



**Board of Vocational Nursing and Psychiatric Technicians**  
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DATE: September 5, 2014

TO: Board Members

FROM:   
Marilyn Kimble  
Enforcement Division Chief

SUBJECT: Enforcement Division Report

## A. Enforcement Performance Measures (PM)

The following eight performance measures were developed by the Department of Consumer Affairs (DCA) to determine the effectiveness of efforts to streamline enforcement processes, reduce backlogs, and achieve the overall goal to process complaints within 12-18 months.

- PM 1:** Volume – Number of complaints received.
- PM 2:** Intake Cycle Time – Average number of days to complete complaint intake.
- PM 3:** Intake & Investigation Cycle Time – Average number of days to complete closed cases not resulting in formal discipline.
- PM 4:** Formal Discipline Cycle Time – Average number of days to complete cases resulting in formal discipline.
- PM 5:** Efficiency (Cost) – Average cost of intake and investigation for complaints not resulting in formal discipline.
- PM 6:** Customer Satisfaction – Consumer satisfaction with the service received during the enforcement process.
- PM 7:** Probation Intake Cycle Time – Average number of days from the date a probation monitor is assigned to a probationer to the date the monitor makes first contact.
- PM 8:** Probation Violation Response Cycle Time – Average number of days from the time a violation is reported to a program to the time the assigned probation monitor responds.

DCA has delayed data collection for PM 5 Efficiency (Cost) until BreEZe, the new integrated licensing and enforcement system, is implemented.

The third quarter (January – March 2014) Performance Measure report is attached and shows that the number of complaints received averaged 497 a month. With the exception of PM 4 Formal Discipline Cycle time, the Board met its PM targets. PM 2 Complaint Intake and PM 7 Probation Intake averaged 10 days and 5 days respectively. PM 3 Intake and Investigation averaged 175 days. PM 8 Probation Violation Response Cycle Time averaged 13 days.

## **B. Enforcement Delays - Legislative Analyst's Office Report**

An article about the appointment of Awet Kidane as Director of DCA was provided to the Board on July 9, 2014 (see Attachment B). The article stated that "...DCA, which supervises around 37 boards and bureaus, fails at one of its primary responsibilities, disciplining licensees."

The article referenced a March 10, 2014, report by the Legislative Analyst's Office (LAO) (see Attachment C). The LAO report focused on the enforcement process and highlighted that many boards and bureaus are not meeting the goal established by the Consumer Protection Enforcement Initiative (CPEI) to complete formal disciplinary actions within 540 days. It contained a chart listing 33 DCA boards and bureaus, showing the average number of days the boards and bureaus are exceeding the goal of completing formal disciplinary actions within 540 days. The chart indicated that in Fiscal Year (FY) 2012-13 the Board ranked second to last in completing its formal disciplinary cases. It did not identify the source of its data nor did it list any information at all for several programs.

The LAO report listed several potential sources for delays in the disciplinary process at the board/bureau and departmental level as well as within the Department of Justice (DOJ) and the Office of Administrative Hearings (OAH). It also indicated that there is insufficient data to estimate the relative impact of each explanation. The LAO noted that the Legislature needs to have additional information from DCA, DOJ and OAH in order to determine how various factors contribute to delays in the investigation and formal discipline processes.

The Board lacks the resources to conduct thorough research and comparison of case aging across the DCA's boards/bureaus. The Board collects and reports case aging data by using two of DCA's current computerized tracking systems, the Applicant Tracking System (ATS) for applications and the Consumer Affairs' System (CAS) for licenses and enforcement. The systems are old and fragmented. The Board also uses its own spreadsheets to attempt to gather and report information that these systems are unable to provide. Consequently, collection and reporting of this data requires manual tasks and is time consuming. The DCA's is addressing this problem by implementing its new BreEZe system. One of the goals of the new system is the collection and reporting of uniform data regarding licensing and enforcement for all boards and bureaus.

The table in the LAO report indicated that the Board exceeded the goal of 540 days to complete formal disciplinary actions by 693 days, averaging a total of 1,233 days. According to Board records, during FY 2012/13, the DOJ averaged 417 days to complete formal disciplinary cases and the OAH averaged 237 days. During that same time period, most of the Board's complex cases that proceed to formal discipline were handled by the DCA's Division of Investigations (DOI) which averaged 397 days to investigate those cases. Using that data, of the 1,233 days the Board took to complete formal disciplinary cases, Board staff averaged 182 days or approximately 6 months to complete our portion of the process.

Further information regarding CPEI is available at:

[http://www.dca.ca.gov/about\\_dca/cpei/index.shtml](http://www.dca.ca.gov/about_dca/cpei/index.shtml)

**C. Expert Witness Training**

The Board will be conducting an expert witness training in Sacramento on October 30, 2014. At this training, qualified individuals will be trained on how to review enforcement cases, provide quality expert opinions, and testify at administrative hearings. The Board's Enforcement and Education Divisions along with the Attorney General's Office will provide the training.

Interested licensed registered nurses, vocational nurses, and psychiatric technicians are encouraged to quickly submit their applications so that they may be screened in time for the upcoming training. More information about expert witness recruitment and qualifications is located on the Board's website at:

[www.bvnpt.ca.gov/enforcement/expert\\_witnesses.shtml](http://www.bvnpt.ca.gov/enforcement/expert_witnesses.shtml)

## D. General Statistics

Table #1 summarizes the Enforcement Division's volume over the past six fiscal years.

<b>Table #1: Enforcement Volume</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
Complaints Received (Licensees)	2,013	3,110	2,599	2,610	2,210	1,981
Complaints Received (Applicants)	1,573	2,041	2,461	3,035	2,806	3,808
<b>Total Complaints Received</b>	<b>3,586</b>	<b>5,151</b>	<b>5,060</b>	<b>5,645</b>	<b>5,016</b>	<b>5,789</b>
Complaints Pending – Desk	1,641	4,123	3,742	3,189	2,658	2,393
Complaints Pending – Field	0	0	0	656	1,036	904
<i>Field Complaints Pending with DOI<sup>1</sup></i>	365	242	164	141	60	19
<b>Total Complaints Pending</b>	<b>3,006</b>	<b>4,365</b>	<b>3,906</b>	<b>3,845</b>	<b>3,754</b>	<b>3,316</b>
Complaints Referred to DOI	140	113	111	92	0	22
<b>Total Complaints Referred to DOI</b>	<b>140</b>	<b>113</b>	<b>111</b>	<b>92</b>	<b>0</b>	<b>22</b>
Complaints Closed - Desk	3,020	3,616	5,407	5,464	5,227	5,670
<i>Licensees – Unsubstantiated/NOW*</i>	-	-	2,495	2,065	1,616	1,462
<i>Substantiated*</i>	-	-	643	485	369	386
<i>Applicants - Approved</i>	1,474	1,150	1,757	1,739	2,035	2,461
<i>Denied</i>	24	20	55	78	36	35
<i>Other*<sup>2</sup></i>	-	-	457	1,097	1,171	1,326
Complaints Closed - Field	0	0	0	5	259	527
<i>Licensees – Unsubstantiated/NOW*</i>	-	-	-	4	172	327
<i>Substantiated*</i>	-	-	-	1	87	200
Complaints Closed - DOI	137	240	204	114	86	56
<i>Licensees – Unsubstantiated/NOW*</i>	-	-	111	31	45	40
<i>Substantiated*</i>	-	-	93	83	41	16
<b>Total Complaints Closed</b>	<b>3,157</b>	<b>3,856</b>	<b>5,611</b>	<b>5,583</b>	<b>5,572</b>	<b>6,253</b>
Cases Referred to AG's Office	226	221	339	412	288	395
Accusations Filed	183	166	168	251	217	237
Disciplinary Actions Completed	199	213	175	170	271	250
Statement of Issues Filed	32	18	57	82	68	50
Licenses Denied (Adjudicated)	9	10	7	17	16	16
*Started reporting data FY 2010/11						
1. DOI = DCA Division of Investigation						
2. Other = pending exam, abandoned, referred to Attorney General's (AG) Office						

Table #2 summarizes the Enforcement Division's processing times over the past six fiscal years.

<b>Table #2: Enforcement Average Processing Times (In days)</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<b>Complaint Processing<sup>1</sup></b>						
Desk Investigations	176	212	295	283	238	211
Field Investigations	0	0	0	197	510	579
DOI Investigations <sup>2</sup>	705	775	703	666	783	968
<b>Average Days to Close Complaints<sup>3</sup></b>	<b>199</b>	<b>247</b>	<b>310</b>	<b>291</b>	<b>249</b>	<b>249</b>
<b>Formal Discipline Processing</b>						
Pre-Accusations <sup>4</sup>	150	138	145	175	236	176
Post Accusations <sup>5</sup>	423	434	275	191	220	252
<b>Average Days to Complete Disciplinary Actions</b>	<b>573</b>	<b>572</b>	<b>420</b>	<b>366</b>	<b>456</b>	<b>428</b>
<b>Total Average Processing Time (Days)<sup>6</sup></b>	<b>772</b>	<b>819</b>	<b>730</b>	<b>657</b>	<b>715</b>	<b>677</b>
<b>Total Average Processing Time (Years)</b>	<b>2.1</b>	<b>2.2</b>	<b>2.0</b>	<b>1.8</b>	<b>1.9</b>	<b>1.9</b>
1. Desk, Field, and DOI: includes intake, investigation, determination of Board action, and preparation of informal action if applicable. 2. DOI = DCA Division of Investigation. 3. Prior to the 9/6/12 Board Meeting, Average Days to Close Complaints was calculated using an average of the three Complaint Processing categories. Beginning with the 9/6/12 Board Meeting, Average Days to Close Complaints was presented as weighted averages. (Weighted average is an average that takes into account the proportional relevance of each component, instead of treating each component equally.) 4. From date transmitted to the Attorney General's (AG) Office to date formal action filed. 5. From date formal action filed to conclusion of the disciplinary case. 6. Total = Average Days to Close Complaints + Average Days to Complete Disciplinary Actions.						

Attachment A: Fiscal Year 2013/14 Third Quarter Performance Report  
 Attachment B: AllGov California News Article  
 Attachment C: LAO Report, March 10, 2014

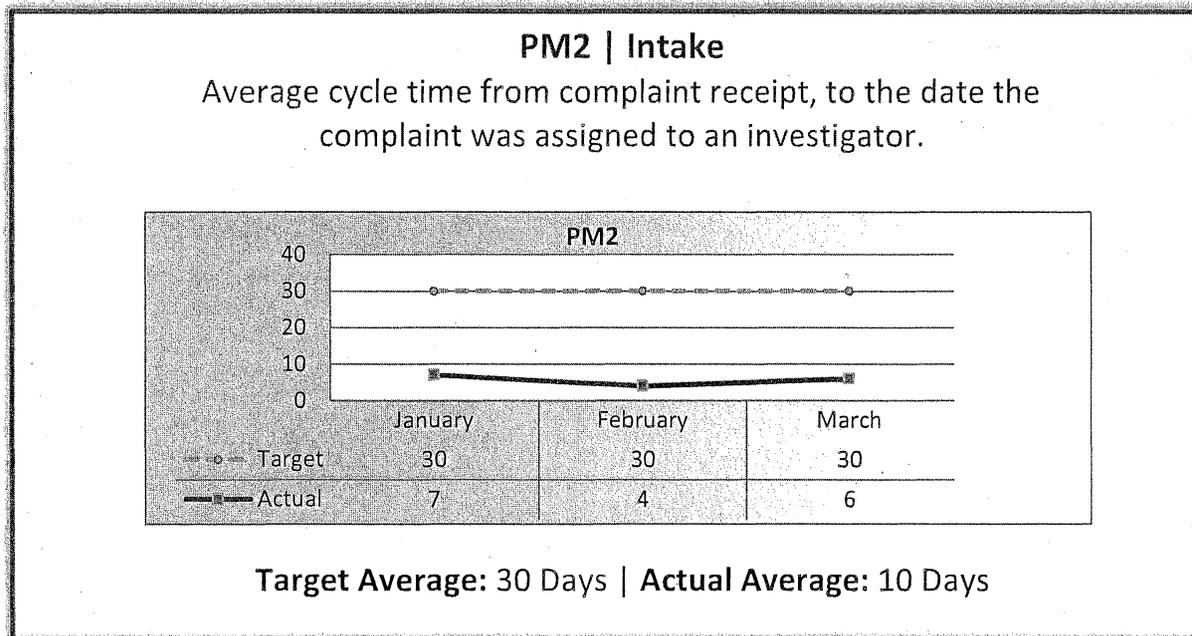
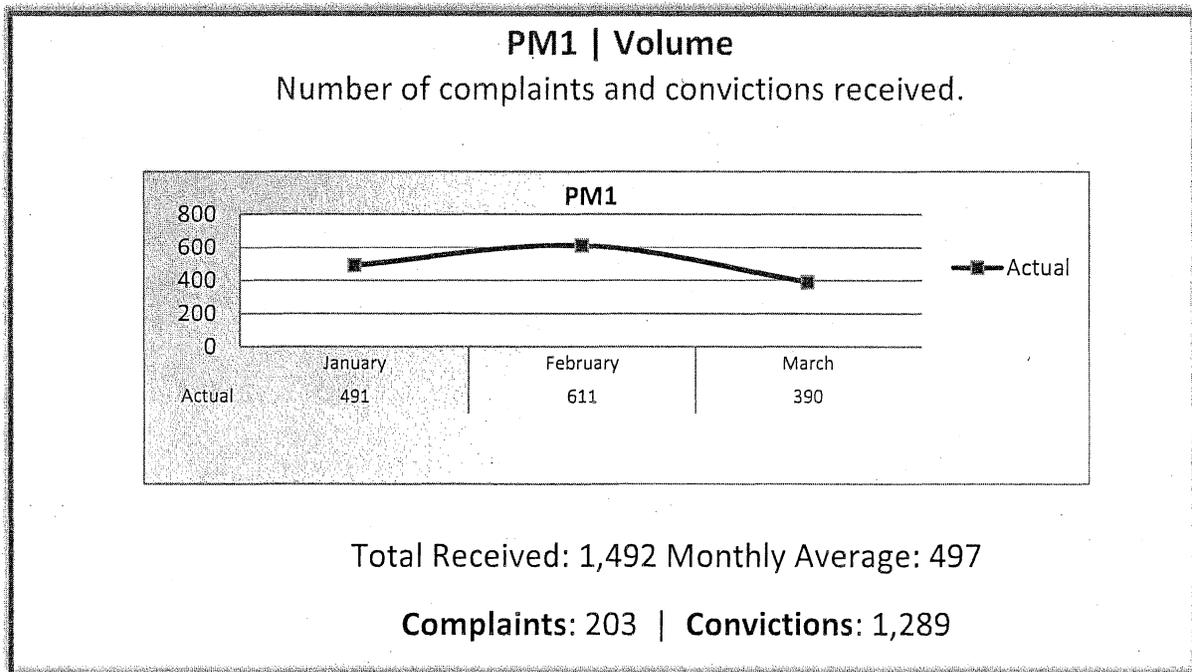
Department of Consumer Affairs

## Board of Vocational Nursing and Psychiatric Technicians

### Performance Measures

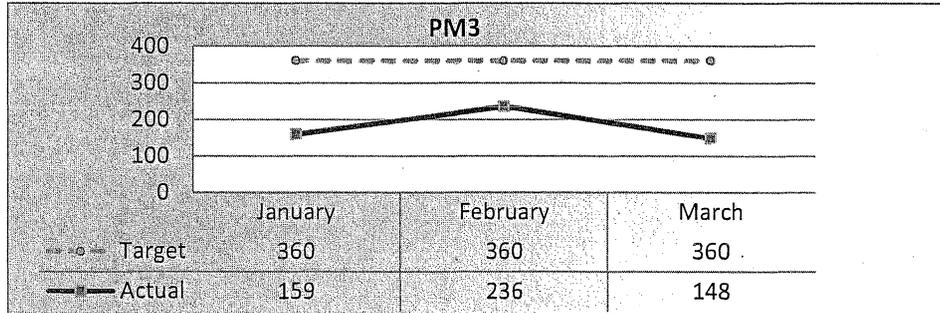
#### Q3 Report (January - March 2014)

To ensure stakeholders can review the Board's progress toward meeting its enforcement goals and targets, we have developed a transparent system of performance measurement. These measures will be posted publicly on a quarterly basis.



### PM3 | Intake & Investigation

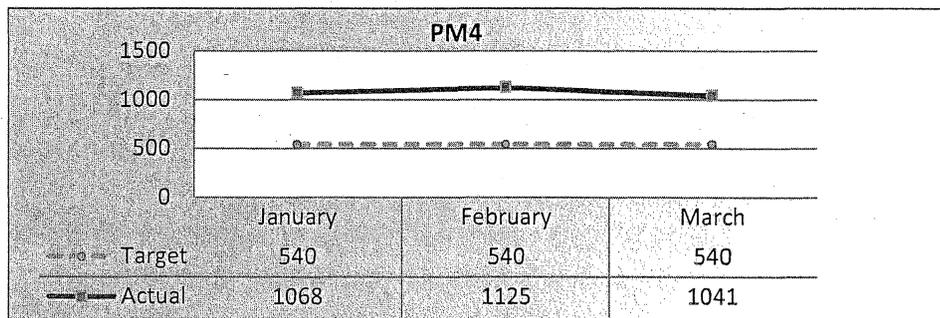
Average cycle time from complaint receipt to closure of the investigation process. Does not include cases sent to the Attorney General or other forms of formal discipline.



**Target Average: 360 Days | Actual Average: 175 Days**

### PM4 | Formal Discipline

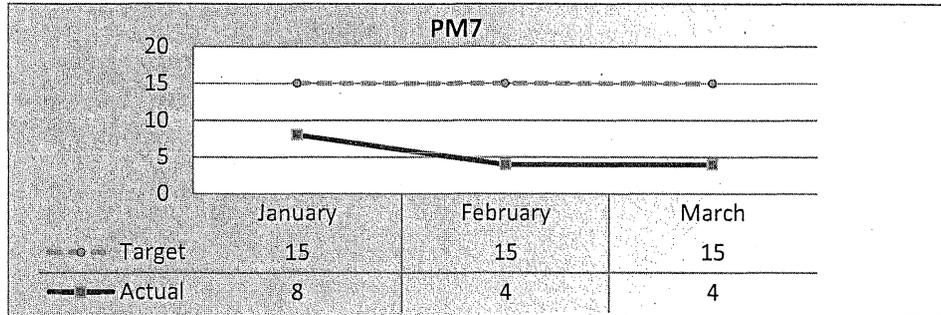
Average number of days to complete the entire enforcement process for cases resulting in formal discipline. (Includes intake and investigation by the Board and prosecution by the AG).



**Target Average: 540 Days | Actual Average: 1,081 Days**

### PM7 | Probation Intake

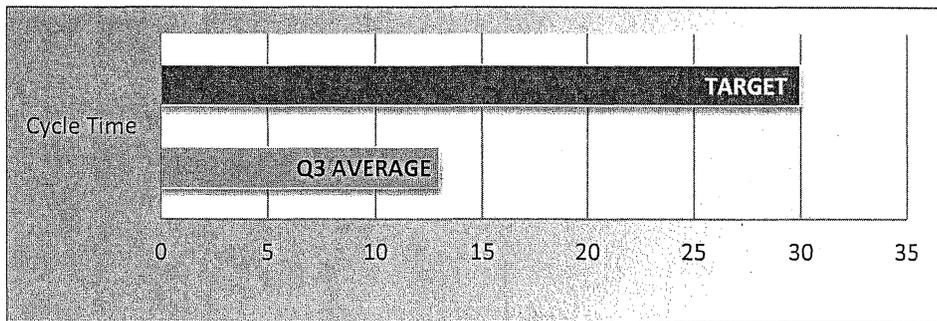
Average number of days from monitor assignment, to the date the monitor makes first contact with the probationer.



Target Average: 15 Days | Actual Average: 5 Days

### PM8 | Probation Violation Response

Average number of days from the date a violation of probation is reported, to the date the assigned monitor initiates appropriate action.



Target Average: 30 Days | Actual Average: 13 Days



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## Director of California's Department of Consumer Affairs: Who Is Awet Kidane?

Thursday, July 03, 2014



Director Awet Kidane

Governor Jerry Brown's new director of the Department of Consumer Affairs (DCA), Awet Kidane, cannot match his predecessor's long history at the department, but does bring extensive connections to the legislative branch where he worked for a decade.

Kidane, who was appointed director in May, officially takes over for Denise Brown today. Brown retired after more than 30 years with DCA, holding numerous positions on various boards before being appointed director in January 2012.

Kidane, a Democrat, served as an associate consultant to the state Assembly in 2002 and 2003 and a legislative consultant from 2003 to 2009. During the last two years of that tenure, he was senior advisor to then-Assembly Speaker Karen Bass (D-47<sup>th</sup> District). Kidane was chief of staff for Assemblyman Steven Bradford

(D-62<sup>nd</sup> District) from 2009 to 2012 before Governor Brown tapped him to be chief deputy director at the Consumer Affairs department.

The 38-year-old director takes over a department (pdf) that has a lot of trouble getting its work done on time, according to the independent Legislative Analyst's Office. A report in March said the DCA, which supervises around 37 boards and bureaus, fails at one of its primary responsibilities, disciplining licensees.

Many of their reviews run way past deadlines for completing enforcement actions, led by the Board of Professional Engineers and Land Surveyors, which were an average 988 days late in 2012-13. That's almost three years longer than the year and a half they are allotted.

The Board of Vocational Nursing and Psychiatric Technicians averaged 693 days late, followed by the Veterinary Medical Board (592), the Acupuncture Board (448), the California Board of Podiatric Medicine (404) and the Board of Psychology (388).

The analyst said he lacked data to pinpoint just where the problem lay, but pointed at the usual suspect: not enough staff. But he also said many of the boards/bureaus suffered from difficulties in obtaining critical information, such as personnel and medical records, especially for the “healing arts” boards like the Board of Registered Nursing.

The department recently underwent a reorganization, as did much of the executive branch of government, that placed it under a newly-created umbrella, the Business, Consumer Services and Housing Agency. The DCA oversees boards that certify or license about 2.5 million practitioners in over 240 occupations, including accountants, general contractors, landscapers, embalmers and cemetery workers, engineers, auto mechanics, veterinarians, doctors, dentists, optometrists and pharmacists.

Kidane came to the department just as the reorganization was being put in place, and just before a new electronic licensing and enforcement system was rolled out with a thud.

BreEZe is “a one-stop shop for consumers, licensees and applicants! BreEZe enables consumers to verify the professional license and file a consumer complaint (with or without registering). Licensees and applicants can submit license applications, renew a license and change their address among other services.”

The system was launched in Fall 2013 with nearly a dozen boards participating in the first stage. In February, the *Los Angeles Times* reported that the Board of Registered Nursing had a backlog—because of BreEZe—of 4,000 nursing graduates who desperately needed certification to start their new jobs.

Finger-pointing ensued. Lawmakers called for an audit of the department. Department spokesman Russ Heimerich told the *Sacramento Bee* employees were slow to adapt to the new system: It’s like “changing your golf swing. It’s like muscle memory,” he said. While employees toned up their grey matter, the department added personnel to assist in processing the applications.

The entire BreEZe rollout is expected to take two years.

-Ken Broder

*To Learn More:*

Governor Brown Announces Appointments (Office of the Governor)

Written Testimony of Denise Brown (Little Hoover Commission) (pdf)

Briefing Report: Department of Consumer Affairs' New BreEZe System—Easy or Inefficient? Republican Caucus California State Senate)

State Computer Problems Strand Nursing Graduates without Licenses (by Ken Broder, AllGov California)

Governor’s Reorganization Plan No. 2 of 2012 (pdf)



March 10, 2014

# Department of Consumer Affairs Enforcement Delays

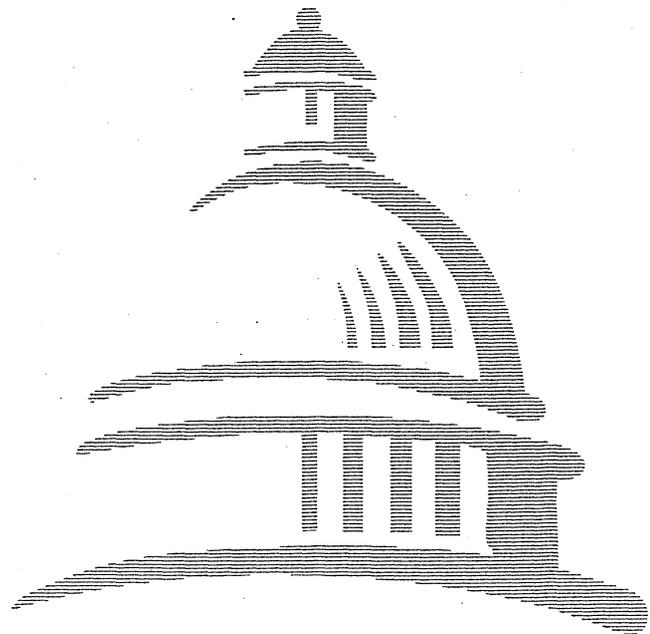
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LEGISLATIVE ANALYST'S OFFICE

Presented to:

Senate Business, Professions and  
Economic Development Committee  
Hon. Ted W. Lieu, Chair

Assembly Business, Professions and  
Consumer Protection Committee  
Hon. Susan A. Bonilla, Chair





## Background

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**Overview.** The Department of Consumer Affairs (DCA) is responsible for promoting consumer protection while supporting a fair and competitive marketplace. Currently, there are roughly 40 boards and bureaus within the department that are responsible for regulating various professions. The Governor's budget requests a total of \$600 million for DCA and its boards and bureaus in 2014-15.



**Enforcement Process.** One of the primary responsibilities of DCA is to enforce consumer protection laws by disciplining licensees. The enforcement process can vary for each of DCA's boards and bureaus, but it generally includes three steps:

- **Intake.** The board/bureau receives a complaint against a licensee and assigns the case to an investigator.
- **Investigation.** The board/bureau collects facts and determines whether there is sufficient evidence to pursue an action, and, if so, what type of action (formal discipline or a lesser action such as a citation and fine).
- **Formal Discipline.** The board/bureau refers some cases to the Department of Justice (DOJ) for prosecution. The DOJ schedules the case for a hearing before an Administrative Law Judge (ALJ) at the Office of Administrative Hearings (OAH) within the Department of General Services. Cases are resolved when the board or bureau votes to adopt a decision.



## Enforcement Actions Often Exceed Target Timelines

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- Enforcement Targets.** The DCA and its boards and bureaus have set performance targets for the average number of days to complete each of the three main steps of its enforcement process: intake, investigation, and formal discipline. These performance targets are displayed in the Governor's annual budget proposal along with each board and bureau's actual average number of days to complete each step. The intake and investigation performance targets vary by board and bureau (for example, investigation targets vary from 60 to 365 days). However, the formal discipline target is set uniformly at 540 days, meaning that all three steps need to be completed within that time frame.
- Many Boards and Bureaus Not Meeting Targets.** As shown in the figure (see next page), some boards and bureaus are failing to meet investigation performance targets, and many boards and bureaus are not meeting targets for the formal discipline process. Enforcement delays sometimes last for years and allow licensees to continue working despite outstanding complaints, which can compromise consumer protection.
- Data Limitations.** Currently, the data reported by DCA has limitations. Specifically, DCA data does not differentiate the amount of time it takes to complete investigations for cases that proceed to the formal discipline stage versus those that are closed with a lesser action at the investigation stage. Cases that proceed to formal discipline may be more complex or involve more serious allegations than those that are closed at the investigation stage, and thus could take longer on average to investigate.



## Enforcement Actions Often Exceed Target Timelines *(Continued)*

Selected Department of Consumer Affairs Entities	Average Number of Days Past Targets in 2012-13	
	Investigation	Formal Discipline
Board of Professional Engineers and Land Surveyors	—	988
Board of Vocational Nursing and Psychiatric Technicians	—	693
Veterinary Medical Board	49	592
Acupuncture Board	16	448
California Board of Podiatric Medicine	—	404
Board of Psychology	—	388
Speech-Language Pathology and Audiology and Hearing Aid Dispensers Board	230	383
California State Board of Pharmacy	72	347
Dental Board of California	—	317
Board of Behavioral Sciences	—	313
California Board of Accountancy	—	255
Bureau of Electronic and Appliance Repair, Home Furnishings, and Thermal Insulation	—	253
Contractors' State License Board	—	249
Medical Board of California	—	235
Osteopathic Medical Board of California	—	226
Physical Therapy Board	87	202
Board of Registered Nursing	43	198
State Board of Optometry	92	178
Cemetery and Funeral Bureau	—	170
Physician Assistant Board	—	161
Dental Hygiene Committee	—	41
Board of Barbering and Cosmetology	—	39
Respiratory Care Board	—	18
Landscape Architects Technical Committee	76	—
Court Reporters Board of California	15	—
Bureau of Automotive Repair	—	—
Bureau of Security and Investigative Services	—	—
California Board of Occupational Therapy	—	—
Professional Fiduciaries Bureau	—	—
California Architects Board	—	—
Bureau for Private Postsecondary Education	—	—
Naturopathic Medicine Committee	—	—
State Board of Guide Dogs for the Blind	—	—

<sup>a</sup> Does not include boards and bureaus for which no data were available, including the State Athletic Commission, Board of Chiropractic Examiners, Structural Pest Control Board, Telephone Medical Advice Services Bureau, Bureau of Real Estate Appraisers, and Bureau of Real Estate.



## Potential Sources of Delays

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- ☑ ***Anecdotal Information on Reasons for Delays.*** In our discussions with DCA and some of its boards, OAH, and DOJ, a number of possible sources of delays in the investigation and formal discipline steps were identified. At this time, there is insufficient data for us to estimate the relative impact of each of these explanations.
  
- ☑ ***Investigations.*** Departments identified a couple of factors that can delay timely completion of investigations:
  - ***Inadequate DCA Staffing.*** The DCA and some of its boards and bureaus suggest that a lack of sufficient staffing is a key contributor to not completing investigations on schedule. The Governor's budget for 2014-15 includes several proposals to add positions to address enforcement backlogs.
  
  - ***Challenges Securing Investigation Information.*** Some DCA boards identify difficulty obtaining information necessary to complete investigations (such as personnel records and medical records) as a barrier to completing investigations in a timely manner. This challenge appears to be particularly prevalent for investigations related to the "healing arts" boards (such as the Board of Registered Nursing), which sometimes require protected medical information. Such issues vary by board, depending on what statutory authority they have to obtain information (such as subpoena power).



## Potential Sources of Delays

(Continued)



**Formal Discipline.** Departments identified additional factors that can delay timely resolution of the formal discipline process:

- **Incomplete Cases.** The DOJ raised the concern that it sometimes receives cases from DCA without all necessary information to proceed to a hearing. The DOJ returns these cases to the relevant board or bureau or secures the missing information itself. The DOJ suggested that turnover or lack of trained investigators within DCA and its boards and bureaus might be a possible reason for the submission of incomplete cases.
- **DOJ Case Preparation.** Some boards and bureaus indicate that DOJ's process of preparing cases for hearings might add to delays. Although we have requested data from DOJ on the length of time it takes to prepare a case for a hearing, we have not received this information. Thus, it is unclear at this time how much time in the formal discipline process is related to DOJ.
- **Timeliness of Setting Hearings.** The OAH reports that the average number of days between when it receives a hearing date request from DOJ and when it can set the first hearing date was 192 days in 2012-13. There are a couple of issues that might contribute to this, including lack of staff at OAH—especially ALJs. (As we discuss later, the Governor's budget includes some additional funding for OAH staffing.) In addition, current law prioritizes some types of cases (such as teacher dismissals) over others, which can make it more difficult to schedule those cases that are not prioritized. We also note that about a quarter of DCA cases are postponed at the request of one of the parties involved, which increases the number of days until a hearing by an average of an additional 110 days.
- **Guidance on Settlement Terms.** Boards and bureaus must approve any settlements negotiated by DOJ. However, DOJ reports certain challenges in settling some cases because it lacks clear guidance on the specific settlement terms that will be acceptable to DCA's boards and bureaus.



## Governor's Budget Proposals Might Reduce Backlogs

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- Additional Positions Proposed for DCA.*** The Governor's budget for 2014-15 includes 19 enforcement-related proposals affecting 16 boards and bureaus. Together, these proposals total \$12.4 million from special funds to add 90 positions at DCA's boards and bureaus and to reimburse OAH and DOJ for their services. Some of these positions are aimed at eliminating backlogs and reducing timelines, while others are focused on expanding enforcement efforts. The budget also includes budget bill language that requires annual reporting—by January of 2016 through 2018—on complaint and disciplinary workload statistics, case processing times, staffing levels, and effectiveness at meeting targets.
  
- DCA Proposals May Provide a Partial Solution to Staffing Issues.*** The DCA enforcement proposals should help address enforcement delays. However, it is unclear whether the enforcement proposals would fully address the lengthy investigation time frames. Further, the Governor's budget does not include proposals to assist all boards and bureaus that report delays in meeting timelines—especially for the formal discipline process.
  
- Additional Positions Proposed for OAH.*** The Governor's budget also proposes a net increase of \$1.8 million annually from the Service Revolving Fund for OAH to support 19 additional positions, including 14 ALJs. The proposal includes a reduction in funding for temporary (commonly referred to as "pro tem") ALJs.
  
- OAH Proposal May Not Fully Address Issues.*** The Governor's OAH proposal replaces pro tem ALJ hours with a roughly equal number of permanent ALJ hours. It is not clear that this proposal would be sufficient to address the lengthy case-setting timelines.



## Additional Information Needed to Determine Contributors to Delay

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The Legislature would need to have additional information than is currently available to determine how much each of the various factors contribute to the delays in the investigation and formal discipline process. Accordingly, the Legislature may wish to consider requiring additional reporting from DCA, OAH, and DOJ on an annual basis through 2018. Such information could include:

- DCA.** Length of time for DCA to complete the investigation process for the cases that are referred to DOJ as well as those that are closed with a lesser action at the investigation stage. This information is necessary, along with DCA's existing and proposed reporting requirements, to identify the extent to which DCA's investigations contribute to the time required to complete cases that go through the formal discipline process.
- DOJ.** Length of time between the receipt of cases and the request for a hearing date, as well as the number of cases returned to each board due to being incomplete. This information is necessary to determine the amount of time DOJ takes to prepare cases for hearing.
- OAH.** Statistics on caseload, staffing, and the amount of time between request and first hearing date. This information would need to be delineated for each board and bureau, as well as for each OAH location, which would allow the Legislature to identify future trends regarding delays related to setting hearings.