



Cemetery & Funeral Bureau

Strategic Plan 2011-2014

Mission

The Cemetery and Funeral Bureau advocates consumer protection and licensee compliance through proactive education and enforcement of laws and regulations of the death care industry.

Vision

We will be the premiere organization ensuring consumers make informed decisions in a fair and ethical marketplace.

Values

- **Collaboration:** We strive to employ collaborative relationships in decision-making.
- **Compassion:** We employ empathy, integrity, respect and understanding when serving consumers.
- **Professionalism:** We pride ourselves in our professionalism when serving the industry.
- **Accountability:** We operate transparently, honestly and encourage public participation in our decision making whenever possible.
- **Innovation:** We value new ideas and concepts, which are fundamental to our successful delivery of services to consumers and efficient regulation of the industry.

Goal 1

Improve the Bureau's Enforcement Operations

- 1.1 Update the Field Staff Procedural Manual with current content.
- 1.2 Establish an effective probation monitoring program.
- 1.3 Develop and publish an Enforcement Procedure Manual.
- 1.4 Clearly define and delineate functions between field and audit staff.
- 1.5 Identify and establish video conferencing capabilities between enforcement field staff and the Bureau's headquarters.

Goal 2

Effectively Utilize the Bureau's Advisory Committee

- 2.1 Review, evaluate, and revise the Consumer Guide to Funeral and Cemetery Purchases.
- 2.2 Redesign the Bureau's Web site to make it more functional, user-friendly and visually pleasing.
- 2.3 Identify any potential changes in the laws and regulations governing the death care industry.
- 2.4 Identify systemic areas of non-compliance in industry practices.

Goal 3

Strengthen the Bureau's Licensing Operations

- 3.1** Revise all licensing applications and forms in conjunction with the rulemaking process.
- 3.2** Review, evaluate, and revise the Bureau's Licensing Procedure Manuals.
- 3.3** Update the Bureau's Candidate Examination Handbooks.
- 3.4** Update licensing "Frequently Asked Questions" page on the Bureau's Web site.

Goal 4

Improve the Bureau's Audit Process

- 4.1** Evaluate the feasibility of creating automated financial electronic forms and reports.
- 4.2** Obtain opinions from DCA's Legal Office on statutes and regulations relating to the audit process.
- 4.3** Seek funding and positions in order to augment the Bureau's audit staff.
- 4.4** Establish a referral process to State Controllers Office for escheating funds, and to the District Attorney's office for unfair business practices.
- 4.5** Finalize jeopardy seizure procedure for trust funds.
- 4.6** Review, evaluate, and update the Bureau's Audit Guide.
- 4.7** Update the Bureau's general field audit program.

Goal 5

Improve The Bureau's Consumer and Industry Outreach Efforts

- 5.1** Partner with DCA's Outreach Unit to develop a consumer education and outreach plan, utilizing earned media and social networking where appropriate.

Goal 6

Develop a Legislative and Regulatory Plan

- 6.1** Identify and seek clarification to strengthen statutory language.
- 6.2** Combine appropriate cemetery and funeral statutes and funds.
- 6.3** Review, evaluate, and revise the Bureau's disciplinary guidelines.
- 6.4** Continue the development of LLC regulations.
- 6.5** Complete the development of cemetery maintenance standards regulations.
- 6.6** Complete the rulemaking process for the revised funeral regulations.