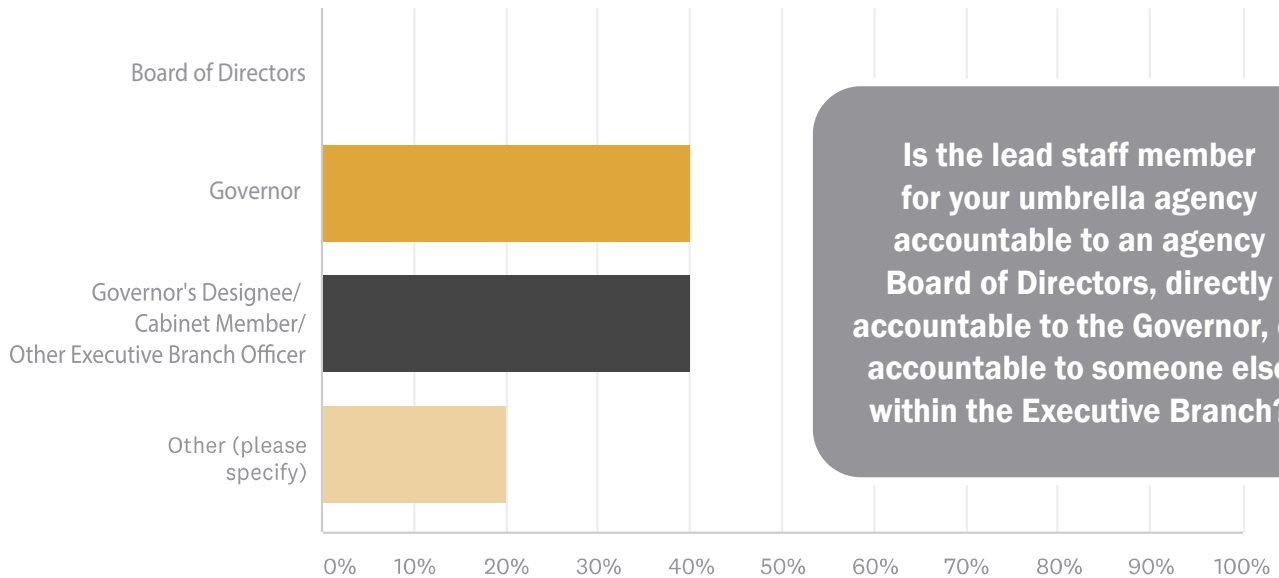
## Colorado



## Vermont



## Q5:



Is the lead staff member for your umbrella agency accountable to an agency Board of Directors, directly accountable to the Governor, or accountable to someone else within the Executive Branch?

### RESPONSES/COMMENTS:

Illinois	Governor
Washington	Governor
Alaska	Governor's Designee/ Cabinet Member/ Other Executive Branch Officer
Wisconsin	Governor
South Carolina	Governor
Montana	Governor's Designee/ Cabinet Member/ Other Executive Branch Officer
New Hampshire	Governor
Utah	Governor's Designee/ Cabinet Member/ Other Executive Branch Officer
Delaware	Governor's Designee/ Cabinet Member/ Other Executive Branch Officer
Mississippi	The State Health Officer is accountable to the MS Board of Health
Vermont	Secretary of State
Colorado	Governor's Designee/ Cabinet Member/ Other Executive Branch Officer
Idaho	Governor
Texas	Dr. John Hellerstedt, DSHS Commissioner
Virginia	Governor's Designee/ Cabinet Member/ Other Executive Branch Officer



## Q6:

### Considering your umbrella agency as a whole...

#### When were occupational licensing boards in your state first centralized under your umbrella agency?

Illinois	The "Illinois Department of Registration and Education" (later the Department of Professional Regulation and currently the Department of Financial and Professional Regulation) was established July 1, 1917.
Washington	1996
Alaska	unsure--decades ago
South Carolina	1994
Montana	1971
New Hampshire	2015
Utah	Decades ago. I do not know the year
Delaware	unknown
Mississippi	The MSDH has been authorized to regulate certain professions since the 1960's and probably before.
Vermont	1976
Colorado	Colorado
Idaho	Transition initiated June 2020. Not yet completed.
Texas	unknown
Virginia	1977

#### How many employees work for the umbrella agency?

Illinois	414
Washington	1600+
Alaska	106
Wisconsin	250
South Carolina	325
Montana	82
New Hampshire	86 (includes part-time)
Utah	120
Delaware	70
Mississippi	MSDH employees approximately 2,300 staff
Vermont	39
Colorado	~600, not including ~300 appointed board members; 210 DPO
Idaho	271.2
Texas	unknown
Virginia	246 Department staff + 31 contractor employees

## Q6 (CONTINUED):

### What is the cumulative budget for your umbrella agency?

Washington	\$1.3 billion
Alaska	\$15 million
Wisconsin	approximately 59 million
Montana	\$10,200,000 FY2020
New Hampshire	10,000,000 (approximately)
Utah	\$15,000,000 approx.
Delaware	8,000,000
Mississippi	160,000,0000+
Vermont	approx. 6 Million
Colorado	21Million DPo
Idaho	\$31.3M
Texas	unknown
Virginia	~\$34M

### How many cumulative new licenses are processed per year for boards served by your umbrella agency?

Illinois	Average 85,000 + applications are processed every year
Washington	10,000+
Alaska	11251 in FY20
South Carolina	45,000
Montana	14,628 FY2020
New Hampshire	Unknown. 229K active licenses under OPLC
Utah	25-30k
Delaware	8000
Mississippi	In Child Care and Professional licensure approximately 1,000 unknow about other areas of the Agency.
Vermont	80,000
Colorado	Newly licensed CY 2020 = 54,907
Idaho	25,000
Texas	5,075 (EMS Only)
Virginia	>44,500

## Q6 (CONTINUED):

### How many cumulative license renewals are processed per year for boards served by your umbrella agency?

Illinois	Average 450,000 per year
Washington	450,000+
Alaska	88331 in FY20
Wisconsin	approximately 550,000
South Carolina	170,000
Montana	73,828 FY2020
New Hampshire	Unknown. 229K active licenses under OPLC
Utah	130k
Delaware	36000
Mississippi	In Child Care and Professional Licensure approximately 18,000
Vermont	approx. 40,000
Colorado	Renewed CY 2020 = 165,689
Idaho	200,000
Texas	unknown
Virginia	>433,000

### How many policy-autonomous boards are served?

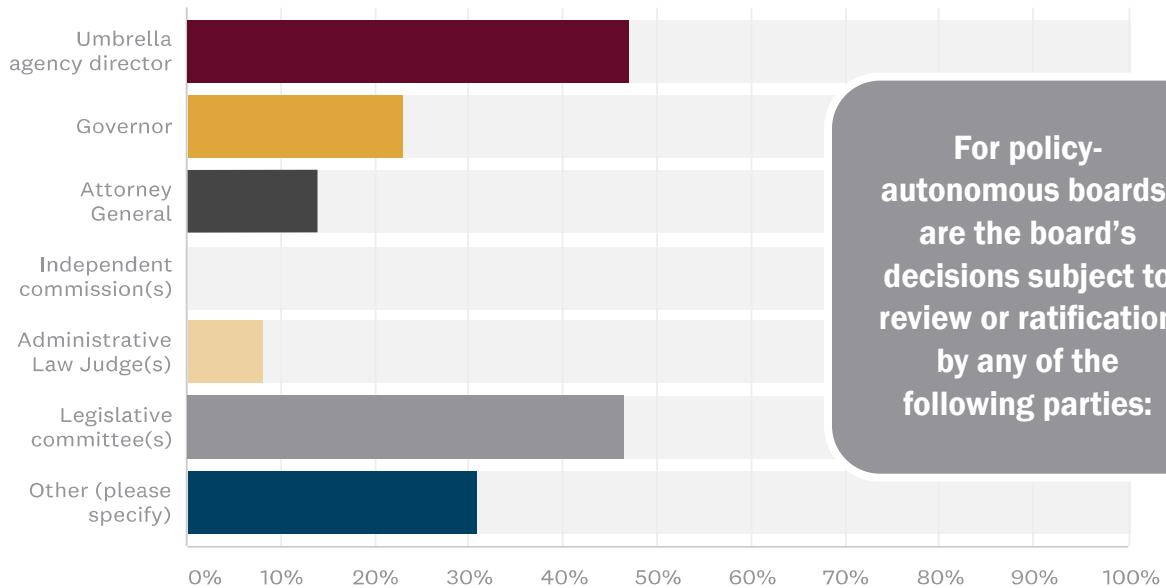
Illinois	0
Washington	3
Alaska	21
Wisconsin	23
South Carolina	43
Montana	32
New Hampshire	50
Utah	1
Delaware	33
Mississippi	None all programs come under the MS State Department of Health
Vermont	18 - but the Director has veto power over the decisions.
Colorado	21 (20 boards + Combative Sports Commission)
Idaho	46
Texas	unknown
Virginia	14

## Q6 (CONTINUED):

### How many non-policy-autonomous boards, committees, or programs, are served?

Illinois	47 total (Financial Institutions -1; Banks -1; Real Estate -4; Professional Regulation 41)
Washington	10
Alaska	22
South Carolina	0
Montana	5
New Hampshire	4
Utah	50
Delaware	2
Mississippi	In Child Care and Professional Licensure we have approximately 10 standing Advisory Councils
Vermont	30
Colorado	17
Idaho	3
Texas	unknown
Virginia	3

## Q7:

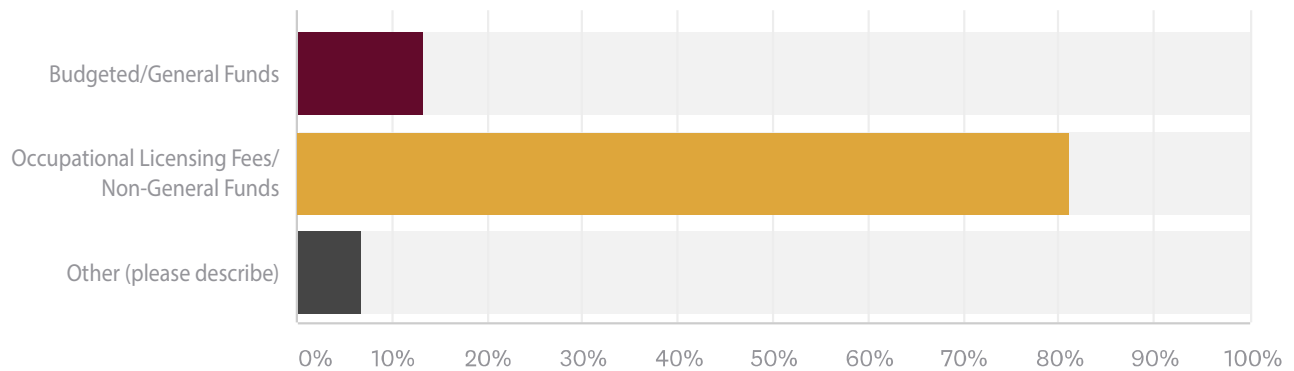


### RESPONSES/COMMENTS:

Washington	Umbrella agency director Legislative committee(s) Secretary has review responsibilities but no decision making authority.
Alaska	Attorney General
Wisconsin	Governor Legislative committee(s)
South Carolina	Umbrella agency director Administrative Law Judge(s)
Montana	Umbrella agency director Legislative committee(s)
New Hampshire	None
Utah	Director of the Umbrella Agency. They technically have autonomous authority, but I have to concur. All of the other boards only issue recommendations.
Mississippi	None any changes in regulations must be filed with the Secretary of State and approved by the Board of Health before becoming effective.
Vermont	Umbrella agency director
Colorado	Legislative committee(s)
Idaho	Umbrella agency director Governor Legislative committee(s)
Texas	Legislative committee(s)
Virginia	Umbrella agency director Governor Attorney General

## Q8:

Are your umbrella agency's budgeted operating funds from the state budget, or is your agency self-funded through occupational licensing fees?

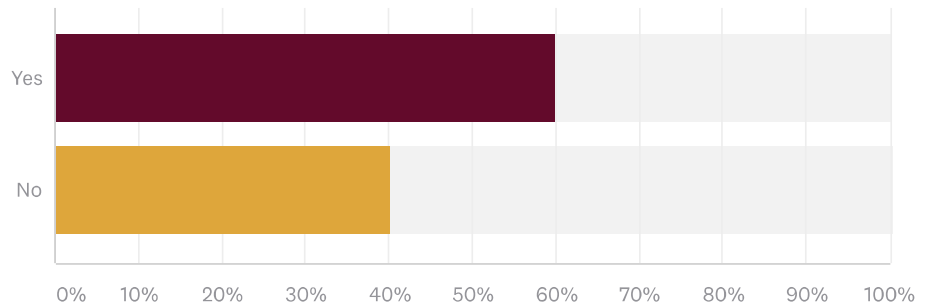


### RESPONSES/COMMENTS:

Illinois	Occupational Licensing Fees/Non-General Funds
Washington	Both
Alaska	Occupational Licensing Fees/Non-General Funds
Wisconsin	Occupational Licensing Fees/Non-General Funds
South Carolina	Occupational Licensing Fees/Non-General Funds
Montana	Occupational Licensing Fees/Non-General Funds
New Hampshire	Occupational Licensing Fees/Non-General Funds
Utah	Occupational Licensing Fees/Non-General Funds
Delaware	Occupational Licensing Fees/Non-General Funds Budgeted/General Funds
Mississippi	Occupational Licensing Fees/Non-General Funds
Vermont	Occupational Licensing Fees/Non-General Funds
Colorado	Occupational Licensing Fees/Non-General Funds
Idaho	Occupational Licensing Fees/Non-General Funds
Texas	Budgeted/General Funds
Virginia	Occupational Licensing Fees/Non-General Funds

## Q9:

Over the last five years, has your umbrella agency received grant funding from federal grants or nonprofit agencies?



### RESPONSES/COMMENTS:

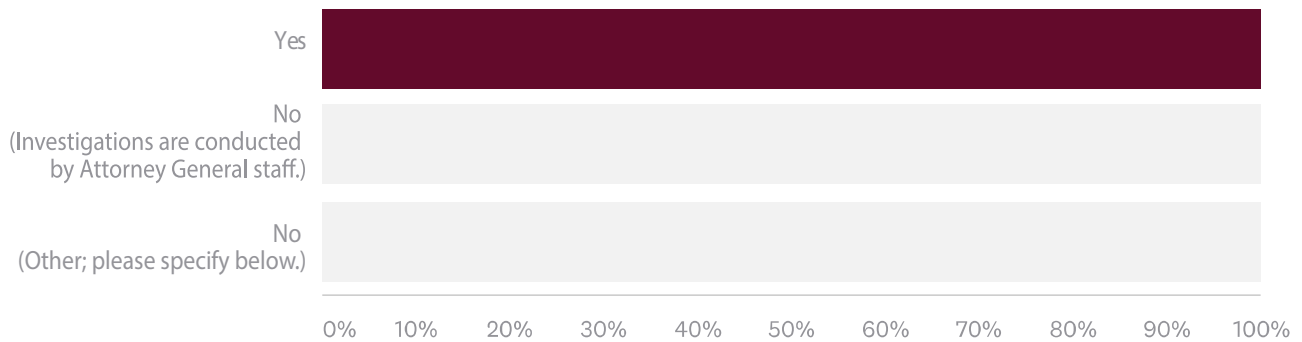
Washington Yes  
 Alaska Yes  
 Wisconsin Yes  
 South Carolina No  
 Montana No

New Hampshire Yes  
 Utah Yes  
 Delaware Yes  
 Mississippi No  
 Vermont Yes

Colorado Yes  
 Idaho Yes  
 Texas No  
 Virginia No

## Q10:

Does your umbrella agency currently employ its own investigative staff?



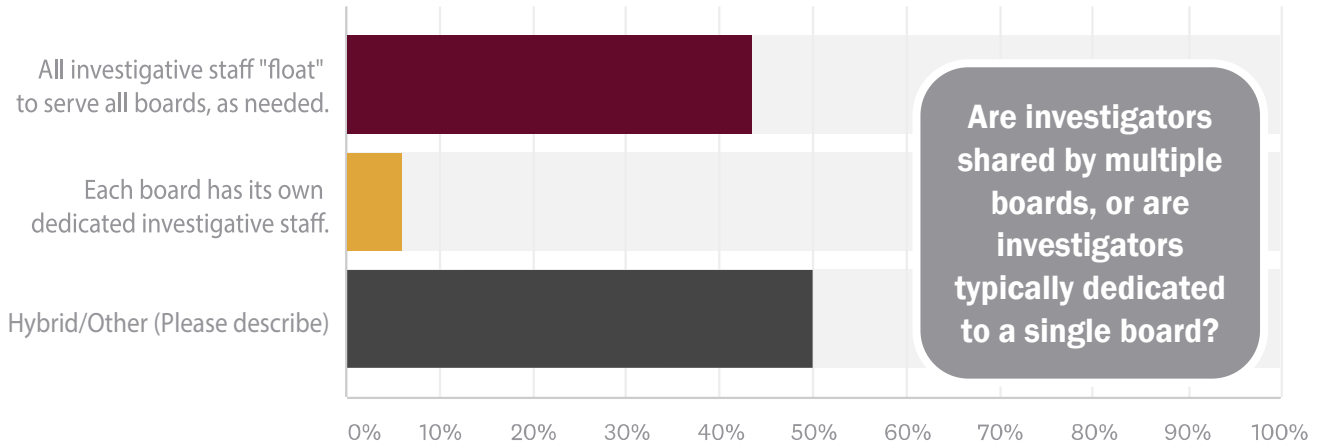
### RESPONSES/COMMENTS:

Illinois Yes  
 Washington Yes  
 Alaska Yes  
 Wisconsin Yes  
 South Carolina Yes

Montana Yes  
 New Hampshire Yes  
 Utah Yes  
 Delaware Yes  
 Mississippi Yes

Vermont Yes  
 Colorado Yes  
 Idaho Yes  
 Texas Yes  
 Virginia Yes

## Q11:

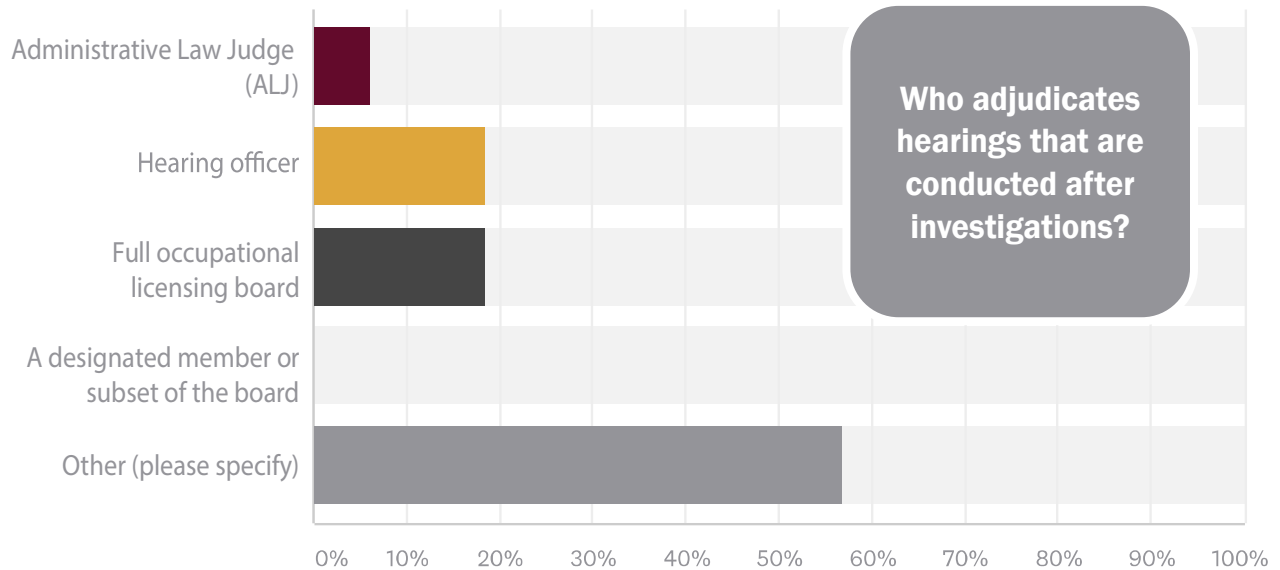


### RESPONSES/COMMENTS:

Illinois	Investigators work within their Division or common practice areas.
Washington	With exception of two independent commissions, investigative staff are shared.
Alaska	Most float, but a few are dedicated per statute and to retain subject-matter knowledge
Wisconsin	All investigative staff "float" to serve all boards, as needed.
South Carolina	Investigators are cross trained to serve multiple boards but it is divided into building and business boards, and health and medical boards
Montana	All investigative staff "float" to serve all boards, as needed.
New Hampshire	We have general investigative staff that float; we also have dedicated cosmetology/electrical/pharmacy inspectors that investigate those professions. We also contract with a physician for the Board of Medicine investigations.
Utah	Assigned to professional expertise areas, but also float
Delaware	All investigative staff "float" to serve all boards, as needed. All investigative staff "float" to serve all boards, as needed.
Mississippi	All investigative staff "float" to serve all boards, as needed.
Vermont	All investigative staff "float" to serve all boards, as needed.
Colorado	Investigators are typically dedicated to one board or a group of boards
Idaho	Some dedicated to certain boards and some serve several boards
Texas	Each board has its own dedicated investigative staff.
Virginia	All investigative staff "float" to serve all boards, as needed.



## Q12:

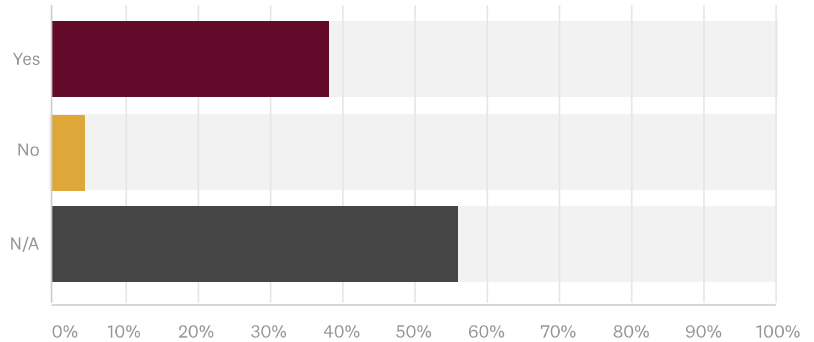


### RESPONSES/COMMENTS:

Illinois	Administrative Law Judge (ALJ)
Washington	Health Law Judge presides, board and commissioners decide.
Alaska	Full occupational licensing board
Wisconsin	Full occupational licensing board
South Carolina	Could be a hearing officer, a panel or the full board, but all decisions of hearing officers or panels must be presented to the full board. The ALJ has jurisdiction to hear appeals from those final decisions.
Montana	Hearing officer
New Hampshire	Typically, adjudications are conducted by a full board with the chair as presiding officer. We have recently created a hearing officer position. Boards may designate this hearing officer as presiding officer. Boards have been reluctant to use this service.
Utah	Board is fact finder with ALJ as legal and procedural authority. They issue recommendation to Director
Delaware	Hearing officer Hearing officer or board depending on profession
Mississippi	Hearing officer
Vermont	an ALO if it is a board who acts a hearing officer OR an ALO if it is an advisor profession.
Colorado	Full Licensing Board; upon conclusion exceptions may be filed with alj
Idaho	Full occupational licensing board
Texas	DSHS Compliance Review Committee
Virginia	Informal conferences - Board committee or panel, formal hearings remaining full Board

## Q13:

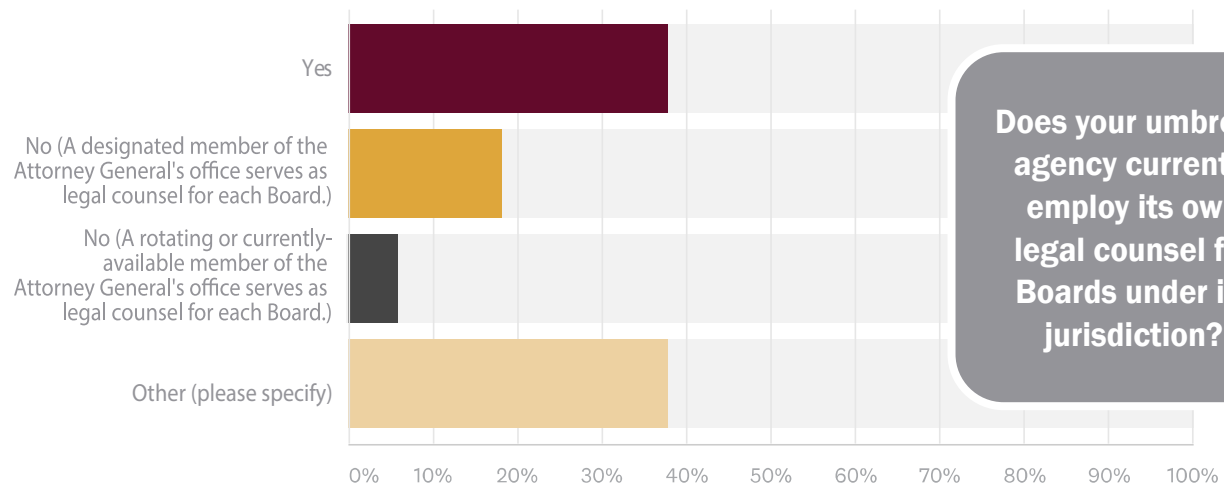
In the event that hearings are conducted by an Administrative Law Judge, Hearing Officer, or designated Board members, are their decisions subject to ratification by the full board?



### RESPONSES/COMMENTS:

Illinois	N/A	ALJ Reports are reviewed by the Board, who may adopt or make differing recommendation. Final decision is made by the Agency Secretary or Designee.
Washington	No	
Alaska	N/A	
Wisconsin	Yes	
South Carolina	Yes	
Montana	Yes	The Hearing Officer issues proposed findings of fact and conclusions of law and order and a panel of the full board renders a final order. 37-1-307, MCA.
New Hampshire	N/A	
Utah	N/A	
Delaware	Yes	the findings of fact cannot be altered. The Board may choose to change the discipline recommended by the Hearing Officer
Mississippi	N/A	
Vermont	Yes	If it is a board hearing, yes.
Colorado	N/A	ALJ may consider and panel of board makes final decision
Idaho	N/A	
Texas	Yes	
Virginia	N/A	

## Q14:



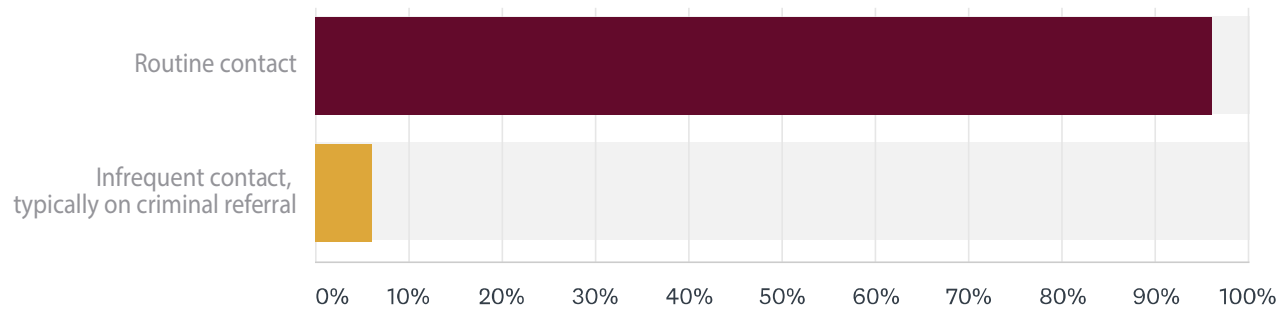
**Does your umbrella agency currently employ its own legal counsel for Boards under its jurisdiction?**

### RESPONSES/COMMENTS:

- Illinois Agency has an enforcement unit with prosecuting attorneys and a separate General Counsel office.
- Washington We employ staff attorneys for informal stipulations and all agreed orders and final hearing orders use AGO staff.
- Alaska No (A rotating or currently-available member of the Attorney General's office serves as legal counsel for each Board.)
- Wisconsin Yes
- South Carolina Yes
- Montana Yes
- New Hampshire Yes
- Utah No (A designated member of the Attorney General's office serves as legal counsel for each Board.)
- Delaware we use Department of Justice Attorneys that are assigned to the Division hearing office has some attorneys and AGs office counsels others
- Mississippi No (A designated member of the Attorney General's office serves as legal counsel for each Board.)
- Vermont Yes
- Colorado No (A designated member of the Attorney General's office serves as legal counsel for each Board.)
- Idaho Currently: 1.Agency employed, 2.Contractd, 3.AG's office
- Texas Yes
- Virginia Designated member of the AG's office for each board and the Department, itself

## Q15:

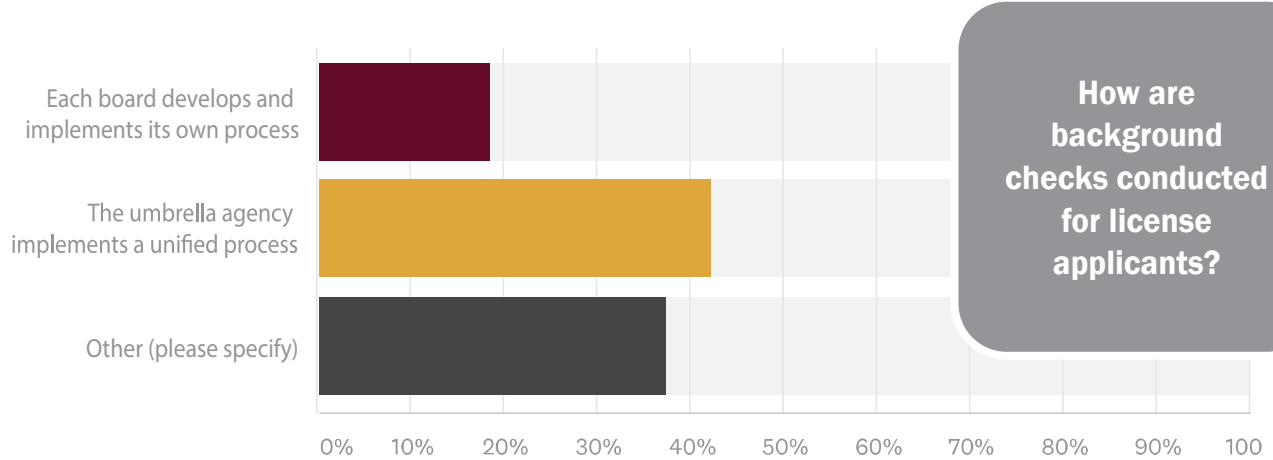
Does the legal counsel have regular, routine contact with occupational licensing board staff, or is such interaction typically limited to the prosecution of criminal matters?



### RESPONSES/COMMENTS:

Illinois	Infrequent contact, typically on criminal referral
Washington	Routine contact
Alaska	Routine contact
Wisconsin	Routine contact
South Carolina	Routine contact
Montana	Routine contact
New Hampshire	Routine contact
Utah	Routine contact
Delaware	Routine contact
	Routine contact
Mississippi	Routine contact
Vermont	Routine contact
Colorado	Routine contact
Idaho	Routine contact
Texas	Routine contact
Virginia	Routine contact

## Q16:

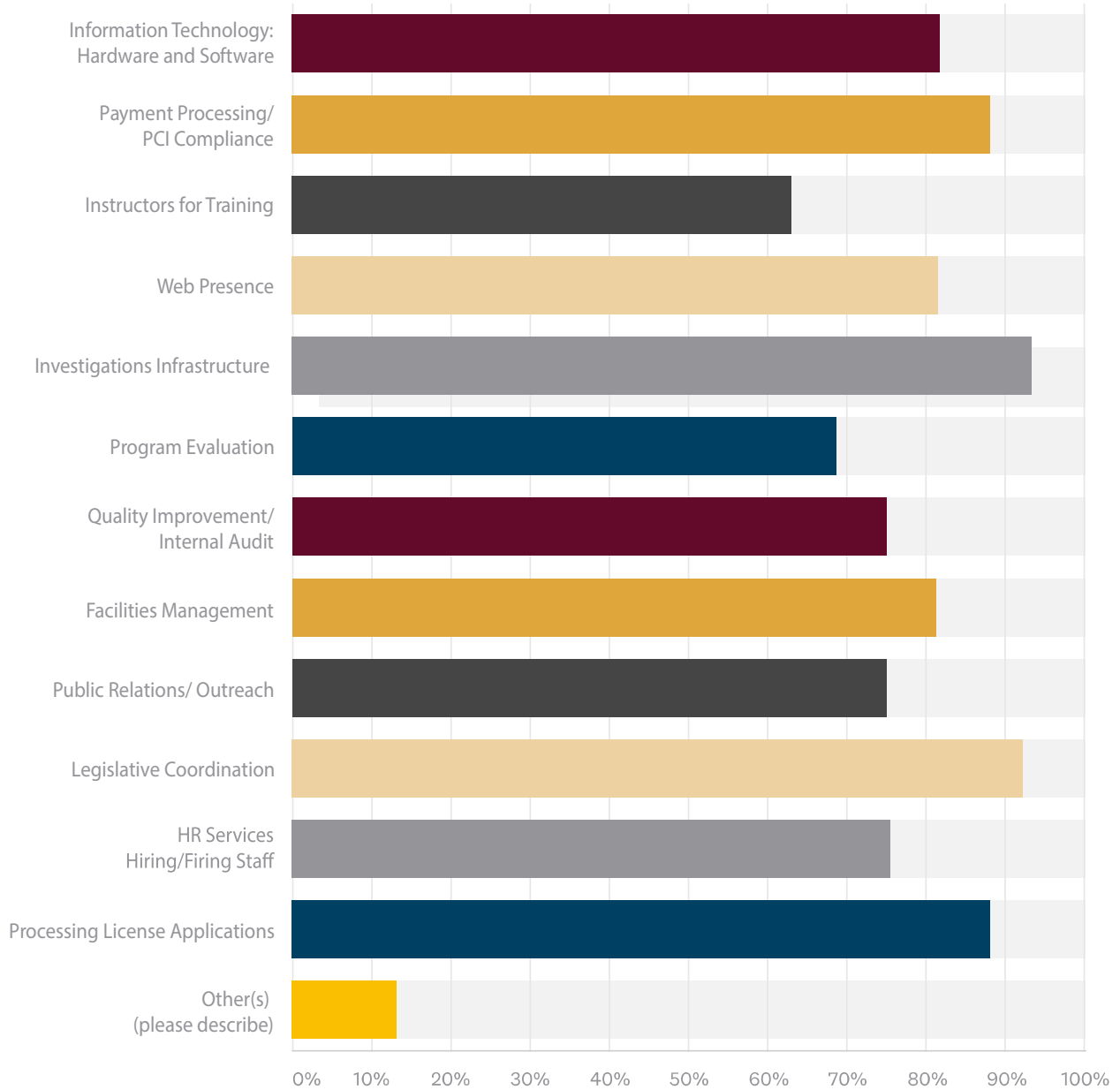


### RESPONSES/COMMENTS:

Illinois	The umbrella agency implements a unified process
Washington	The umbrella agency implements a unified process
Alaska	The umbrella agency implements a unified process
Wisconsin	The umbrella agency implements a unified process
South Carolina	Only certain boards have authority to conduct CBC but for those who do the agency implements a unified process.
Montana	The umbrella agency implements a unified process
New Hampshire	Each board develops and implements its own process
Utah	8 of our boards have statutory authority for FBI fingerprint checks, the rest do not.
Delaware	The umbrella agency implements a unified process no criminal background checks, just NPDB, etc by umbrella agency
Mississippi	Background checks are conducted as prescribe by State Statute for the applicable professions and programs.
Vermont	The umbrella agency implements a unified process
Colorado	Depends on authorizing statute
Idaho	Each board develops and implements its own process
Texas	Texas DPS FACT Clearinghouse
Virginia	Each board develops and implements its own process

# Q17:

Indicate which services your umbrella agency provides to occupational licensing boards.



## Q17 (CONTINUED):

### RESPONSES/COMMENTS:

Illinois	<ul style="list-style-type: none"> <li>Information Technology: Hardware and Software</li> <li>Payment Processing/PCI Compliance</li> <li>Web Presence</li> <li>Investigations Infrastructure</li> <li>Program Evaluation</li> <li>Legislative Coordination</li> <li>Processing License Applications</li> </ul>	South Carolina	<ul style="list-style-type: none"> <li>Information Technology: Hardware and Software</li> <li>Payment Processing/PCI Compliance</li> <li>Instructors for Training</li> <li>Web Presence</li> <li>Investigations Infrastructure</li> <li>Program Evaluation</li> <li>Quality Improvement/ Internal Audit</li> <li>Facilities Management</li> <li>Public Relations/ Outreach</li> <li>Legislative Coordination</li> <li>HR Services -- Hiring/Firing Staff</li> <li>Processing License Applications</li> </ul>
Washington	<ul style="list-style-type: none"> <li>Information Technology: Hardware and Software</li> <li>Payment Processing/PCI Compliance</li> <li>Quality Improvement/ Internal Audit</li> <li>Facilities Management</li> <li>HR Services -- Hiring/Firing Staff</li> </ul>	Montana	<ul style="list-style-type: none"> <li>Information Technology: Hardware and Software</li> <li>Payment Processing/PCI Compliance</li> <li>Instructors for Training</li> <li>Web Presence</li> <li>Investigations Infrastructure</li> <li>Program Evaluation</li> <li>Quality Improvement/ Internal Audit</li> <li>Facilities Management</li> <li>Public Relations/ Outreach</li> <li>Legislative Coordination</li> <li>HR Services -- Hiring/Firing Staff</li> <li>Processing License Applications</li> </ul>
Alaska	<ul style="list-style-type: none"> <li>Information Technology: Hardware and Software</li> <li>Payment Processing/PCI Compliance</li> <li>Instructors for Training</li> <li>Web Presence</li> <li>Investigations Infrastructure</li> <li>Program Evaluation</li> <li>Facilities Management</li> <li>Public Relations/ Outreach</li> <li>Legislative Coordination</li> <li>HR Services -- Hiring/Firing Staff</li> <li>Processing License Applications</li> <li>Audits are statutorily conducted by the Division of Legislative Audit, which is under the legislative branch.</li> </ul>	New Hampshire	<ul style="list-style-type: none"> <li>Information Technology: Hardware and Software</li> <li>Payment Processing/PCI Compliance</li> <li>Instructors for Training</li> <li>Web Presence</li> <li>Investigations Infrastructure</li> <li>Program Evaluation</li> <li>Quality Improvement/ Internal Audit</li> <li>Facilities Management</li> <li>Public Relations/ Outreach</li> <li>Legislative Coordination</li> <li>HR Services -- Hiring/Firing Staff</li> <li>Processing License Applications</li> </ul>
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## Q17 (CONTINUED):

### RESPONSES/COMMENTS:

Utah	<ul style="list-style-type: none"> <li>Information Technology:</li> <li>Hardware and Software</li> <li>Payment Processing/PCI Compliance</li> <li>Web Presence</li> <li>Investigations Infrastructure</li> <li>Program Evaluation</li> <li>Quality Improvement/ Internal Audit</li> <li>Facilities Management</li> <li>Public Relations/ Outreach</li> <li>Legislative Coordination</li> <li>HR Services – Hiring/Firing Staff</li> <li>Processing License Applications</li> </ul>	Colorado	<ul style="list-style-type: none"> <li>Information Technology:</li> <li>Hardware and Software</li> <li>Payment Processing/PCI Compliance</li> <li>Instructors for Training</li> <li>Web Presence</li> <li>Investigations Infrastructure</li> <li>Program Evaluation</li> <li>Quality Improvement/ Internal Audit</li> <li>Facilities Management</li> <li>Public Relations/ Outreach</li> <li>Legislative Coordination</li> <li>HR Services – Hiring/Firing Staff</li> <li>Processing License Applications</li> </ul>
Delaware	<ul style="list-style-type: none"> <li>Information Technology:</li> <li>Hardware and Software</li> <li>Payment Processing/PCI Compliance</li> <li>Instructors for Training</li> <li>Web Presence</li> <li>Investigations Infrastructure</li> <li>Quality Improvement/ Internal Audit</li> <li>Facilities Management</li> <li>Public Relations/ Outreach</li> <li>Legislative Coordination</li> <li>HR Services – Hiring/Firing Staff</li> <li>Processing License Applications</li> </ul>	Idaho	<ul style="list-style-type: none"> <li>Information Technology:</li> <li>Hardware and Software</li> <li>Payment Processing/PCI Compliance</li> <li>Instructors for Training</li> <li>Web Presence</li> <li>Investigations Infrastructure</li> <li>Program Evaluation</li> <li>Quality Improvement/ Internal Audit</li> <li>Facilities Management</li> <li>Public Relations/ Outreach</li> <li>Legislative Coordination</li> <li>HR Services – Hiring/Firing Staff</li> <li>Processing License Applications</li> </ul>
Mississippi	<ul style="list-style-type: none"> <li>Instructors for Training</li> <li>Web Presence</li> <li>Investigations Infrastructure</li> <li>Quality Improvement/ Internal Audit</li> <li>Public Relations/ Outreach</li> <li>Legislative Coordination</li> <li>Processing License Applications</li> </ul>	Texas	<ul style="list-style-type: none"> <li>Instructors for Training</li> <li>Investigations Infrastructure</li> <li>Program Evaluation</li> <li>Facilities Management</li> </ul>
Vermont	<ul style="list-style-type: none"> <li>Information Technology:</li> <li>Hardware and Software</li> <li>Payment Processing/PCI Compliance</li> <li>Web Presence</li> <li>Investigations Infrastructure</li> <li>Program Evaluation</li> <li>Quality Improvement/ Internal Audit</li> <li>Facilities Management</li> <li>Public Relations/ Outreach</li> <li>Legislative Coordination</li> <li>HR Services – Hiring/Firing Staff</li> <li>Processing License Applications</li> </ul>		



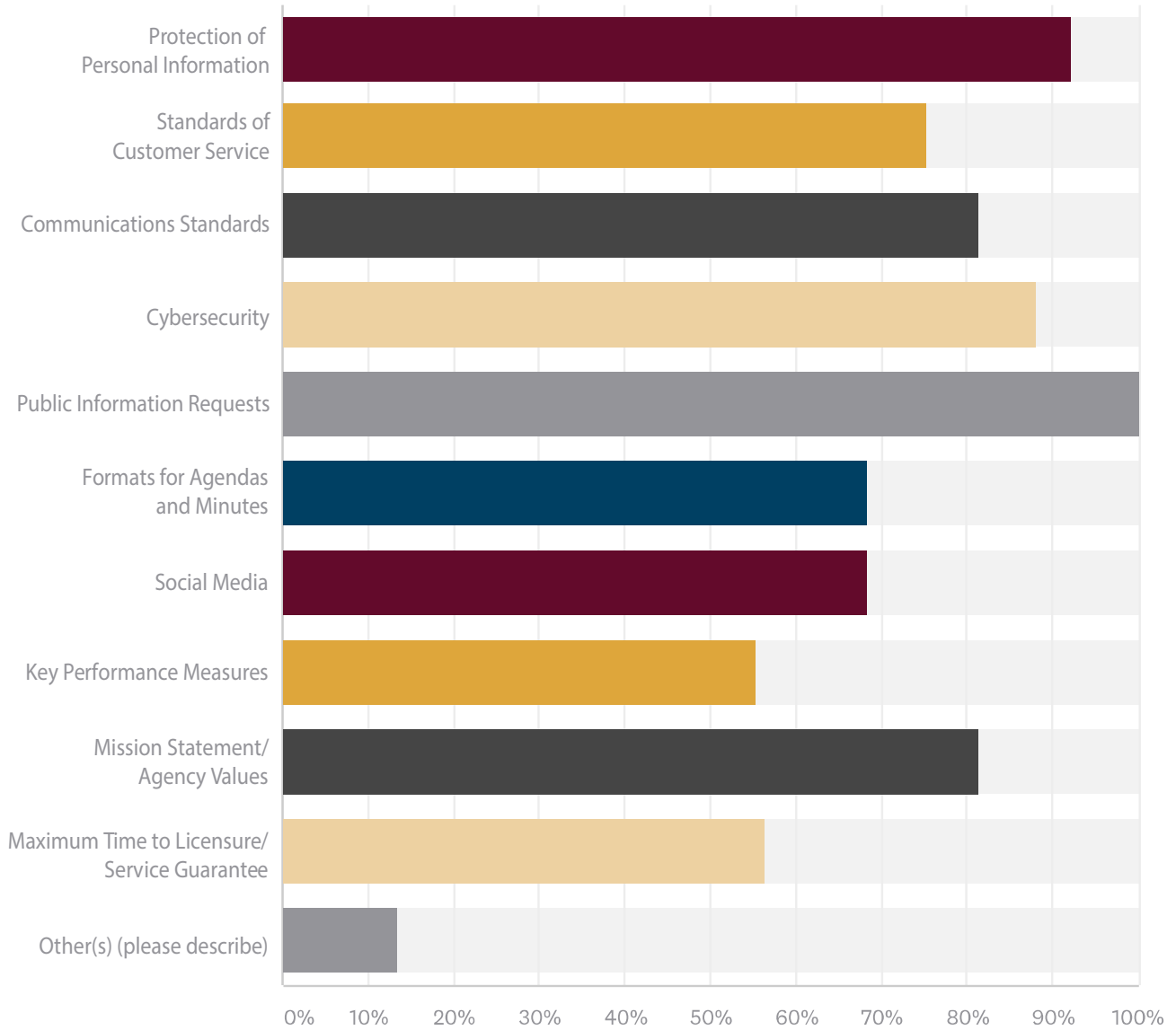
## Q17 (CONTINUED):

### RESPONSES/COMMENTS:

Virginia            Information Technology:  
Hardware and Software  
Payment Processing/PCI Compliance  
Instructors for Training  
Web Presence  
Investigations Infrastructure  
Quality Improvement/ Internal Audit  
Facilities Management  
Public Relations/ Outreach  
Legislative Coordination  
HR Services – Hiring/Firing Staff  
Processing License Applications  
Agency and individual board and unit level  
performance statistical reporting and  
coordination on strategic planning with  
the state's Department of Planning and  
Budget, Office of Accounts, etc.

# Q18:

Does the umbrella agency set overarching policies, binding on individual boards, for the following:



## Q18 (CONTINUED):

### RESPONSES/COMMENTS:

Illinois	Protection of Personal Information Communications Standards Cybersecurity Public Information Requests Formats for Agendas and Minutes Social Media Mission Statement/ Agency Values	Montana	Protection of Personal Information Standards of Customer Service Communications Standards Cybersecurity Public Information Requests Formats for Agendas and Minutes Social Media Key Performance Measures Mission Statement/ Agency Values
Washington	Protection of Personal Information Cybersecurity Public Information Requests		Maximum Time to Licensure/ Service Guarantee
Alaska	Protection of Personal Information Standards of Customer Service Communications Standards Cybersecurity Public Information Requests Formats for Agendas and Minutes Social Media Key Performance Measures Mission Statement/ Agency Values Maximum Time to Licensure/ Service Guarantee	New Hampshire	Protection of Personal Information Standards of Customer Service Communications Standards Cybersecurity Public Information Requests Social Media Mission Statement/ Agency Values
Wisconsin	Protection of Personal Information Public Information Requests Formats for Agendas and Minutes Mission Statement/ Agency Values	Utah	Protection of Personal Information Standards of Customer Service Communications Standards Cybersecurity Public Information Requests Social Media Key Performance Measures Mission Statement/ Agency Values Maximum Time to Licensure/ Service Guarantee
South Carolina	Protection of Personal Information Standards of Customer Service Communications Standards Cybersecurity Public Information Requests Formats for Agendas and Minutes Social Media Key Performance Measures Mission Statement/ Agency Values Maximum Time to Licensure/ Service Guarantee	Delaware	Protection of Personal Information Standards of Customer Service Communications Standards Cybersecurity Public Information Requests Formats for Agendas and Minutes Social Media Key Performance Measures Mission Statement/ Agency Values

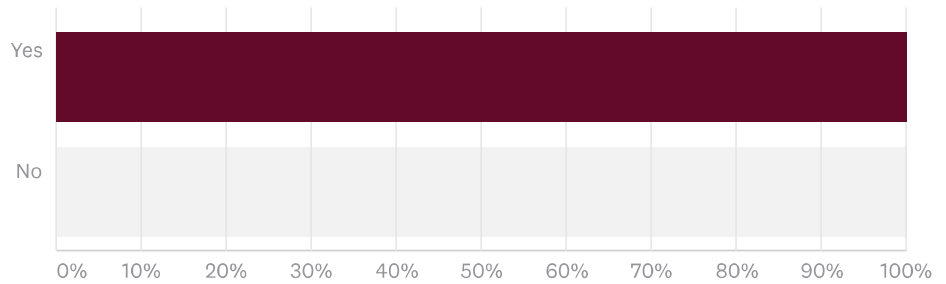
## Q18 (CONTINUED):

### RESPONSES/COMMENTS:

Mississippi	<ul style="list-style-type: none"> <li>Protection of Personal Information</li> <li>Standards of Customer Service</li> <li>Communications Standards</li> <li>Cybersecurity</li> <li>Public Information Requests</li> <li>Formats for Agendas and Minutes</li> <li>Social Media</li> <li>Mission Statement/ Agency Values</li> <li>Maximum Time to Licensure/ Service Guarantee</li> </ul>	Texas	<ul style="list-style-type: none"> <li>Protection of Personal Information</li> <li>Standards of Customer Service</li> <li>Communications Standards</li> <li>Public Information Requests</li> <li>Key Performance Measures</li> <li>Mission Statement/ Agency Values</li> <li>Maximum Time to Licensure/ Service Guarantee</li> </ul>
Vermont	<ul style="list-style-type: none"> <li>Protection of Personal Information</li> <li>Standards of Customer Service</li> <li>Communications Standards</li> <li>Cybersecurity</li> <li>Public Information Requests</li> <li>Formats for Agendas and Minutes</li> <li>Social Media</li> <li>Key Performance Measures</li> <li>Mission Statement/ Agency Values</li> <li>Maximum Time to Licensure/ Service Guarantee</li> </ul>	Virginia	<ul style="list-style-type: none"> <li>Protection of Personal Information</li> <li>Standards of Customer Service</li> <li>Communications Standards</li> <li>Cybersecurity</li> <li>Public Information Requests</li> <li>Formats for Agendas and Minutes</li> <li>Social Media</li> <li>Key Performance Measures</li> <li>Mission Statement/ Agency Values</li> <li>Maximum Time to Licensure/ Service Guarantee</li> </ul> <p>NOTE: For the above there are statutory provisions that apply to all state agencies, including DHP, and Departmental Policies.</p>
Colorado	<ul style="list-style-type: none"> <li>Protection of Personal Information</li> <li>Standards of Customer Service</li> <li>Communications Standards</li> <li>Cybersecurity</li> <li>Public Information Requests</li> <li>Formats for Agendas and Minutes</li> <li>Social Media</li> <li>Key Performance Measures</li> <li>Mission Statement/ Agency Values</li> <li>Maximum Time to Licensure/ Service Guarantee</li> </ul>		
Idaho	<ul style="list-style-type: none"> <li>Cybersecurity</li> <li>Public Information Requests</li> </ul> <p>This is how it is now since the transition is not complete, but subject to change in the near future.</p>		

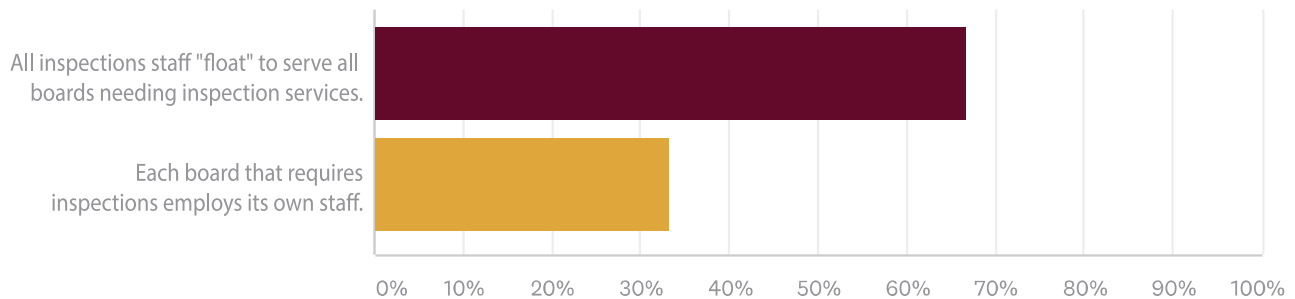
## Q19:

Does your umbrella agency currently employ its own inspection staff?



## Q20:

Are inspections staff shared by multiple boards, or is staff typically dedicated to a single board?

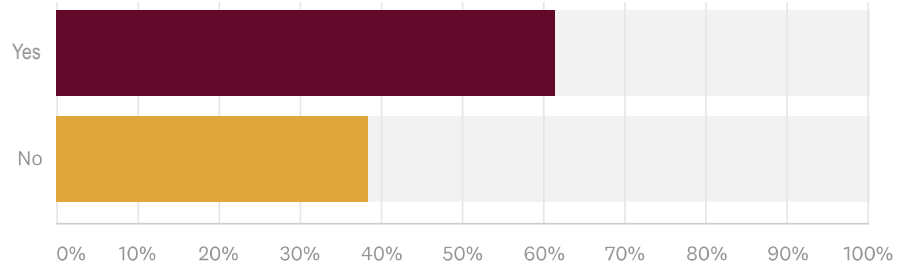


### RESPONSES/COMMENTS:

Illinois	Each board that requires inspections employs its own staff.	Delaware	All inspections staff "float" to serve all boards needing inspection services.
Washington	All inspections staff "float" to serve all boards needing inspection services.	Mississippi	Each board that requires inspections employs its own staff.
Alaska	All inspections staff "float" to serve all boards needing inspection services.	Vermont	All inspections staff "float" to serve all boards needing inspection services.
Wisconsin	All inspections staff "float" to serve all boards needing inspection services.	Idaho	Each board that requires inspections employs its own staff.
South Carolina	All inspections staff "float" to serve all boards needing inspection services.	Texas	Each board that requires inspections employs its own staff.
Montana	All inspections staff "float" to serve all boards needing inspection services.	Virginia	All inspections staff "float" to serve all boards needing inspection services.
New Hampshire	Each board that requires inspections employs its own staff.		
Utah	All inspections staff "float" to serve all boards needing inspection services.		

## Q21:

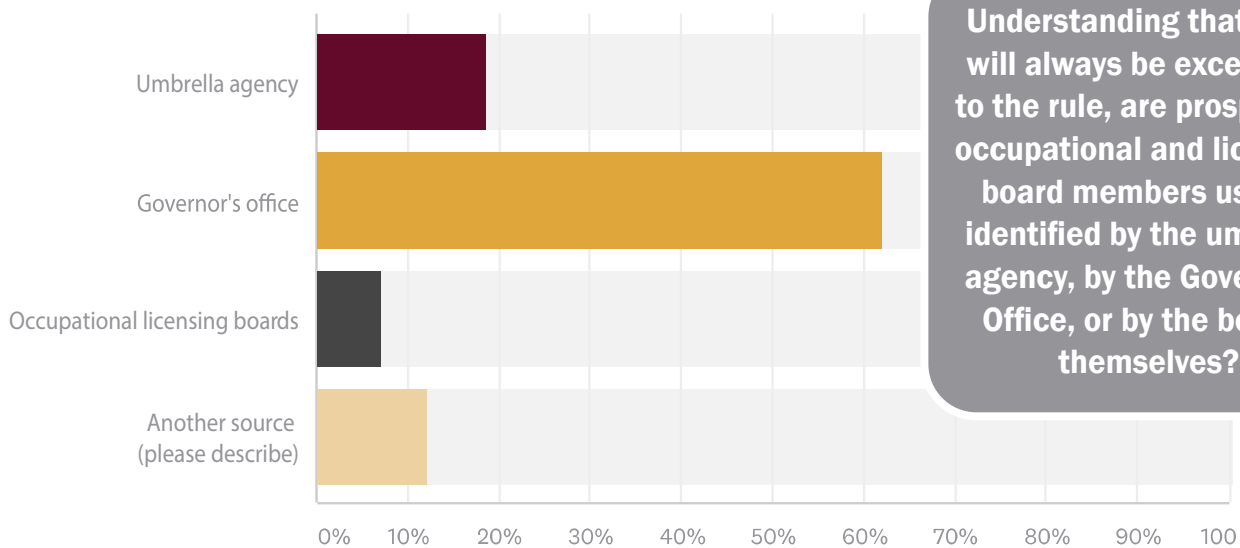
Does your umbrella agency play an active role in the recruitment and vetting of prospective occupational and licensing board members?



### RESPONSES/COMMENTS:

Illinois	Yes	
Washington	No	
Alaska	Yes	Very rarely, we are asked whether there has been any discipline against a member. Typically, we are not involved.
Wisconsin	Yes	It depends on the board and whether or not the Governor's office or the Secretary is the appointing authority
South Carolina	No	
Montana	Yes	The role has been limited in the past with the expectation to increase that role going forward.
New Hampshire	Yes	I would not say the role is "active." We do field inquiries, but do not have a system to vet applicants beyond ensuring qualifications are satisfied.
Utah	Yes	We send letters to the trade associations each year informing them of expiring members and asking for nominations.
Delaware	Yes	We assist the Governor's office in vetting professional board members
Mississippi	No	
Vermont	Yes	
Colorado	Yes	Current role in vetting and recruiting for diversity and qualification
Idaho	Yes	The agency is involved with recruiting, but limited role in vetting. All board members are vetted by the Governor's Office and appointed by the Governor.
Texas	No	
Virginia	No	Not unless asked by Governor's staff – usually to check if the individual has adverse disciplinary actions or if there is a potential skillset needed by the board – usually the Board Executive Director is queried directly.

## Q22:



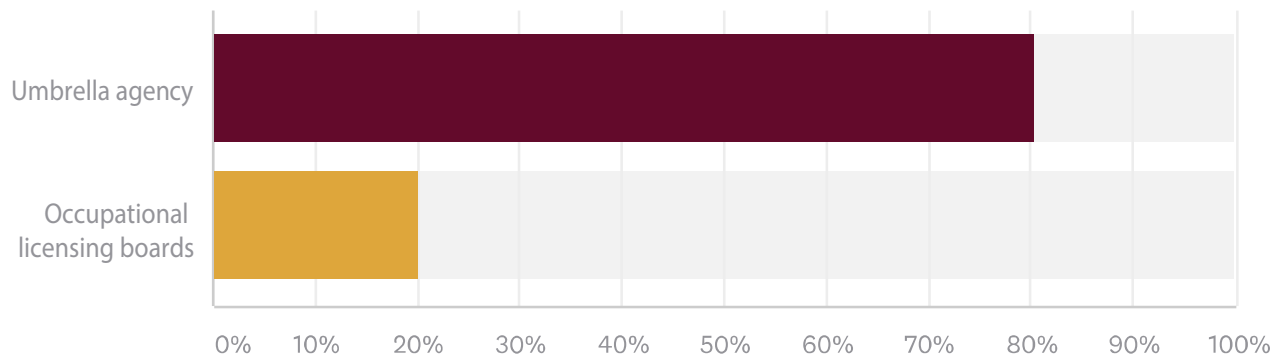
Understanding that there will always be exceptions to the rule, are prospective occupational and licensing board members usually identified by the umbrella agency, by the Governor's Office, or by the boards themselves?

### RESPONSES/COMMENTS:

Illinois	All of the above, plus members of the public that volunteer to serve via a form on the Agency website.
Washington	Governor's office
Alaska	Governor's office
Wisconsin	Governor's office
South Carolina	Governor's office
Montana	Governor's office
New Hampshire	Umbrella agency
Utah	Umbrella agency
Delaware	Governor's office
	Governor's office
Mississippi	In Professional Licensure nominations to Advisory Councils generally come from sitting Council members, appropriated State Associations
Vermont	Umbrella agency
Colorado	Governor's office
Idaho	Governor's office
Texas	Occupational licensing boards
Virginia	Governor's office

## Q23:

### Are Board members trained by the umbrella agency, or by the Boards themselves?



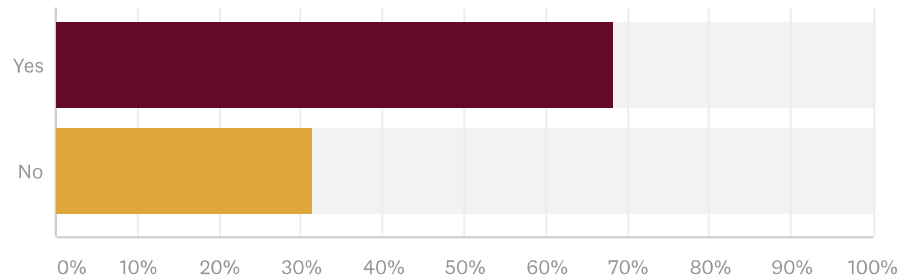
#### RESPONSES/COMMENTS:

Illinois	Umbrella agency
Washington	Occupational licensing boards
Alaska	Umbrella agency Agency provides a handbook and web-based training, either to individual boards upon request or need or to all boards via webinar (among subjects common to all boards). We also have a twice-monthly meeting of board chairs, which helps inform and craft this process.
Wisconsin	Umbrella agency
South Carolina	Umbrella agency
Montana	Umbrella agency New members are provided a four-hour orientation course with materials created by the Prof. Licensing Bureau and taught by board executive officers.
New Hampshire	Umbrella agency Training is typically on-the-job. Formal, annual training is provided in April through the Department of Justice.
Utah	Umbrella agency Meet initially with board members. Handful of training videos. Meet with Board chairperson.
Delaware	Umbrella agency Umbrella agency brief orientation by the hearing office
Mississippi	Umbrella agency The Staff of the individual program provides training for new members of an Advisory Council.
Vermont	Umbrella agency
Colorado	Umbrella agency Comprehensive centralized training for onboarding, ethics, and ongoing board role
Idaho	Occupational licensing boards At this time, all boards are responsible for onboarding new board members.
Texas	Occupational licensing boards
Virginia	Both



## Q24:

Does your umbrella agency have a “Code of Ethics” to which all Board members are held accountable?

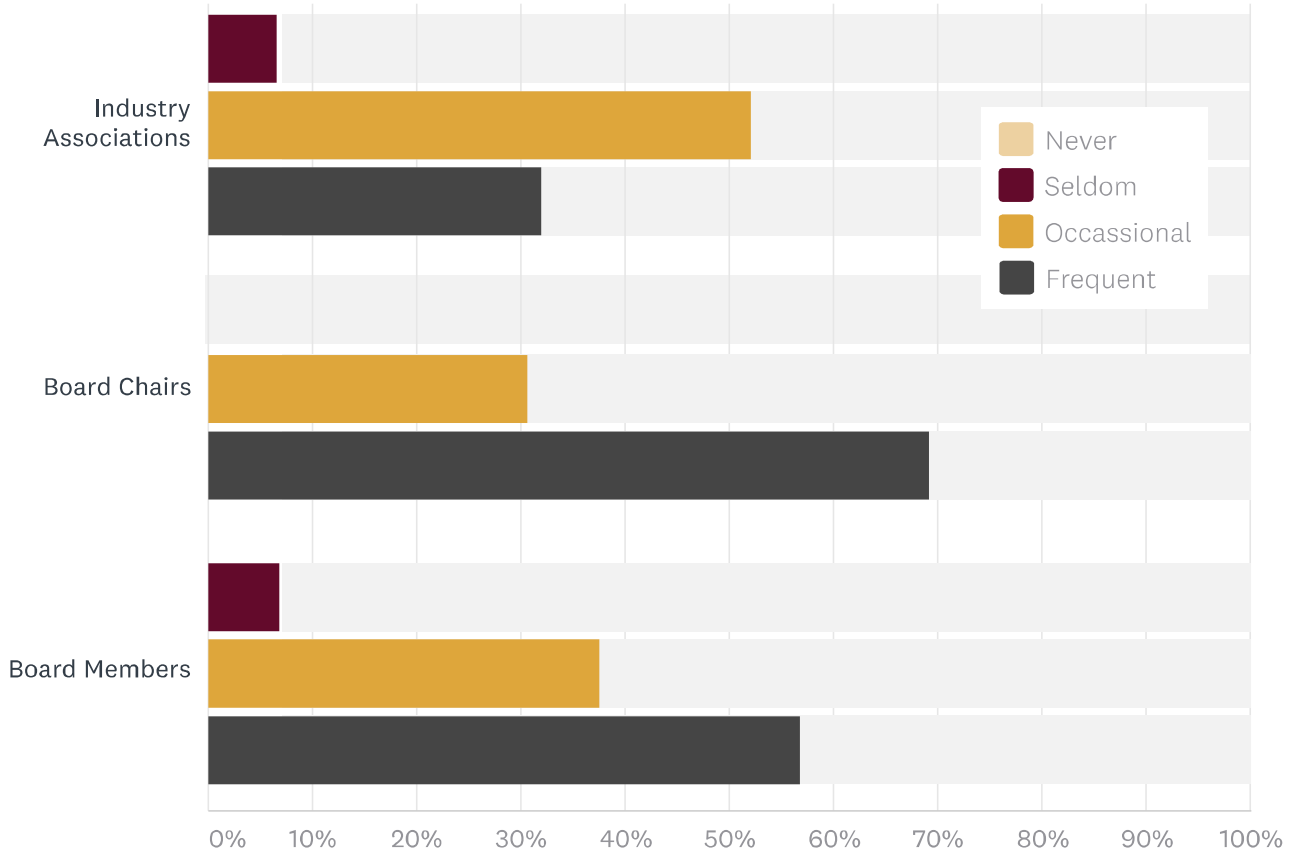


### RESPONSES/COMMENTS:

Illinois	Yes
Washington	No
Alaska	Yes
Wisconsin	No
South Carolina	Yes
Montana	No
New Hampshire	No
Utah	Yes
Delaware	Yes
Mississippi	Yes
Vermont	Yes
Colorado	Yes
Idaho	No
Texas	Yes
Virginia	Yes

## Q25:

Characterize the level of interaction between your umbrella agency and these groups.

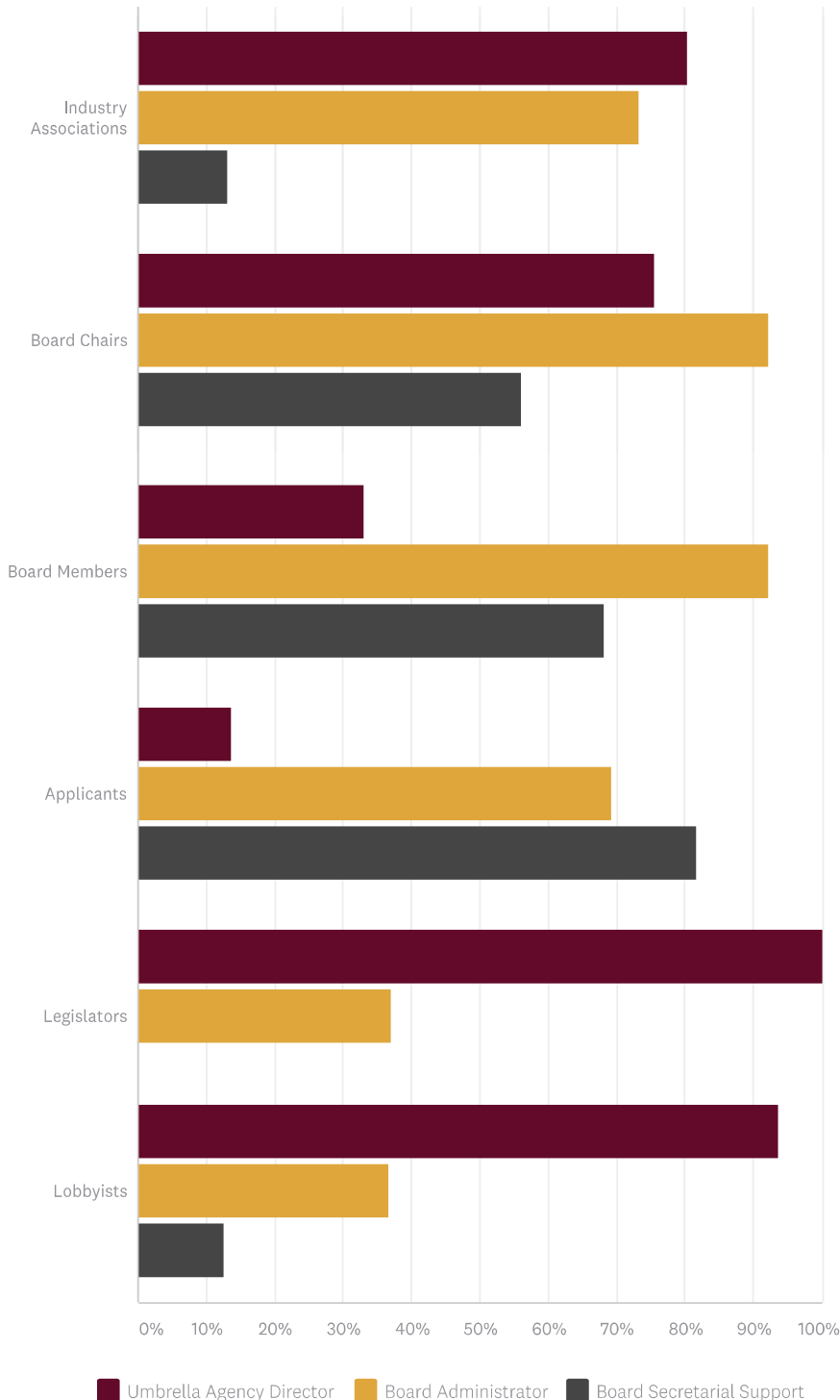


### RESPONSES/COMMENTS:

	INDUSTRY ASSOCIATIONS	BOARD CHAIRS	BOARD MEMBERS
Illinois	Occasional	Occasional	Occasional
Washington	Occasional	Frequent	Occasional
Alaska	Occasional	Frequent	Frequent
Wisconsin	Frequent	Frequent	Frequent
South Carolina	Occasional	Frequent	Frequent
Montana	Frequent	Frequent	Frequent
New Hampshire	Frequent	Frequent	Frequent
Utah	Occasional	Frequent	Frequent
Delaware	Seldom	Frequent	Occasional
Mississippi	Occasional	Frequent	Frequent
Vermont	Occasional	Frequent	Frequent
Colorado	Frequent	Occasional	Occasional
Idaho	Occasional	Occasional	Occasional
Texas	Occasional	Occasional	Occasional
Virginia	Occasional	Frequent	Frequent

## Q26:

Please check all boxes that characterize routine contact between umbrella agency representatives and these groups.

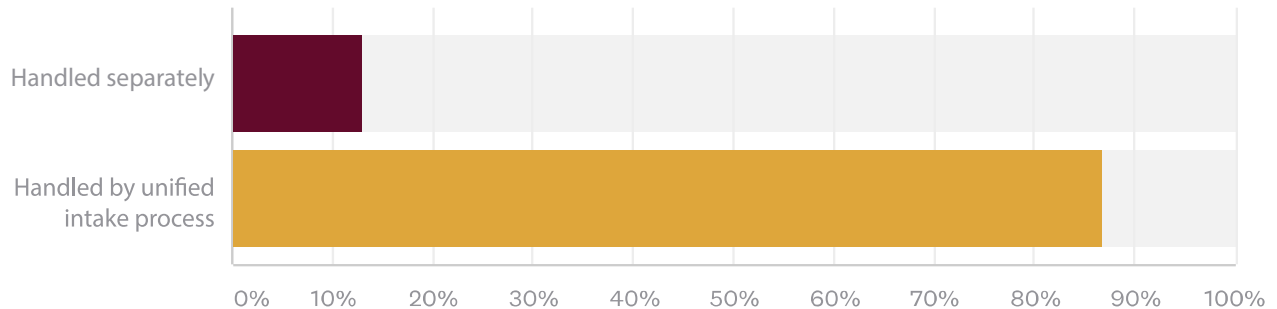


### RESPONSES/COMMENTS:

- Washington Stakeholding and high level problem solving.
- Alaska The director is a primary point of contact/liaison between the Administration (Governor/Commissioner) and the boards/outside constituencies. We are the managers of the licensing and administrative processes and policies, and the boards are the governors of licensing, practice, and discipline standards. The director coordinates agency-wide training and other initiatives.
- Montana Routine attendance at board meetings, involvement in all legislative matters, and involvement in projects and issues as appropriate.
- New Hampshire The Director regularly interacts with outside constituencies (i.e., legislators, members of the Governor's staff, industry associations, etc.). The Director interacts with board members on occasions, usually through attending meetings for a particular purpose.
- Utah Director is contacted regularly by lobbyists, industry groups, and legislators and as needed by Board chairpersons and members.
- Delaware Lobbyist communication is primarily over legislation. Board Chairs often contact the Director's office with issues about a particular board
- Mississippi The director of the Professional Licensure Bureau and Child Care Licensure Bureau are the general points of contact for any inquiries regarding a particular program.
- Vermont The Director triages problems and all external relationships.
- Idaho Currently, this involves presentations on organizational structure changes, upcoming legislative proposals, any operational changes planned.
- Texas n/a
- Virginia Attends and provides reports on agency matters at respective board meetings. Available for discussion as appropriate.

## Q27:

Is your licensing application intake process handled by each Board separately, or do you have a unified intake process administered by the umbrella agency?

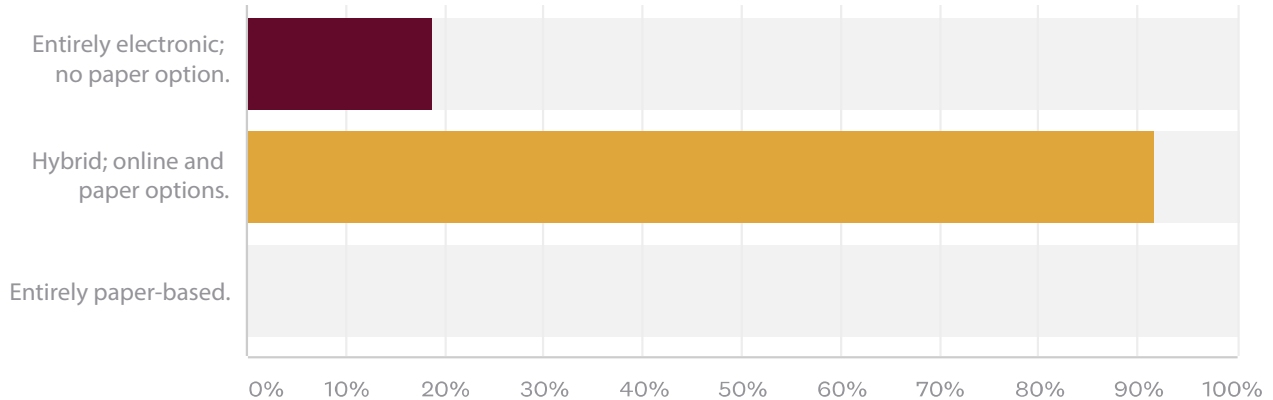


### RESPONSES/COMMENTS:

Illinois	Handled by unified intake process Each Division handles their own applications, but processes within the division are unified.
Washington	Handled by unified intake process With exception to the two independent commissions.
Alaska	Handled by unified intake process
Wisconsin	Handled by unified intake process
South Carolina	Handled by unified intake process
Montana	Handled by unified intake process
New Hampshire	Handled separately
Utah	Handled by unified intake process The intake is unified, but there are teams that handle unique license groups.
Delaware	Handled by unified intake process Handled by unified intake process
Mississippi	Handled by unified intake process
Vermont	Handled by unified intake process
Colorado	Handled by unified intake process
Idaho	Handled separately
Texas	Handled by unified intake process
Virginia	Both. Online intake process made available to each board. Respective boards handle further details.

## Q28:

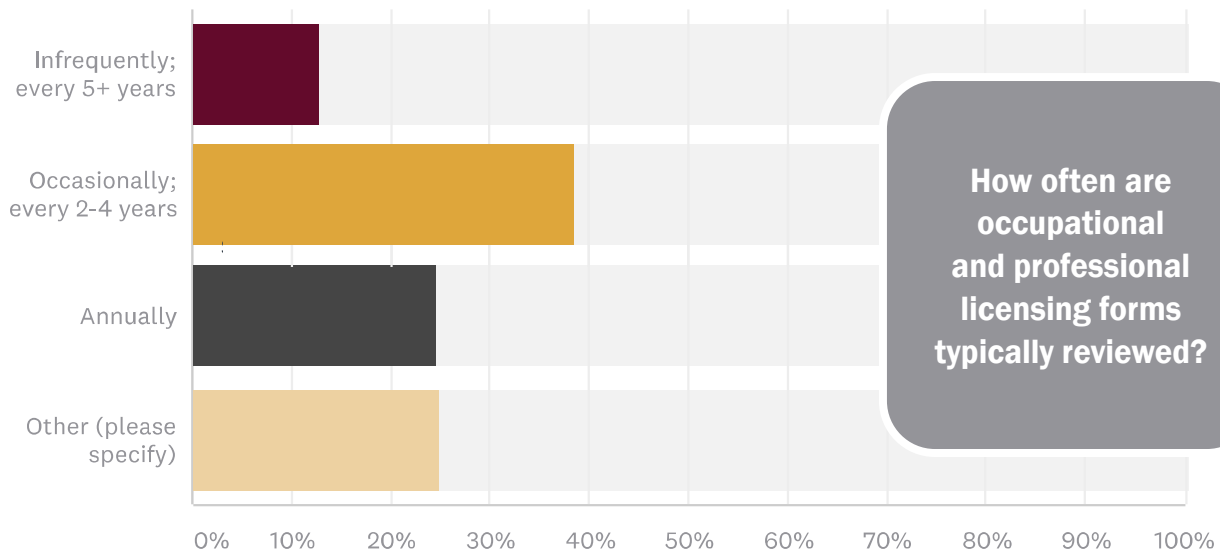
For occupational licenses within your state, are application processes entirely electronic, entirely paper-based, or some combination of the two?



### RESPONSES/COMMENTS:

Illinois	Hybrid; online and paper options.
Washington	Hybrid; online and paper options. Conversion occurring to entirely electronic.
Alaska	Hybrid; online and paper options.
Wisconsin	Hybrid; online and paper options. we are currently in the midst of an upgrade to created a unified electronic system
South Carolina	Hybrid; online and paper options.
Montana	Hybrid; online and paper options.
New Hampshire	Hybrid; online and paper options.
Utah	Hybrid; online and paper options.
Delaware	Hybrid; online and paper options. Entirely electronic; no paper option. Hybrid; online and paper options.
Mississippi	Hybrid; online and paper options. We are moving to entirely electronic with no paper option. Expected to be on line by August 1, 2021.
Vermont	Entirely electronic; no paper option.
Colorado	Entirely electronic; no paper option. Hybrid; online and paper options. Primarily electronic
Idaho	Hybrid; online and paper options.
Texas	Hybrid; online and paper options.
Virginia	Hybrid; online and paper options.

## Q29:



### RESPONSES/COMMENTS:

Illinois	Occasionally; every 2-4 years
Washington	Other (please specify) Annually and as changes arise. Usually quarterly.
Alaska	Annually
Wisconsin	Infrequently; every 5+ years
South Carolina	Other (please specify) As needed based on legislative, policy, or other changes occur
Montana	Occasionally; every 2-4 years
New Hampshire	Infrequently; every 5+ years
Utah	Occasionally; every 2-4 years
Delaware	Other (please specify) Regularly. Even more frequently when a licensing form is changed by operation of law or rule making
Mississippi	Annually
Vermont	Occasionally; every 2-4 years
Colorado	Annually
Idaho	Occasionally; every 2-4 years
Texas	Other (please specify) Daily Basis
Virginia	Annually

## Q30:

**What is the title of your umbrella agency employee that is responsible for the day-to-day management or administration of occupational licensing boards?**

See responses presented with Q31, below.

## Q31:

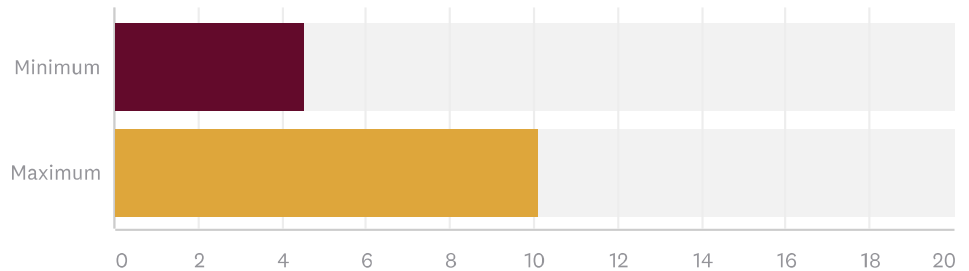
**For these employees, what is the minimum and maximum salary? (hourly or annually)**

### **RESPONSES/COMMENTS:**

Washington	Executive Director or (x) profession or Program Manager for (x) profession. \$61,244 - \$82,344
Alaska	We have two types: Executive Administrator (EA) and Occupational Licensing Examiner (OLE). \$43,000 (OLE) - \$61,000 (EA) \$58,000 (OLE) - \$82,000 (EA) - includes longevity, not starting wages
South Carolina	Administrator
Montana	Executive Officer \$60,000/annually
New Hampshire	Board Administrator \$39,702 - \$75,133.50
Utah	Bureau Manager \$28/hour - \$42/hour
Delaware	Administrative Specialist III
Mississippi	In Professional Licensure - Special Projects Officer IV. In Child Care Child Care Facilities Inspector I through CCFI III \$37,262 - \$65,208
Vermont	Assistant Director/Director \$87,000 - \$96,000
Colorado	Program Director \$86,688 - \$120,000
Idaho	Currently: Board Executive Director \$44.83/hour - \$68.07/hour
Texas	Texas Department of State Health Services unknown unknown
Virginia	Executive Director for the Board

## Q32:

What is the minimum and maximum number of boards that an individual may be responsible for managing?



### RANGE

Illinois	1 - 8	New Hampshire	3 - 5	Colorado	1 - 6
Washington	1 - 19	Utah	2 - 15	Idaho	1 - 16
Alaska	1 - 3	Delaware	1 - 2	Texas	5 - 10
South Carolina	1 - 6	Mississippi	1 - 5	Virginia	1 - 4
Montana	1 - 4	Vermont	39 - 39		

## Q33:

What is the title of your administrative staff that is responsible for the administrative support for occupational licensing boards?

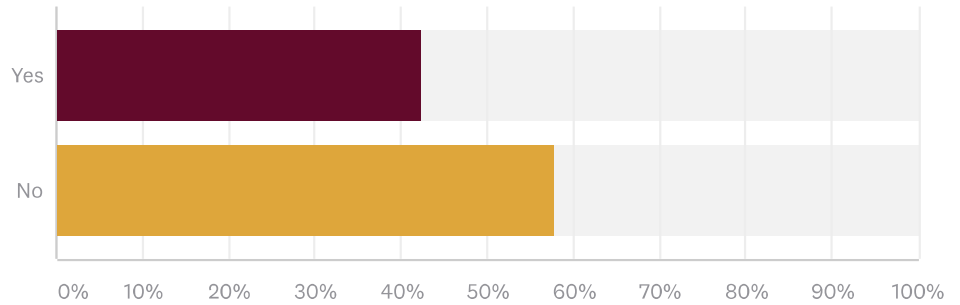
### RESPONSES/COMMENTS:

Washington	Program Manager
Alaska	We have two types: Executive Administrator (EA) and Occupational Licensing Examiner (OLE).
South Carolina	Administrator
Montana	Board Administrative Support Specialist
New Hampshire	Board Administrator
Utah	Board secretary
Delaware	Board Liaison
Mississippi	Professional Licensure-Special Projects Officer IV Child Care Licensure -Deputy Bureau Director
Vermont	Licensing Administrator
Colorado	Program Manager
Idaho	Technical Records Specialist and Management Assistant
Texas	Joseph Schmider
Virginia	Operations Manager or Administrative Assistant



## Q34:

Is this the same individual that serves as the lead management staffer, above?

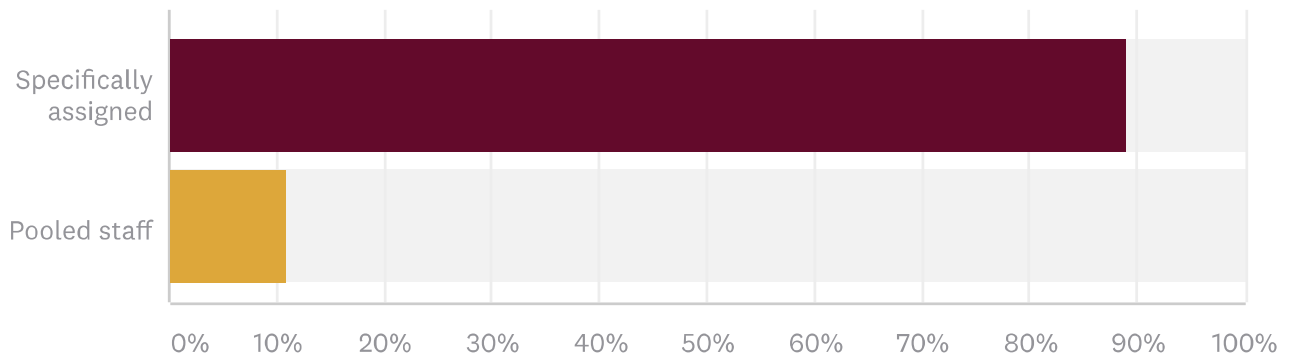


### RESPONSES/COMMENTS:

Illinois	No	New Hampshire	Yes	Colorado	No
Washington	Yes	Utah	No	Idaho	No
Alaska	Yes	Delaware	No	Texas	Yes
South Carolina	Yes	Mississippi	Yes	Virginia	No
Montana	No	Vermont	No		

## Q35:

Are these employees assigned specifically to one or more boards, or are they “pool” staff made available to all boards as needed?



### RESPONSES/COMMENTS:

Illinois	Specifically assigned	Vermont	Specifically assigned
Washington	Pooled staff	Colorado	Specifically assigned
South Carolina	Specifically assigned	Idaho	Specifically assigned
Montana	Specifically assigned	Virginia	Specifically assigned
Delaware	Specifically assigned		

## Q36:

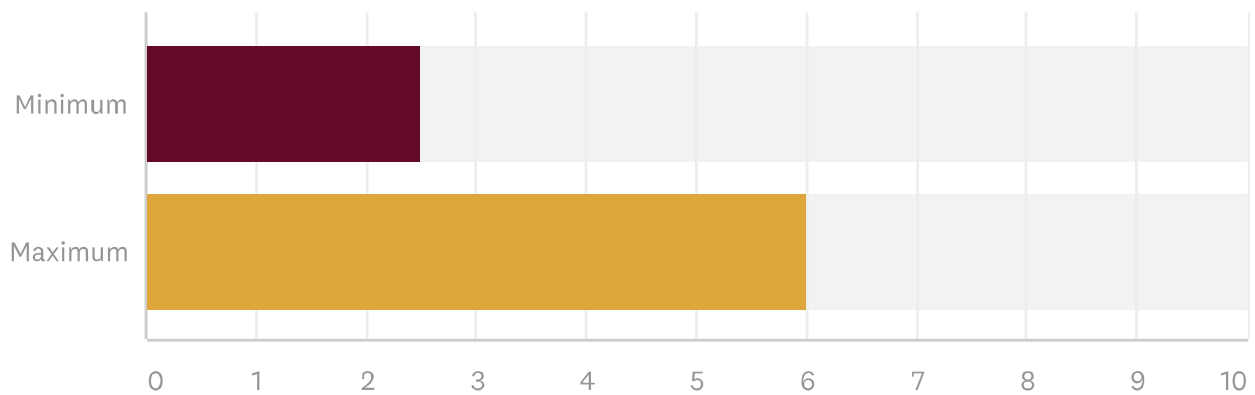
For these employees, what is the minimum and maximum salary? (hourly or annually)

### RANGE:

Montana	Up to \$43,000
Vermont	\$41,000 - \$57,000
Colorado	\$55,000 - \$75,000
Idaho	\$15.37/hour - \$25.34/hour

## Q37:

What is the minimum and maximum number of boards that an individual may be responsible for supporting?

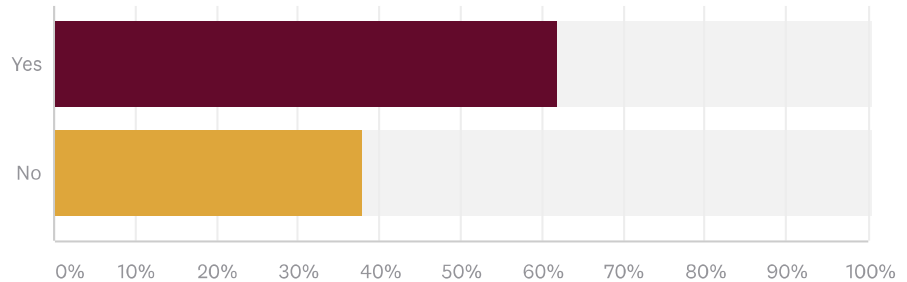


### RANGE:

Illinois	1 - 8
South Carolina	1 - 6
Montana	5 - 8
Delaware	3 - 4
Vermont	7 - 9
Colorado	1 - 6
Idaho	1 - 5
Virginia	1 - 2

## Q38:

Do occupational licensing boards and commissions in your state routinely propose or take positions on proposed legislation?

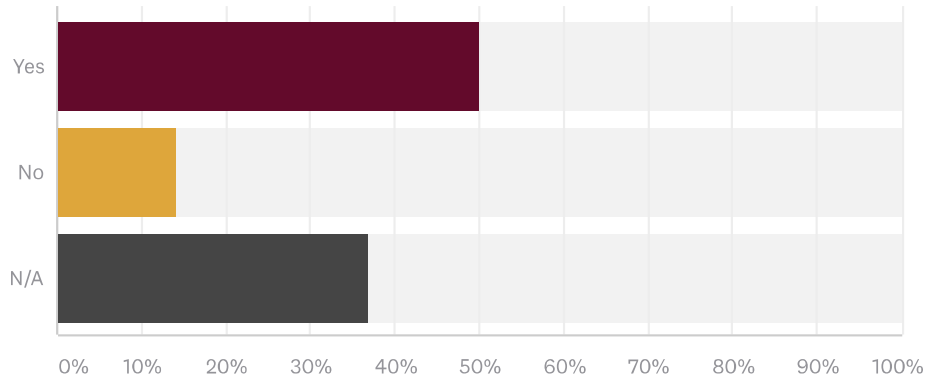


### RESPONSES/COMMENTS:

Illinois	No	
Washington	Yes	There are independent boards and commissions so their positions sometimes conflict with umbrella agency position.
Alaska	No	They will take positions but it is not routinely done; typically only if it affects their licensing program.
South Carolina	No	
Montana	Yes	
New Hampshire	Yes	The Boards and the agency do not always agree. The Boards and professional associations take opposing positions at times.
Utah	No	They have the authority in statute, but do not routinely do it.
Delaware	Yes	
Mississippi	Yes	The Agency tends to remain neutral except when the safety of the citizens of Mississippi is in question. Advisory councils are free to take whatever position they want.
Vermont	Yes	There can sometimes be a conflict between the Agency position and the Board's position.
Colorado	No	
Idaho	Yes	Only with the permission of the Governor's Office
Texas	Yes	
Virginia		Two part question. Boards consider and make proposals that must go through the Governor's office for acceptance as a "Governor's bill." The Department and respective Board position is identical to the Governor's.

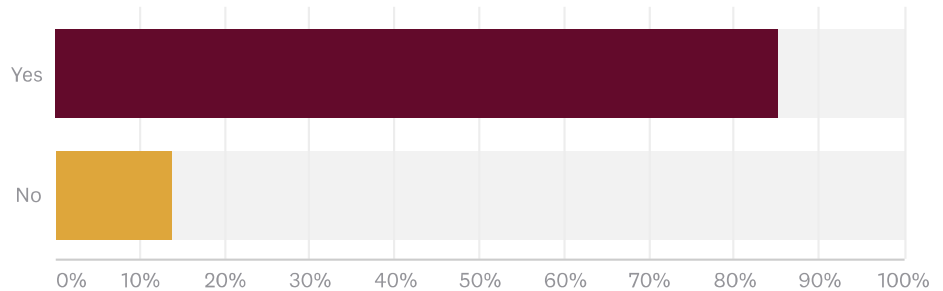
## Q39:

If so, do those positions sometimes conflict with the position of the umbrella agency?



## Q40:

Does your umbrella agency have a specific staff member whose primary responsibility is to manage legislative affairs?



### RESPONSES/COMMENTS:

Illinois	Yes, The Agency has an internal Legislative Affairs Unit. There is a Director and a number of Legislative Liaisons.
Washington	Yes, Director Policy & Legislative Relations. Yes they work with agency and any Board and Commission staff assigned to legislative work.
Alaska	Yes, Division director
South Carolina	Yes, We have an Office of Governmental Affairs
New Hampshire	Yes, it is our general counsel and program specialist IV. These individuals person do not work exclusively with the agency but provide assistance to the boards, as well.
Delaware	Yes, Director and Deputy Director within the Division. There is also a Public Information Officer for the Department of State who assists with legislative matters.
Mississippi	Yes, Legislative liaison is internal to the Agency. Title Government Relations. The individuals work exclusively with and is an employee of the MSDH.
Vermont	Yes, This is the Director's role.
Colorado	Yes, depends upon the division - for DPO, Director of External affairs - work with the Legislative Liaison for the entire department for lobbying
Idaho	Yes, Currently: Division Administrator, Section Chiefs, Legislative Liaison Manager
Virginia	Yes, This position assists the agency and respective boards and programs on all legislative and regulatory activities. The title is Senior Legislative and Regulatory Analyst, and this person works exclusively for the one agency.

## Q41:

### How do you resolve differences between the legislative stance of an occupational licensing board and the legislative stance of the umbrella agency, as set by the Governor?

#### RESPONSES/COMMENTS:

Illinois	Boards are advisory to the Department and do not take official positions on pending legislations.
Washington	Behind closed doors and if no resolution, clarity to external stakeholders that there is a difference and why.
Alaska	We work as partners and communicate that we may sometimes differ but need to be able to move forward once the legislature sets policy. Focus on clear and respectful communication: we are heading to a common goal though we may differ on how to get there.
Montana	The agency and board positions are subject to approval of the Governor.
New Hampshire	The agency will try to approach the board to develop a consensus. if that does not work, as times the boards and agency will take different opinions/positions.
Utah	Clarify who is speaking on a position.
Delaware	Dialogue with the members of the Board at meetings. Explain the position of the Governor and the agency. Reminding the Board that their duty is to protect the safety of the public through the regulation of the profession
Mississippi	We try to negotiate an equitable position for both parties. If that fails the MSDH will take an Official Position on the question.
Vermont	Typically through conversation and clarification of roles and responsibilities. The modifications of the statute have been helpful to clarify that the Director has an independent role to protect the public.
Colorado	Governor sets agenda
Idaho	It must align with the Governor's direction and vision
Texas	n/a
Virginia	The proposal process provides opportunities to coordinate with the Governor's office on issues that may be in question. But there is one voice that comes out of the Administration – the Governor's position is our position.

## Q42:

**CLEAR is committed to facilitating the sharing of best practices and vital information between umbrella agency directors and senior staff across all states and jurisdictions. To facilitate the development of the most relevant such content, please list below the three most critical issues of interest to you and your agency.**

Washington	Vaccine policy and pandemic foundational health response Emergency preparedness funding and response Licensing and Regulatory reform on state and federal level
Alaska	Having enough resources to meet service expectations Quick processing of military spouse and health care licenses Continual monitoring of “right touch” regulatory balance
South Carolina	licensing trends investigative trends inspection trends
Montana	Limiting professional association influence on and attitude of regulatory board members. Statistical information on positive impacts of professional licensing and other ways to address deregulation-oriented legislation packaged as reform. The need for standardized education and examination requirements to address substantial equivalency determinations in out of state license applications.
New Hampshire	Authority of boards v. agency hearings and investigative process (authority) timeliness of applications and application requirements
Utah	Regulatory Reform Best Practices Across All Functions Improving Outreach and Connection with the Public
Delaware	Removal of Barriers to licensure License portability
Mississippi	Equitable practices that protect the citizens of Mississippi Practices that protect the citizens of Mississippi from unqualified practitioners.
Vermont	mobility Interstate IT infrastructure reducing barriers while protecting the public
Colorado	Mobility Legislative issues Best practices
Idaho	Technology Solutions Streamlining Processes Customer Service
Texas	Investigations Criminal Information Inspections
Virginia	Evolving views on occupational licensure’s benefits and burdens Role played by boards in supporting society’s workforce needs Collaboration with other governmental organizations





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