



Idaho Division of Occupational & Professional Licenses

Brad Little – Governor

Russell Barron – Division Administrator



Strategic Plan 2026-2029



Administrator's Message



The Division of Occupational and Professional Licenses (DOPL) is in its fifth year of existence. The first five years have been spent on fulfilling the major requirements in Governor Little's Executive Order 2020-10, issued on June 3, 2020. We have completed moving into one location in the Treasure Valley and implementing a single automated system to assist with licensing, inspections, and investigations. These accomplishments provide the foundation to build more efficiencies into our work and allow us to become more effective in providing DOPL services.

Our focus now turns to improving the timeliness and overall quality of our services as we continue to take advantage of opportunities that lead to even greater efficiencies. We will continue to assess our organizational structure, track progress of changes, implement data-informed decisions, and invest in improving the work culture and overall employee engagement.

We will continue to reduce inconsistencies across Bureaus, Boards, Commissions, and Programs where necessary. We will ensure this agency is aligned with the objectives and initiatives of the Governor and the Legislature, particularly in keeping the public safe and protecting consumers.

This Strategic Plan helps guide us through our next phase of streamlining our work, enhancing customer experience, and improving our overall performance. The impact of the great work performed by the professionals and professions regulated by DOPL Boards and Commissions enhances Idaho's economy, improves both the physical and mental health of Idaho citizens, and has a positive effect on Idaho communities. It is truly a privilege to serve as the Administrator for this Division.

Sincerely,

RUSSELL S. BARRON, MBA CPM
DIVISION ADMINISTRATOR



Division History

In the 2020 Idaho Legislative Session, HB 318 was signed into law codifying the creation of a new Division of Occupational and Professional Licenses from the former Bureau of Occupational Licenses and providing the Governor authority to reorganize Programs and Boards within the Department of Self-Governing Agencies as needed to create an orderly arrangement in the administration of government.

Pursuant to title 67-2601(2)(h), Idaho Code, the Division of Occupational and Professional Licenses exists within the Department of Self-Governing Agencies. On June 3, 2020, Governor Little issued Executive Order 2020-10 reorganizing 11 agencies into one. The original 48 Boards and Commissions, 3 Safety Programs, and 8 Advisory Committees were organized within the following four Bureaus:

1. Building, Construction, and Real Estate;
2. Occupational Licenses;
3. Health Professions; and
4. Administration

Executive Order 2020-10 tasked the Division Administrator to establish a plan to coordinate the move of Boards assigned to DOPL to a central office location so that Idahoans may access a one-stop shop for state licenses. In addition, it tasked the Division Administrator to establish a plan to seek efficiencies from the combined organization including, but not limited to, the consolidation of information technology systems across Boards where practicable.

In the 2021 Idaho Legislative Session, the restructuring of 11 agencies encompassing 48 Boards and Commissions into DOPL was enshrined into Idaho Code with the signature of three regulatory framework bills:

- SB 1024 – Vesting the Division hiring authority in the Division Administrator
- SB 1026 – Changing the statute references of previous self-governing agencies to their new name, the Division of Occupational and Professional Licenses
- SB 1056 – Detailing the duties of the Division Administrator and transitioning all Boards and Commissions to the 'Occupational Licenses Fund'

The Idaho Legislature and Governor have approved the following changes since DOPL's inception:

- 2021 – Combining the Architects Board with the Landscape Architects.
- 2022 – Creating a new Board called the Naturopathic Health Care Board.
- 2024 – Merging the Board of Midwifery with the Board of Nursing; combining the Board of Dietitians, Athletic Training Board, Respiratory Therapy Board, and the Board of Naturopathic Medicine into one Allied Health Advisory Board, which serves under the Board of Medicine; transitioning the Maternal Mortality Review Committee from the Department of Health and Welfare, which also serves under the Board of Medicine.
- 2025 – Merging the Board of Examiners of Nursing Home Administrators and the Board of Examiners of Residential Care Facility Administrators, creating the Board of Long-Term Care Administrators.

As of July 1, 2025, there are 44 Boards and Commissions, 3 Safety Programs, and 8 Advisory Committees.



Strategic Plan 2026-2029 Overview

Mission

Consumer protection and public safety

- Protect the public through accurate licensure, fair regulation, and diligent enforcement.

Outcome-Based Vision

Right touch regulation

- Ensure a regulatory environment where Idaho's professionals excel, Idaho's economy is supported, and consumers and the public are safe.

Core Values

Quality Customer Service

- Provide responsive, courteous, and accurate service.

Balanced & Fair Regulation

- Ensure unbiased and evidence-based regulatory actions.

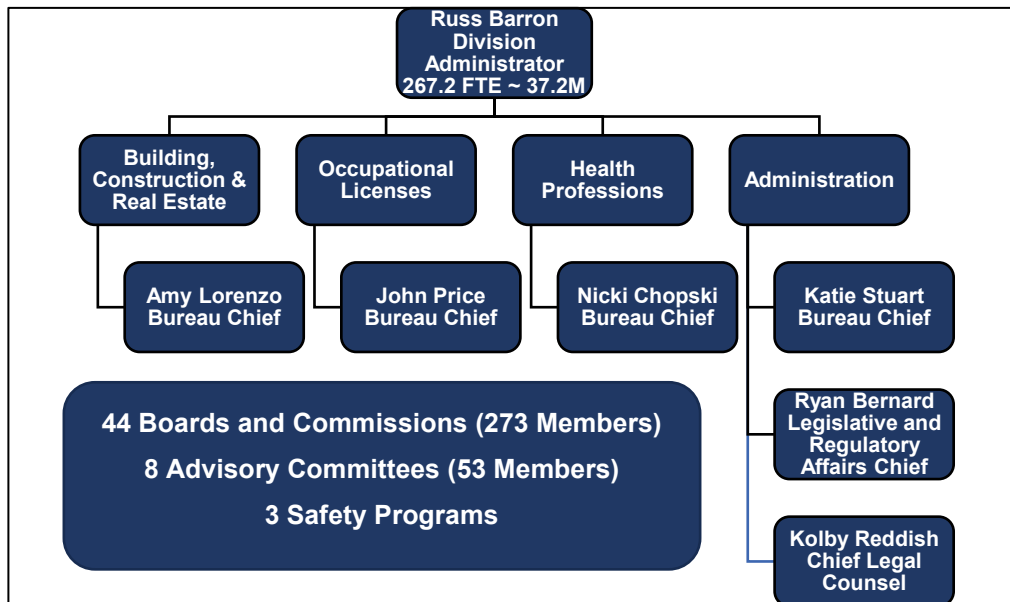
Integrity

- Uphold honesty, accountability, and transparency.

Respect

- Acknowledge and value the contributions of every stakeholder.

Organizational Structure



Key External Factors

Shifting economic, political, social and professional climates that are beyond the Division's control may impact the accomplishment of long-range goals and objectives.

- State legislation that alters or significantly impacts the functions of the Boards and Commissions.
- Federal law changes that create the need for corresponding state action.
- Consumer acceptance and demand of new services and business models.
- Private accreditation, credentialing, and education services development, availability, and cost.
- Industry, company, and facility policies, liability insurance, and other risk mitigation factors that play a role in regulation of an industry.
- Civil and criminal law actions regarding regulated individuals and industries.
- Professional ethics and self-restraint in practice and services provided.
- Economic conditions within the state are dynamic and constantly evolving, and this can lead to unpredictability in the growth of licensees and registrants as well as the number of trade inspection permits.
- Technology evolution being faster than regulatory agencies can realistically keep up with regarding rulemaking.
- Supply and demand of workforce, including workforce shortages.
- Interest, engagement, and external influences of stakeholders.



Goals, Objectives, and Performance Measures

Strategic Goal 1

Modernize Systems and Processes to Support Idaho's Economy 7-8

- Regulated Occupations and Professions require DOPL to continually evolve, ensuring our systems and processes efficiently and effectively meet Idaho's demand.

Strategic Goal 2

Ensure Effective Regulation and Enforcement to Protect the Public..... 8-9

- To safeguard Idaho Consumers, DOPL must maintain consistent, fair, and timely enforcement of regulations.

Strategic Goal 3

Foster a healthy, engaged, and productive workplace culture 10

- A supportive and positive workplace culture is essential for employee engagement, performance and retention – driving better outcomes for the customers we serve.

Strategic Goal 4

Achieve financial stability through effective resource management 10-11

- Sustainable financial practices and strategic resource allocation are essential in ensuring DOPL's long-term stability and operational efficiency while minimizing costs to customers.

Strategic Goal 5

Lead collaborative Regulatory Innovation 11-12

- Work with stakeholders to eliminate barriers and meet evolving industry standards and public expectations, ensuring regulations maintain public safety while remaining current and adaptable.



Goal 1: Modernize Systems and Processes to Support Idaho's Economy

Objectives and Tasks

Objective 1.1 – Streamline and simplify licensing processes to allow applicants quick and clear pathways to licensure

1.1.1 By October 2025, update licensing system to prioritize expedited licensure for military, veteran, and military spouse applicants.

1.1.2 By December 2025, complete a root cause analysis of application processing delays.

1.1.3 By June 2028, implement a 2-year renewal cycle for all affected professions in accordance with Idaho Code.

Objective 1.2 – Enhance online licensing and permitting systems for faster, customer-friendly interactions

1.2.1 By December 2025, assess core system support to ensure responsiveness and reliability of the system.

Objective 1.3 – Foster proactive and clear communication strategies to minimize errors and application delays

1.3.1 By December 2025, perform an audit of the DOPL website to identify inconsistencies and areas for improvement.

1.3.2 By April 2026, establish a process to maintain accurate and timely information on the DOPL website.

1.3.3 By May 2026, evaluate phone system needs.

Objective 1.4 – Leverage Artificial Intelligence to enhance efficiency, support high value work, and strengthen operational processes – while ensuring responsible use, data privacy, and public trust

1.4.1 By October 2025, integrate artificial intelligence into the developer workflow to support faster, more responsive system enhancements in a controlled and secure environment.



Goal 1 Performance Measures

Measure	Target	Deadline
Application Completion Rate	80% ¹	June 2029
Initial Application Processing Time	50% processed same-day ²	June 2027
	65% processed within 24 hours ²	June 2027
Military Application Processing Time	75% processed same-day ³	June 2026
	90% processed within 24 hours ³	June 2026
System Support Requests Submitted	550 ⁴	June 2027
Benchmarks		
1. Target indicates public clarity in application process and requirements; measured by rate of applications submitted with all required materials on the first attempt. 2. Represents increased efficiency in licensing processes. 3. Based on statute to prioritize military and military spouse applications (Idaho Code § 67- 9405). 4. Based on objective to enhance internal systems; targeting a minimum 30% reduction compared to FY25 (792).		

Goal 2: Ensure effective regulation and enforcement to protect the public

Objectives and Tasks

Objective 2.1 – Standardize investigative and enforcement processes across all bureaus for consistent and fair outcomes

2.1.1 By September 2025, implement strategies to efficiently prioritize and expedite complaint resolutions.

2.1.2 By December 2025, conduct an audit of disciplinary cases to ensure fair and equitable corrective action.

2.1.3 By June 2026, standardize investigation terminology to align understanding and enable consistent measurement Division-wide.

Objective 2.2 – Promote transparency and clarity throughout investigative and disciplinary processes.

2.2.1 By December 2025, perform analysis to ensure licensees are effectively communicated with in a timely manner regarding investigation and disciplinary issues.



Objective 2.3 – Maintain fair and equitable outcomes by identifying and increasing the use of alternative dispute resolution pathways for eligible complaints

2.3.1 By December 2027, increase educational opportunities and resources to reduce the likelihood of future disciplinary violations.

Objective 2.4 – Optimize the use of the Prescription Drug Monitoring Program (PDMP) to ensure compliance with Idaho Code and reduce patient risk through the effective use of dispensation data

Objective 2.5 – Ensure timely and thorough building and construction inspections

2.5.1 By December 2025, assess and implement a cross-disciplinary inspection model for Trades inspectors to improve coverage, timeliness, and overall efficiency of multi-trade inspections.

2.5.2 By June 2026, implement procedures that ensure thorough and timely inspections for all Trades and safety programs.

2.5.3 By December 2026, train all building and construction inspectors to conduct industrial/school safety inspections.

Goal 2 Performance Measures

Measure	Target	Deadline
Disciplinary Matters Resolved Informally	360 ¹	December 2028
% of Safety Program Inspections Completed Annually	90% ²	June 2026
Investigation Resolution Time	90% completed within 120 days ³	June 2027
Recovery Program Participants	120 ⁴	June 2027
Prescription Check Rate in Accordance with Idaho Code	80% ⁵	December 2028
Benchmarks		
1. Represents increased effectiveness of targeted disciplinary education and resources; indicates a 20% increase as compared to FY25. 2. Based on DOPL's focus on public safety and to meet statutory requirements (Idaho Code §§ 67-23, 39-80, 33-59, 39-41, and 43-39). 3. Represents effective timeliness of communication in investigations processes. 4. Represents a 20% increase compared to FY25. 5. Represents increased compliance with Idaho Code (§ 37-2722).		

Goal 3: Foster a healthy, engaged, and productive workplace culture

Objectives and Tasks

Objective 3.1 – Continue comprehensive training for all supervisors and managers to strengthen leadership and internal management practices

Objective 3.2 – Foster open communication channels and actively seek employee input and feedback to inform organizational decisions

Objective 3.3 – Develop and implement initiatives aimed at improving employee engagement, well-being, and satisfaction

Goal 3 Performance Measures

Measure	Target	Deadline
Communication	51% ¹	December 2027
Trust in Leadership	55% ¹	December 2027
Strategic Alignment	58% ¹	December 2027
Managing Change	61% ¹	December 2027
Experience vs. Expectation	27% ¹	December 2027
Turnover Rate	10% ²	December 2027
Benchmarks		
1. Based on the State Employee Engagement Survey; target is the state average in FY24.		
2. Based on DOPL's turnover rate in FY25, represents a decrease from 11.6%.		

Goal 4: Achieve financial stability through effective resource management

Objectives and Tasks

Objective 4.1 – Establish and maintain a responsive fee structure by conducting regular reviews and making adjustments – such as fee holidays, reductions or increases when appropriate

Objective 4.2 – Streamline financial processes to improve timeliness in financial reporting and budget management to inform Boards and stakeholders

4.2.1 By 2026, assess internal invoicing processes to strengthen reliability, identify opportunities for increased efficiency, and support timely financial reporting.

Objective 4.3 – Apply financial forecasting practices to proactively manage resources

4.3.1 Annually in July, review Board revenues to ensure appropriate budget allocations based on revenue, supporting proactive financial forecasting and resource management.

Goal 4 Performance Measures

Measure	Target	Deadline
Cash Balance Ratio	100% of boards within 30% - 150% ¹	June 2029
	50% of boards within 100% - 150% ¹	
Pcards and Travel Expenditures Processing Time	80% completed within two weeks of use or occurrence ²	June 2027
	100% completed within 30 days of use or occurrence ²	
Benchmarks		
1. Ratio calculated as percentage of cash balance compared to five-year rolling average expenditures. Based on Statute (Idaho Code § 67-2608 (3)).		
2. Represents increased efficiency of financial processes.		

Goal 5: Lead collaborative regulatory innovation

Objectives and Tasks

Objective 5.1 – Systematically review and modernize regulations to reduce inconsistencies, unnecessary barriers, and complexity

5.1.1 By January 2026, submit a report to the Legislature containing the implementation plan for the Occupational Licensing Reform Act (House Bill 107).

5.1.2 By September 2025, submit a report to assist the Legislature in eliminating unnecessary, outdated, and obsolete provisions of Idaho Code, in compliance with the Code Cleanup Act (House Bill 14).

Objective 5.2 – Participate in sunrise and sunset review process with the Occupational and Professional Licensure Review Committee

Objective 5.3 – Proactively engage stakeholders in collaborative discussions on regulatory improvements

Goal 5 Performance Measures

Measure	Target	Deadline
Open Rate for Targeted Communications	78% ¹	June 2026
Number of Direct Subscribers	560 ²	June 2026
Number of Proactive Stakeholder Engagements	100 ³	June 2026
Benchmarks		
<ol style="list-style-type: none"> 1. Indicates increase in customer engagement with DOPL-initiated communications, compared to baseline of 68.7% in FY25. 2. Indicates a 5% increase in customer-initiated engagement compared to the baseline of 538 direct subscribers in FY25. 3. Establishes and reports a baseline of stakeholder engagements completed in FY26. 		