

**Extract from Agency Request Budget for Current Biennium (2009-2011)
Oregon Mortuary & Cemetery Board**

II. AGENCY PLANS

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A. 2007 - 2013 SIX-YEAR PLAN

The Board has no primary links to Oregon Benchmarks. As a high-level outcome, the Board looks to its mission statement. In order to advance its mission, the Board has identified three long-term strategic goals.

GOAL 1: To fairly and efficiently perform licensing, inspection and enforcement duties.

GOAL 2: To promote professional behavior and standards.

GOAL 3: To maintain constructive relationships.

The Legislature and the Governor have assigned the Board responsibility and granted it authority to perform certain licensing, inspection and enforcement duties designed to protect the public. Fair and efficient performance of those statutory mandates is the Board's number one goal. In addition to tracking results by number (see Results Expected in Section II, B, 4, below), the Board plans to gauge progress toward achieving goal one by keeping an eye on the frequency of inspections (Key Performance Measure #1) and the timeliness of investigations (Key Performance Measure #2).

Goals two and three are also considered essential to the Board's public protection mission. Although success in one is not necessarily dependent upon success in another, the Board's goals are intended to complement one another. For example, it is assumed that performing licensing, inspection and enforcement duties fairly and efficiently will contribute to success in maintaining constructive relationships and, similarly, that maintaining constructive relationships will tend to promote professional behavior and standards. Key Performance Measure #3 is designed to gauge customer satisfaction.

B. 2009-2011 TWO-YEAR PLAN

The Board is looking to create stability and complete and update to our strategic plan in partnership with our stakeholders and partner agencies in order to ensure we are meeting our current mission, as well as planning effectively to meet future needs. The board is holding a strategic planning session in October, and this section will be updated with specific actions during the 2009-2011 biennium.

Additionally:

- The Board is currently working with a community advisory committee to review rules and statutes against current needs and long term trends in the industry as well as in other sectors that may be impacted by—or may impact—death care..

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3. AGENCY INITIATIVES

The Board needs to create financial stability in order to meet its statutory mission. The requested policy packages would provide sufficient funding and staffing to allow the board to meet inspection requirements, as well as return to minimum services levels for customer service and education. Without the approval of legislative concepts (see attached), the agency would need to eliminate 2.5 positions from the budget, which would make it impossible to meet our minimum statutory mission.

The Board is also interested in shifting from a reactionary stance to a proactive stance in anticipation of higher volume in the death care industry projected in the 2015-2040 timeframe, given the aging of the overall population. Education and inspection will become essential tools in protecting the public. This is core to our mission and strategic goals, and will be assessed through improved ratings on customer satisfaction ratings, feedback from our industry partners, as well as net reductions in documented compliance issues.

The Board will also be focused on improving relationships with stakeholders and developing partnerships with industry associations, private business and other agencies in order to appropriately prepare for longer term issues facing the state as far as land use, air quality and natural resources, emergency response, and cultural diversity. The agency is key in bringing consideration of the death care industry to these State-wide conversations and planning efforts. 2009 will include an update to the board's long term strategic plan to reflect this more proactive and State-wide view. This will also allow the agency the ability to affect the Governor's affirmative action and cultural diversity goals, by working with our stakeholders to increase visibility and awareness in the broadest cultural sense. This will be evaluated through existing measures from these programs, through assessment of the inclusion of the needs of effective death care in upcoming debate on the identified key issues.

Oregon Mortuary & Cemetery Board-Strategic Policy Framework

As reviewed and discussed by the Board in public session: January 27, 2009

Key Topics:

External

- **Death Perception in Oregon**
 - The Board will focus on improving the public visibility and understanding of the death care industry, and the current and emerging trends and issues for consumers and licensees.
 - The Board will provide leadership on these issues at the State level.
 - The Board will establish focused services on the education of consumers and practitioners.

- **Supporting Population and Cultural Change**
 - The Board will address current and emerging considerations in support of demographic changes within the State.
 - The Board will support efforts to ensure the availability of skilled practitioners in the death care industry who can meet the needs of a changing population.
 - The board will provide sufficient regulation to ensure consumer protection and safety while honoring cultural or personal preferences or practices.

- **Economic, Technological and Environmental Considerations and Impacts**
 - The board will address the overall economic impact on social services within the State of Oregon and the resultant impacts on the care of the dead.
 - The board will provide leadership in ensuring consumer choice and protection with regard to the pre-arrangements of death care goods and services (pre-need arrangements).
 - The board will ensure the proper regulation and utilization of new disposition technologies and practices.
 - The board will provide a leadership role in ensuring the environmental sustainability of death care services, technologies, practices and products.
 - The board will provide a leadership role in the regulation and adoption of new disposition technologies.
 - The board will provide expertise and policy relating to the disposition of indigent remains.

- **Disaster Preparedness and Role of Death Care Practitioners**
 - The board will support State-wide regional planning and preparedness operations through promotion of the critical role of the participation of death care industry practitioners.

- Other Areas
 - The board will participate in discussions on land use, planning and zoning with regard to cemeteries, memorials, funeral homes, and all other facilities used in the care and final location of the dead.
 - The board will ensure through partnership the proper regulation of the overall transportation and logistics chain for dead human remains.

Internal

- Board Practice Maturity
 - The Board has established management practices, sufficient staff support, and regularly reviews strategic and policy questions establishing clear direction.
- Statute and Rule review; regulatory streamlining and plain language
 - The Board will review all Rules and Statutes to insure relevance; to make sure that language is outcome oriented and easy to understand; that consumer protection and professional excellence are maintained in all aspects of the death care industry.
 - Agency staff will regularly review processes and forms with an eye toward regulatory streamlining and improved service to the consumer and licensees.
- Operations; Meeting Statutory requirements for inspections, investigations; reporting.
 - The Board will meet all statutory requirements for investigations, inspections and reporting.
 - The Board will improve mechanisms to track issues and policy decisions, improve forms, and establish industry standards (such as required reporting forms) where appropriate.
- Budget allocation and revenue source sufficiency
 - The Board will focus on creating greater stability of revenue sources for long term viability of program outcomes.
- Staffing; standards, practices and stability
 - The Board will have a sufficient staff to support the operations of the Board.
 - The Board will ensure consistency of practice, and will address current issues of high staff turnover.
- Interagency partnership
 - The Board will effectively partner with other State agencies in order to meet the mission of the Board, as well as to improve consumer protection and to streamline regulations where possible both under the board's direct oversight and when there is overlap with other agencies.

OMCB: Agency Two Year Goal Worksheet

Goal: Develop operational and revenue model that provides long-term stability for the provision of Board statutory mission.

Goal: Promote access to a broad selection of quality services through licensing and regulatory requirements, partnership and outreach/education.