



CALIFORNIA BOARD
OF ACCOUNTANCY
STRATEGIC PLAN
2019-2021

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About the Board

For over 100 years, the California Legislature has entrusted the California Board of Accountancy (CBA) with protecting the public related to the practice of public accountancy in California. The CBA's mission evokes this charge: "To protect consumers by ensuring only qualified licensees practice public accountancy in accordance with applicable professional standards."

The breadth of the CBA's influence in the regulatory environment stretches beyond California's borders. The CBA regulates over 105,000 licensees, including individuals (certified public accountants and public accountants) and accounting firms (partnerships and corporations). Many of the accounting firms that the CBA regulates have national footprints and some with footprints worldwide. Certified Public Accountants (CPAs) work in a wide range of areas including, accounting firms, private industry, government, and academia, and provide services to clients of all sizes and needs.

The CBA recognizes the scope of its regulatory influence. With stakeholders ranging from consumers needing accounting services; lenders, shareholders, and investors that rely on services rendered by CPAs; and businesses – large and small – that use CPAs to establish internal accounting controls (to name a few), the protection of the public shapes the policies, regulations, and enforcement decisions reached by the CBA.

Mission

To protect consumers by ensuring only qualified licensees practice public accountancy in accordance with established professional standards.

Vision

All consumers are well-informed and receive quality accounting services from licensees they can trust.

Values

CONSUMER PROTECTION – The CBA will make effective and informed decisions in the best interest and for the safety of consumers.

INTEGRITY – The CBA will act in an honest, ethical, and professional manner in all endeavors and fully disclose all pertinent information.

QUALITY AND PROFESSIONALISM – The CBA will ensure that qualified, proficient, and skilled staff provide services to CBA stakeholders. The CBA will deliver high quality service, information, and products that reflect excellence and professionalism.

TRANSPARENCY – The CBA will actively promote the sharing of ideas and information throughout the organization and with the public and be receptive to new ideas.

INITIATIVE – The CBA will encourage creatively looking at problems and processes and actively seek solutions and improvements.

RESPECT – The CBA will be responsive, considerate, and courteous to all, both within and outside the organization.

ACCOUNTABILITY – The CBA will take ownership and responsibility for its actions and their results.

TEAMWORK – The CBA will promote cooperation and trust at all levels by working with and soliciting the ideas and opinions of CBA stakeholders.

2019-2021 Strategic Plan Goals

Goal 1: Enforcement

Maintain an active, effective, and efficient program to maximize consumer protection.

- 1.1 Inform stakeholders on enforcement efforts being performed regarding unlicensed practice.
- 1.2 Maintain adequate staffing to support efficient case management.
- 1.3 Acquire leading technologies for case management and simplify the process to reduce case completion timeframes.
- 1.4 Reduce the average number of days to complete the enforcement process for those matters resulting in formal discipline, consist with Department of Consumer Affairs' Formal Enforcement Performance Measures.

Goal 2: Licensing

Maintain an active, effective, and efficient program to maximize consumer protection.

- 2.1 Review and amend, if necessary, licensing requirements to accommodate evolving education methodologies used by colleges and universities.
- 2.2 Obtain adequate staffing resources to process examination, licensure, and renewal applications within 30 days.
- 2.3 Update the content on the CBA website, including the use of videos and interactive tools, to provide clear guidance to applicants and licensees.

Goal 3: Customer Service

Deliver the highest level of customer service.

- 3.1 Use the CBA Stakeholder Survey and Department of Consumer Affairs' Consumer Survey to identify areas of improvement to provide the highest level of service.
- 3.2 Improve online stakeholder services that will increase operational efficiency and customer access.

Goal 4: Outreach

Provide and maintain an effective and timely outreach to all CBA stakeholders.

- 4.1 Increase communications to stakeholders to better inform them regarding CBA activities including, but not limited to, succession planning and information security.
- 4.2 Maintain partnerships with professional organizations, academic organizations, colleges, universities, and other regulatory bodies to share information regarding the CBA and its consumer protection mandate.
- 4.3 Leverage social media resources to engage and inform stakeholders.
- 4.4 Educate licensees on common violations of the Accountancy Act and CBA Regulations via the CBA's UPDATE publication.
- 4.5 Collaborate with state and national organizations regarding the peer reviewer population and ensure the peer review program is maintained and continues to protect consumers.
- 4.6 Formulate a communication strategy surrounding the mission of the CBA to improve stakeholders' understanding of its public policy efforts.

Goal 5: Laws and Regulations

Maintain an active presence and leadership role that efficiently leverages the CBA's position of legislative influence.

- 5.1 Work with the Department of Consumer Affairs to develop more frequent access to staff training on the rulemaking process.
- 5.2 Work with the Department of Consumer Affairs and other control agencies to reduce the time required to complete the rulemaking process.

Goal 6: Emerging Technologies

Improve efficiency and information security through the use of existing and emerging technologies.

- 6.1 Collaborate with the Department of Consumer Affairs to build and implement an Information Technology solution that will provide automated and on-line services to CBA stakeholders.
- 6.2 Monitor compliance with Department of Consumer Affairs' and California Department of Technology's policies to ensure the security of electronic information.

Goal 7: Organizational Effectiveness

Maintain an efficient and effective team of leaders and professionals by promoting staff development and retention.

7.1 Analyze and identify professional development and training opportunities for staff to preserve institutional knowledge and retain staff.

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