



Illinois Department of Financial and Professional Regulation

2016 Roadmap Portfolio in Review

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IDFPR Overview

The **Illinois Department of Financial and Professional Regulation (IDFPR)** is the state agency responsible for the chartering and supervision of state-chartered banks and credit unions – more than any other state in the nation – and non-depository financial institutions, as well the licensing and regulation of over 1.1 million professionals and firms. Its responsibilities are administered by its four divisions:

The **Division of Banking** regulates, charters, and supervises state-chartered banks, trust companies, savings institutions, mortgage banks, mortgage loan originators, pawnbrokers, check printers, and registered non-bank ATMs.

The **Division of Financial Institutions** regulates and supervises non-banking financial institutions including credit unions, currency exchanges, title insurance underwriters, and consumer credit services as well as a variety of other financial institutions.

The **Division of Professional Regulation** licenses and regulates over 1 million professionals and firms in consultation with nearly 60 advisory boards. Licensees include a variety of healthcare-related professions such as doctors and nurses, as well as a variety of occupational professions including CPAs, barbers, engineers, and detectives.

The **Division of Real Estate** licenses and regulates professionals involved in the buying and selling of real property, including real estate brokers, appraisers, auctioneers, community association managers, home inspectors, and timeshare/land sale developers and agents.

2016 Roadmap Background and Planning

On January 12, 2015, IDFPR was an agency encumbered by paper-intensive business processes and mitigating problems with short-term solutions. Prior to the creation of the 2016 Road Map, IDFPR's leadership team focused on achieving quick wins, but recognized that in order to modernize Department operations and install lasting solutions to recurring issues, a long-term, strategic vision must be established. The goal of the 2016 IDFPR Roadmap was to articulate such a vision and enable the implementation of actionable, strategic projects.

Planning for the 2016 Roadmap centered around IDFPR's principles of R.I.T.E. governance and our four strategic initiatives. The Department's leadership team collected, scored, and ranked business proposals identified by each of our four Divisions and operational units. The result was a set of projects prioritized by their alignment to the Department's key criteria, and scheduled to begin (and in many cases end) over a year-long timeline based on resource availability. Finally, a governance structure was developed both to enable the tracking of project reports and to formalize the flow of communication between project managers, involved business units, and executive staff. IDFPR executed and continues to execute these initiatives through the series of projects included in the 2016 Road Map.

Mission, Vision, and Strategic Initiatives

Mission: The Illinois Department of Financial and Professional Regulation's mission is to utilize Responsive, Innovative, Transparent, and Efficient (R.I.T.E.) governance to create an ideal regulatory environment that (1) allows economic growth to flourish in Illinois, and (2) effectively optimizes consumer choice.

Vision: To be an agency that unites effective regulatory policies to deliver exceptional service.

Strategic Initiatives:

1. Efficient Business Management
2. Stakeholder Experience Improvement
3. Performance Management
4. Paperless

Strategic Initiatives Defined

IDFPR established four key criteria, labeled strategic initiatives, to which each project aligns in at least one way, ensuring that every effort drives our mission:

- 1. Efficient Business Management:** EBM projects are designed to identify inefficiencies and redundancies in IDFPR workflow processes and to streamline those processes to gain maximum efficiency from available resources.
- 2. Stakeholder Experience Improvement:** IDFPR stakeholders are responsible for millions of dollars of economic activity. It is important that IDFPR is responsive to stakeholder feedback so it does not hinder professionals from legally practicing their profession. SEI initiatives aim to enhance positive interactions with IDFPR stakeholders.
- 3. Performance Management:** IDFPR has limited mechanisms by which to track output and measure progress. Basic PM projects intend to establish key performance indicators and create tools to track agency performance.
- 4. Paperless:** Many IDFPR business processes have historically been heavily reliant on paper. The fiscal and operational costs of the IDFPR's paper dependency are considerable. The Paperless initiative is focuses on significantly reducing the use of paper in IDFPR's interaction with external stakeholders.

Portfolio Governance

Executive Steering Committee

Secretary & Chief of Staff

The role of the Secretary and Chief of Staff is to review the status of the current strategic portfolio and assess new project proposals by scoring them in line with the established criteria. The Executive Steering Committee is responsible for the delivery of top-down reports on the Department's holistic progress in achieving its strategic goals.



Leadership Team

Division Directors

The role of the Leadership Team is to provide sponsorship and direction in authorizing Project Managers to execute strategic projects. The Division Directors and Chief of Staff will work in concert with Project Managers to regularly review projects' status and be responsible for reporting to the Executive Steering Committee.



Project Managers

The role of the Project Manager is to establish the scope and milestones of each strategic project with the team responsible for its execution. The Project Manger is responsible for monitoring and reporting on a bi-monthly basis the status of each strategic project to the Leadership Team.

2016 Roadmap Overview

Throughout the past year, IDFPR has:

- identified several cost-saving measures such as reducing paper and postage use through online license renewal notifications, saving approximately \$593,000 and 16,500 hours of work annually;
- begun the process of converting to an entirely digital application process;
- improved call center productivity, reducing call wait time by 45%;
- continued to revamp and update its public-facing website;
- reduced barriers to entry in Illinois' professional landscape to by easing pathways available to cross-border applicants and to recently released ex-offenders;
- hosted a series of industry-centric Turnaround Town Halls and garnered productive feedback from regulated stakeholders.

2016 Strategic and Tactical Projects

The following is the comprehensive list of 2016 projects mapped to their respective status.

2016 Projects – Office of the Secretary

Project Name	Strategic/ Tactical	Percent Completed	Est. Date of Completion	Status Briefing
Automate Certified Mail	S	95%	2/1/2017	The new mail machine is being calibrated. Once setup is complete the system will allow for the automated tracking of postage at a savings of \$1.50 per piece of Certified Mail sent.
Electronic License Certification	S	100%	4/1/2016	All DPR and DRE licensees can now access a copy of their license at any time via the Department's online license portal, and have the ability to print and save a copy of their license, identifiable by a unique QR code, at any time.
Lighthouse Service Improvement	S	100%	7/1/2016	IDFPR identified and fixed process and procedure issues that contributed to low service levels by call center vendor. IDFPR also cross-trained Lighthouse staff so that they were able to resolve calls more efficiently.
Online Application Portal	S	25%	4/1/2017	IDFPR will provide online application capability for 95% of total new applicant volume in DPR and DRE.
Deconsolidation of Shared Services (Fiscal/Accounting, and HR)	S	100%	9/1/2016	Fiscal/Accounting and Human Resources functions relocated out of CMS into IDFPR.
IDFPR Relocation from the JRTC, S. Pulaski, and Des Plaines	S	N/A	N/A	<i>Project placed on indefinite hold by CMS until interested buyer is in place.</i>

2016 Projects – Office of the Secretary (Cont'd)

Project Name	Strategic/ Tactical	Percent Completed	Est. Date of Completion	Status Briefing
IDFPR Dashboard	S	100%	8/1/2016	IDFPR developed metrics by which to measure agency performance. A Dashboard tracking agency-wide activities was incorporated into the Gainsharing Pilot Program developed by the Governor's Office.
Implementation of State Vehicles Personally Assigned	T	N/A	N/A	<i>This project was terminated in favor of greater cost savings achieved by returning state vehicles to CMS as opposed to assigning them to individual users.</i>
FY'17 PIC Cost Study	T	100%	4/1/2016	The Department utilized its vendor contract to determine what proportion of direct and indirect costs paid out by the Professions Indirect Cost (PIC) Fund are dedicated to work functions specific to each fund. <i>This is an operational function and will be noted as such on future Road Maps.</i>
IDFPR Secure	T	45%	N/A	In Q3, the Department completed the first phase of this project - encrypting SSNs "at rest" (in IDFPR's database). The second phase of the project, encrypting data in transmission (on IDFPR's various sites) is in progress. <i>The third phase, restricting the use and display of SSNs on IDFPR pages will be accomplished when IDFPR fully migrates to the enterprise license application.</i>

2016 Projects – Division of Banking

Project Name	Strategic/ Tactical	Percent Completed	Est. Date of Completion	Status Briefing
NMLS Online Application for Pawnbrokers	S	25%	12/31/2017	Initial transition to application payments for Pawnbroker licensees will commence on 6/1/2017 and be completed by 12/31/2017.
Electronic Data Share	S	100%	7/1/2016	DOB is now allowing regulated institutions to provide relevant materials to IDFPR through Microsoft SharePoint ahead of each examination in place of paper packets.
Uniform State Test (UST) Adoption	S	100%	6/1/2016	The Department has adopted the nation-wide Uniform State Test for Mortgage Loan Originator licensees and eliminated the previous Illinois-specific testing requirement.
Field Office Expansion	S	50%	12/31/2017	DOB has completed the Phase I of this project – a cost study analyzing in what regions of the state it would most benefit the Department to open additional field offices as “headquarters” for its bank examiners. Phase II, implementing new headquarters locations, will be pursued in conjunction with other projects on IDFPR’s 2017 Road Map.
Community Outreach Plan	S	N/A	N/A	<i>Project merged into “iFLI” (see slide 12).</i>
NMLS Analytics	S	100%	7/1/2016	As NMLS continues to upgrade its Data Analytics tools, DOB continues reviewing all tools available, and comparing what tools our sister states utilize to determine which of the available will be most useful to the Department in reviewing loan portfolios on an ongoing basis.

2016 Projects – Division of Banking (Cont'd)

Project Name	Strategic/ Tactical	Percent Completed	Est. Date of Completion	Status Briefing
Business Case – Online Payments	T	N/A	N/A	<i>DOB determined that it would not be cost-effective to the Department to accept online payments and instead will evaluate repealing the fees enumerated in the Administrative Code.</i>
iFLI	T	100%	N/A	On an ongoing basis, the Department provides an online schedule of statewide events which retroactively reflects community outreach promoting financial literacy. Department staff distribute materials including schedules for classes hosted by not-for-profit partners, worksheets to help constituents evaluate their risk for identity theft and high-risk financial behaviors, and a list of the Department's 26 approved not-for-profit financial literacy partners.
Consumer Portal Updates	T	100%	1/31/2016	The Department has posted an electronic complaint intake portal by which stakeholders may file a complaint against any regulated individual or firm.
CS-APLD Merger	T	N/A	N/A	<i>Project merged into "iFLI."</i>
Publish Corporate Activities Manual (Three Chapters by End of Year)	T	30%	N/A	<i>This project was placed on hold and will appear on IDFPR's 2017 Road Map.</i>
Online Bank Report Evaluation Submission	T	N/A	N/A	<i>This project has merged with "Electronic Data Share" (see slide 11).</i>

2016 Projects – Division of Banking (Cont'd)

Project Name	Strategic/ Tactical	Percent Completed	Est. Date of Completion	Status Briefing
Exam Management Tool Suite (EMTS) Cost Evaluation	T	25%	N/A	The Conference of State Bank Supervisors is in the process of surveying member states to determine what components of an examination will ultimately comprise its automated Tool Suite. If and when the EMTS becomes available to member states, the Department will avail itself of its functionalities; <i>this will no longer be regarded as a project effective 2017.</i>
Cyber Security Conference	T	100%	4/1/2016	The Department hosted two Cyber Security Conferences in which a series of panelists presented on a variety of security-related issues to participants from numerous state-chartered banks and credit unions.
Exam Process Changes	T	100%	4/1/2016	The Residential Finance examiners implemented the TRID (TILA-RESPA Integrated Disclosure) Examination Module into each of their respective examinations as required by 2016's Consumer Financial Protection Bureau federal rule.
Receivership RFP	T	N/A	N/A	<i>The Division has opted against pursuing this project as it has determined that it would be of minimal benefit relative to its cost.</i>

2016 Projects – Division of Financial Institutions

Project Name	Strategic/ Tactical	Percent Completed	Est. Date of Completion	Status Briefing
NMLS for TOMA Renewals	S	100%	1/27/2016	The Department is currently accepting payment for all Transmitter of Money Act (TOMA) license applications and renewals via NMLS (Nationwide Multistate Licensing System and Registry) and has communicated such to affected stakeholders.
DFI Application (and Examination) Imaging	S	50%	12/31/2017	The Consumer Credit Section is working to reduce a two-year backlog of application, renewal, and examination documents, and will have completed filing these to Laserfiche by end of 2017.
Exam Process Improvements	S	85%	1/30/2017	DFI has completed reviews of our exam processes for CE, Title, and CC, and documented the results of these reviews in the form of a revised Exam Procedure Manual. We have conducted trainings of all examiners in each respective Section and are in the process of contacting regulated industry stakeholders regarding changes.
CLEAR Conversions	S	100%	4/1/2016	DFI has migrated all features of its multiple former licensing systems to CLEAR, providing more functionality in a centralized system.
Online Renewals - DFI	S	30%	N/A	The Consumer Credit Section has completed migration to online renewals. The Currency Exchange and Credit Union Sections will revisit this project as part of the 2017 Road Map.
Complete Laserfiche Adoption	S	10%	N/A	The Consumer Credit Section has migrated several paper-based functions to SharePoint or Laserfiche. Other DFI Sections will propose business cases for Laserfiche adoption on the 2017 Road Map.

2016 Projects – Division of Financial Institutions (Cont'd)

Project Name	Strategic/ Tactical	Percent Completed	Est. Date of Completion	Status Briefing
Lawsuit Lending	S	0%	N/A	<i>This project was placed on hold and will appear on IDFPR's 2017 Road Map.</i>
Call Volume Analysis	T	N/A	N/A	This project was proposed as a result of low staff levels in Consumer Credit at the close of 2015, an issue which has since been resolved.
RFP for Consumer Credit DB	T	75%	4/1/2017	The RFP for the Consumer Credit Database is finalized and ready for review by the CPO. The vendor's existing database will be upgraded to provide enhanced monitoring and tracking of Payday/CILA loans in the state and maintain compliance with the Payday Loan Reform and Consumer Installment Loan Acts.
Cyber Security Questionnaire	T	100%	4/1/2016	The Credit Union Section has integrated a self-assessment component into its examination module which enables regulated entities to evaluate their preparedness for a cyber security disruption and identify existing vulnerabilities.
NASCUS Certification	T	100%	10/1/2016	The Credit Union Section completed the roughly year-long approval process for accreditation by NASCUS (National Association of State Credit Union Supervisors), indicating it has met the highest recognized levels of regulatory proficiency.

2016 Projects – Division of Professional Regulation

Project Name	Strategic/ Tactical	Percent Completed	Est. Date of Completion	Status Briefing
Univ. of Chicago/DPR – Policy	S	100%	6/1/2016	IDFPR worked with University of Chicago Harris School of Public Policy graduate students to conduct a policy analysis and review of Illinois' approach to occupational licensure.
NU/DPR Medical Investigations Analysis	S	100%	3/15/2016	The Department partnered with students enrolled in Northwestern University's MMM program to analyze and develop a policy proposal to revise DPR's Medical Investigation process.
TLEP – Phase I	S	75%	3/1/2017	IDFPR is working with an external consulting firm to review improvement recommendations specific to DPR and DRE.
Interstate Medical Licensure Compact (IMLC) Implementation - Planning & Evaluation	S	100%	10/1/2016	The IMLC, a consortium of ten states working in cooperation to expedite cross-border licensure for medical professionals, convened several times over the course of 2016, establishing its principles, leadership, and goals. <i>The Department's participation in the Compact moving forward will be reflected in future operational calendars.</i>
Electronic Data Share – DPR Boards	S	100%	1/31/2016	The Department is now conducting all communication with DPR's 45 Advisory Boards electronically, as opposed to mailing paper packets as was past practice.
Certified Nurse Assistant (CNA) Medical Pilot	S	100%	6/1/2016	As of July 1, 2016, we have approved the installation of CNAs in seven nursing home facilities across the state with the ability to distribute medication to patients. We are monitoring the status of the pilot program and will continue to do so until pilot concludes in July 2019.

2016 Projects – Division of Professional Regulation (Cont'd)

Project Name	Strategic/ Tactical	Percent Completed	Est. Date of Completion	Status Briefing
License Fee Standardization for Expired Licenses	S	100%	5/1/2017	We are continuing to implement, as Rules are opened in conjunction with the Competitiveness Council initiative, the standardization of re-admittance fees for lapsed licenses.
Inmate Licensing	S	100%	4/10/2016	The Department is now able to grant Barber licenses to ex-offenders immediately upon being released from prison.
Out-of-State Licensing Path	S	N/A	N/A	<i>Project merged into "Third-Party License Certification" (see slide 17).</i>
Turnaround Town Halls	S	100%	N/A	The Department has hosted a series of industry-centric roundtables to discuss current business practices and obtain ongoing feedback from regulated professionals. This project continues into 2017; a template for recreating future events for various industries has been established.
Pharmacy Ticketing Pilot	T	100%	2/22/2016	The Department has successfully implemented a ticketing program for Pharmacies whereby in order to avoid public discipline and the time and expense of dealing with the Department's formal enforcement system, pharmacies are issued a citation for minor infractions of their Practice Act and required to pay any associated fines.
Third-Party License Certification	T	80%	4/1/2017	IDFPR partnered with National Association of Boards of Pharmacy and the Association of Boards of Optometrists to utilize trackers respective to their regulated professions while we continue to work towards issuing and RFP for a comprehensive Continuing Education tracker.

2016 Projects – Division of Professional Regulation (Cont'd)

Project Name	Strategic/ Tactical	Percent Completed	Est. Date of Completion	Status Briefing
License Number Pre-Issuance	T	100%	4/15/2016	The Department made a change to internal policy allowing for the issuance of license numbers on inactive status to pharmacies prior to their opening. This effort eliminates the waiting period in which pharmacies have opened but remained unable to become fully operational due to, among other issues, delays in obtaining insurance.
License Fee Formula	T	N/A	N/A	<i>Project merged into "License Fee Standardization for Expired Licenses" (see slide 17).</i>

2016 Projects – Division of Real Estate

Project Name	Strategic/ Tactical	Percent Completed	Est. Date of Completion	Status Briefing
Online PDF Applications	S	N/A	4/1/2017	<i>Project merged into “Online Application Portal” (see slide 10).</i>
ASC Integration with ILES	T	50%	N/A	IDFPR is required to report public disciplinary action against licensed Appraisers to ASC (Appraisal Subcommittee). Illinois has many more discipline status categories than the ASC and other states. IT Departments at IDFPR and the ASC are working on synchronizing the definitions of disciplines such that the DRE’s may be integrated with the ASC’s.
License C&R Fee Study	T	10%	7/1/2017	This project is dependent on the date at which the University of Illinois is able to begin a statutorily required Customary and Reasonable (C&R) Appraisal Fee Study, intended to provide an indication of the cost of appraisals throughout IL in order to establish a baseline cost to the public. <i>This is an operational function and will be noted as such on future Road Maps.</i>
Online Education Listing (Appraisal Courses)	T	100%	10/25/2016	The Department has compiled a comprehensive, searchable PDF listing of all certified Qualifying and Continuing Education courses available to prospective and licensed Illinois appraisers, and posted this listing online.
Fix ILES DRE Issues	T	100%	4/1/2016	The Department has made updates to the DRE complaint intake process so that action items in ILES are entered consistently for every complaint, ensuring Department metrics are met and data is measured more accurately.

2016 Projects – Division of Real Estate

Project Name	Strategic/ Tactical	Percent Completed	Est. Date of Completion	Status Briefing
RE CE Curriculum Updates	T	100%	7/1/2016	The twelve-hour Broker Management Continuing Education course was updated. This is a required CE course that all Managing Brokers take each renewal period. IDFPR updated the curriculum so that it is consistent with Act and rule changes, reflects industry trends, and addresses common complaints and Act and rule violations.