

Maine Office of Professional & Occupational Regulation

Strategic Plan V2 Working Draft December 2025

MISSION

The Office of Professional and Occupational Regulation (OPOR) protects the public by delivering fair, effective licensing and enforcement, modernizing regulatory systems, and ensuring transparent, accessible services for licensees, applicants, and consumers.

VISION

OPOR envisions a trusted regulatory system where licensees, consumers, and policymakers experience clear, consistent, and responsive services that strengthen public protection, support professional mobility, and build confidence in Maine's licensed workforce.

VALUES

- **Integrity** - We act with fairness, impartiality, and transparency, ensuring every decision reflects the highest standards of ethical and professional conduct.
- **Service** - We deliver clear, accessible, and timely support to licensees, consumers, and policymakers, treating every interaction as an opportunity to build trust and understanding.
- **Accountability** - We apply regulatory processes consistently, align resources with priorities, and communicate openly about decisions, constraints, and performance to ensure OPOR's long-term sustainability and effectiveness.
- **Collaboration** - We work proactively with boards, state leaders, licensees, and community partners to strengthen regulatory outcomes and advance shared public protection goals.
- **Innovation** - We continuously modernize our systems and processes, using data, technology, and forward-looking practices to improve efficiency, consistency, and regulatory effectiveness.
- **Access** - We promote fair access to licensure, reduce unnecessary barriers, and support diverse pathways into regulated professions to strengthen Maine's workforce.
- **Workforce Excellence** - We invest in an empowered, skilled, and adequately resourced workforce, recognizing that OPOR's ability to protect the public depends on supporting our people with the tools, staffing, training, and environment they need to succeed.

STRATEGIC PRIORITY AREAS, GOALS & OBJECTIVES

ORGANIZATIONAL EFFECTIVENESS - Strengthen OPOR's internal capacity, governance structures, and technology infrastructure to ensure efficient, consistent, and high-quality regulation across all programs.

Objectives

1. Modernize board structures and governance
 - Evaluate restructuring options, including consolidation, advisory models, and shared resources.
 - Reduce board vacancies and strengthen governance continuity and effectiveness.
2. Strengthen workforce capacity and operational stability
 - Fill key staff vacancies and implement succession planning.
 - Expand staff development, leadership training, and cross-functional learning opportunities.

3. Enhance OPOR's technology infrastructure
 - Assess existing IT systems and identify operational and data gaps.
 - Implement platforms and tools that improve efficiency, transparency, and data reliability.
 - Strengthen collaboration with the Office of Information Technology to support systemwide modernization.
4. Build OPOR-wide strategic capacity
 - Conduct structured strategic planning with every OPOR board over a five-year period to strengthen alignment, modernize regulatory practices, and establish consistent operational priorities, with implementation based on agency capacity and available resources.

EDUCATION & OUTREACH - Increase understanding of licensure requirements, regulatory processes, and the value of professional regulation so that licensees, consumers, and policymakers are informed and able to engage effectively with OPOR.

Objectives

1. Improve licensee understanding and readiness
 - Provide clear, accessible information on licensure pathways and requirements.
 - Offer step-by-step guidance that supports timely, accurate, and complete applications.
2. Increase public awareness of regulatory purpose and processes
 - Implement education and awareness initiatives that explain the purpose and value of licensure.
 - Strengthen online resources and public-facing tools, including complaint guidance and license lookup.
 - Develop and implement a coordinated education and outreach plan across OPOR programs and boards to ensure consistent messaging and improve public understanding.
3. Enhance policymaker engagement and transparency
 - Deliver proactive briefings, education materials, and data reporting on OPOR activities.
 - Increase visibility of OPOR's regulatory modernization initiatives.

STATUTORY & RULE REVIEW - Modernize statutes and rules across all boards so that regulatory frameworks are clear, aligned, consistent, and reflective of contemporary practice and public protection needs.

Objectives

1. Modernize statutory frameworks
 - Inventory all statutes overseen by OPOR boards.
 - Identify outdated, inconsistent, or overly restrictive provisions.
 - Recommend statutory updates aligned with current practice, compacts, and emerging standards.
2. Streamline rules for clarity and consistency
 - Review all board rules for clarity, consistency, and legal alignment.
 - Remove duplicative or obsolete requirements.
 - Streamline rulemaking processes to reduce administrative burden.
3. Align statutes and rules with evolving regulatory best practices
 - Establish and maintain an ongoing statute and rule review cycle.

- Ensure alignment with national standards and emerging regulatory trends.
- Identify and support clearly defined pathways to licensure that maintain public protection and regulatory integrity.

LICENSING SYSTEMS & PROCESSES - Modernize licensing systems and processes to deliver a user-friendly experience, improve operational efficiency, and generate reliable data for workforce and policy decisions.

Objectives

1. Implement a modern licensing system
 - Conduct a needs assessment.
 - Define system requirements for processing, workflow, data, and reporting.
 - Ensure compatibility with DPFR’s centralized licensing database model.
2. Enhance the licensee and applicant experience
 - Simplify applications, renewals, and communication materials.
 - Create an intuitive licensing portal with progress tracking and clear instructions.
 - Reduce processing times through automation and workflow improvements.
3. Strengthen workforce and licensing data capability
 - Identify key data elements to support workforce analysis and licensure oversight.
 - Develop dashboards and reporting tools for internal and external stakeholders.
 - Improve data-sharing practices across OPOR, boards, and partner agencies.
 - Ensure data supports both day-to-day operational management and long-term strategic decision-making.

COMPLAINTS & DISCIPLINE - Ensure complaints and disciplinary actions are handled consistently, fairly, and efficiently to uphold public protection and build trust in Maine’s regulatory system.

Objectives

1. Increase consistency and fairness in enforcement
 - Identify variations in board disciplinary practices.
 - Develop complaint investigation protocols and decision-making frameworks.
 - Strengthen training for board members on adjudication and due process.
 - Improve board member readiness by providing data, tools, and guidance to support informed decision-making.
2. Improve timeliness and efficiency of complaint processing
 - Streamline workflows to reduce delays.
 - Implement centralized tracking to ensure complaints move through the system predictably and efficiently.
3. Establish a centralized enforcement data and reporting system
 - Standardize enforcement data elements collected across boards.
 - Develop dashboards to track complaint trends, investigations, and enforcement outcomes.
 - Use data to identify patterns, high-risk practices, and opportunities for targeted education and outreach.