Communications and Public Relations	Critical Issue: BESW to improve its relationships with licensees, external partners, and other stakeholders, and be perceived as responsive, easy to work with, collaborative, and fair.		
Goal 1A. BESW will achieve a 75% satisfaction rating from licensees by 2023			
Strategy	**Action**	**Timeline for Completion**	**Lead Staff Member**
Strategy 1A.1: **Conduct stakeholder engagement sessions with all constituencies regarding changes to BESW, and 2019 and 2021 Legislative Sessions**	**1A.1.1: Review original satisfaction survey questions** **1A.1.2: Determine information and data to be collected and revise survey questions accordingly** **1A.1.3: Develop a plan to issue updated satisfaction survey with final questions, outreach and distribution approach, and timing**	**By June 30, 2023**	**Sandy Lowery**
Strategy 1A.2: **Implement systems to create an effective feedback loop about complaints and satisfaction**	**1A.2.1: Review satisfaction data from the original survey** **1A.2.2: Develop a plan to establishes a feedback process for complaints and satisfaction for providers and service recipients**	**By June 30, 2023**	**Sandy Lowery**

Board Operations	Critical Issue: BESW operations are streamlined, efficient, and user friendly.		
Goal 2A. BESW will have online licensing and renewals			
Strategy	**Action**	**Timeline for Completion**	**Lead Staff Member**
Strategy 2A.1: BESW will have online licensing and renewals	**2A.1.1:** Work with secured vendor to develop online tracking for complaints and discipline following the development of the online internship application process outlined in Strategy 2B.2	**By June 30, 2023**	**Sandy Lowery**
Goal 2B. BESW will transfer all appropriate documents from paper to digital formats			
Strategy	**Action**	**Timeline for Completion**	**Lead Staff Member**
Strategy 2B.1: Work through and archive all paper files as appropriate	**2B.1.1:** Ensure Deputy Director and Other Staff attend State Archives Workshop in 2022 **2B.1.2:** Ensure Deputy Director and Other Staff attend Nevada Digital Retention Course in 2022	**By June 30, 2023**	**Sandy Lowery**
Strategy 2B.2: Move to computer-based systems as the baseline for documentation for BESW operations	**2B.2.1:** Work with secured vendor to establish an online internship application process	**By June 30, 2023**	**Sandy Lowery**
Strategy 2B.3: Implement technological solutions to promote data gathering, retention, and sharing	**2B.3.1:** Review Legislation and Determine Enhancements Needed to Promote Data Gathering **2B.3.2:** Ensure data gathering, retention, and sharing is accomplished in newly developed processes for online tracking of complaints, discipline, and internship applications	**By June 30, 2023**	**Sandy Lowery**

Board Operations	Critical Issue: BESW operations are streamlined, efficient, and user friendly.		
Goal 3A. BESW will have all policies and procedures in place			
Strategy	**Action**	**Timeline for Completion**	**Lead Staff Member**
Strategy 3A.1: **Implement solution-oriented customer service approach**	**3A.1.1: Encourage staff to identify and implement solutions for improved customer service** **3A.1.2: Build staff skills in customer service** **3A.1.3: Create a plan to positively transform the BESW customer experience**	**By June 30, 2023**	**Sandy Lowery**
Strategy 3A.2: **Ensure up to date, accurate policies and procedures**	**3A.2.1: Gather policies and procedures** **3A.2.2: Revise BESW policies and procedures** **3A.2.3: Update and distribute BESW policies and procedures**	**By June 30, 2023**	**Sandy Lowery**
Strategy 3A.3: **Develop policies and procedures for management of data**	**3A.3.1: Continue to work in concert with state of Nevada to gather and disseminate required data** **3A.3.2: Develop written data policies and procedures that conform requirements**	**By June 30, 2023**	**Sandy Lowery**
Strategy 3A.4: **Implement Board and staff training**	**3A.4.1: Ensure new board members are trained online** **3A.4.2: Ensure staff complete online training (e.g., O365, AG training from the state, training for new members, and ASWB training)**	**By June 30, 2023**	**Sandy Lowery**

Disciplinary Function of the Board	Critical Issue: BESW will ensure appropriate, timely processing of complaints against licensee(s).			
Goal 4A.	BESW will process new complaints against licensees per NRS and NAC			
Strategy	**Action**		**Timeline for Completion**	**Lead Staff Member**
Strategy 4A.1: BESW will process new complaints against licensees per NRS and NAC	4A.1.1: Work with DAG to ensure complaints are processed in accordance with NRS and NAC requirements		**By June 30, 2023**	**Karen Oppenlander**
Goal 4B.	BESW will clear 100% of backlogged disciplinary cases from prior to January 1, 2018, by December 31, 2022			
Strategy	**Action**		**Timeline for Completion**	**Lead Staff Member**
Strategy 4B.1: **Ensure internal compliance with existing NRS and NAC related to disciplinary action**	**4B.1.1: Establish a process to continuously monitor 641B compliance**		**By June 30, 2023**	**Karen Oppenlander**
Strategy 4B.2: **Evaluate NRS and NAC for changes to improve the disciplinary process**	**4B.2.1: Due to lack of capacity and the need for updates on the anticipated changes, this strategy will be deferred to the next strategic plan**		**By June 30, 2023**	**Karen Oppenlander**

Financial Positioning	Critical Issue: BESW needs to strengthen accounting practices and ensure financial sustainability.		
Goal 5A. Address audit recommendations based on management letter by June 30, 2023 and ongoing			
Strategy	**Action**	**Timeline for Completion**	**Lead Staff Member**
Strategy 5A.1: **Address audit recommendations based on management letter by June 30, 2023 and ongoing**	**5A.1.1: Implement auditor recommendations through June 30, 2023** **5A.1.2: Develop process for implementing recommendations on an ongoing basis beyond June 30, 2023**	**By June 30, 2023**	**Karen Oppenlander**
Goal 5B. By 2023 BESW will have a set number of months in accordance with the recommendations of similar small board organizations			
Strategy	**Action**	**Timeline for Completion**	**Lead Staff Member**
Strategy 5B.1: **Strengthen financial position of BESW**	**5B.1.1: Monitor progress/trends with hybrid accrual system and fee increases implemented**	**By June 30, 2023**	**Karen Oppenlander**