



**CALIFORNIA
CONTRACTORS STATE LICENSE BOARD**

***Strategic Plan
2005***

Adopted by the Board April 21, 2005



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Overview of the Contractors State License Board

The Contractors State License Board (CSLB) is the California consumer protection agency charged with licensing construction contractors who work in the state, resolving consumer complaints, and enforcing state laws pertaining to contractors. CSLB licenses or certifies contractors in 46 categories and registers home improvement salespersons.

Created in 1929, and now an independent board within the California Department of Consumer Affairs (DCA), CSLB saw its staffing and budget decrease from 471 staff and \$50.4 million operating budget in 2001-2002 to 382 staff and \$46.7 million in 2002-2003. In 2004-2005 CSLB had 390 authorized PY (personnel years) and a budget of \$48.4 million. In 2004, CSLB regulated 280,000 licenses, administered a record 83,865 examinations, and opened 20,175 complaints.

CSLB is governed by a 15 member Board consisting of licensed contractors, a building official, consumers, and representatives of labor organizations. The Registrar of Contractors, appointed by the Board, administers the agency.

The mission of CSLB is to protect consumers by regulating the construction industry through policies that promote health, safety, and general welfare of the public in matters relating to construction. The Contractors State License Board attempts to accomplish this mission by:

- Ensuring that construction is performed in a safe, competent, and professional manner;
- Licensing contractors and enforcing licensing laws;
- Requiring that any person practicing or offering to practice construction contracting be licensed;
- Enforcing the laws, regulations and standards governing construction contracting in a fair and uniform manner;
- Providing resolution to disputes that arise from construction activities; and
- Educating consumers so that they may make informed choices.

CSLB activities include administering examinations to test prospective licensees, issuing licenses, investigating complaints against licensed and unlicensed contractors, issuing citations and suspending or revoking licenses, and seeking administrative, criminal, and civil sanctions against violators.

Because of budget and staff constraints CSLB no longer conducts strategic planning sessions. The thrust of planning focuses on prioritizing workload with diminished staff and resources.

CSLB External Environment

In developing its strategic plan, CSLB must assess the external factors which have a significant impact on the field of construction in general and CSLB's mission in particular.

An update of the Board's Strategic Plan is preceded by an environmental scan. From an examination of CSLB's external environment, Board members and staff identify the potential issues and challenges that may affect CSLB's ability to carry out its mission over the long term.

The construction industry in California is distinct from that of other states in terms of the breadth, magnitude, and complexity of the individual circumstances that create its context. California has the fifth or sixth largest economy in the world, and construction is the state's number one industry. California's physical size, large and diverse population, varied landscape and climate, frequent seismic activity, distinctive legal framework, and massive economy create an unusually demanding context for contractor licensing.

Identified major trends and conditions that affect CSLB and to which CSLB is unalterably opposed include the following:

- **State Budget**

No impact compares with the state of the California budget. The multi-billion-dollar shortfall has monumental repercussions on all aspects of life. CSLB has lost 20% of authorized staff positions since 2000.

- **Underground Economy**

The underground economy hurts California businesses and workers. It undercuts the ability of legitimate businesses to compete fairly. These illegal operators disregard California's tax, labor, and licensing laws, and in doing so harm businesses, place employees at risk and weaken the Board's licensing program. CSLB's efforts in combating unlicensed practice and the underground economy have been curtailed by the loss of 58 staff positions in its enforcement program. However, the Administration has proposed the creation of an Economic and Employment Enforcement Coalition in FY 2005-2006 to battle the underground economy. CSLB is scheduled to have 11 of its enforcement representatives (ER) positions restored (on a 3-year limited-term basis).

- **Staffing**

The State of California faces long-term personnel issues as the state work force ages and compensation issues arise. For CSLB, the enforcement representative (ER) series creates a number of pay and classification problems including (1) disparity between ERs and supervisors, and (2) disparity between CSLB's ERs and like staff in other organizations with higher pay and lesser workloads, which causes retention and recruitment problems. CSLB must determine ways to recruit, train, and retain qualified staff, while at the same time trying to restore positions.

Program Priorities

To focus decreased resources on the Board's most critical needs, the Board set the following priorities:

1. Focus on early intervention and on serious (health and safety) complaints.
2. Keep licensee in business and maintain the collection of revenue by keeping renewals and license maintenance current.
3. License applicants by reviewing qualifications and fingerprinting applicants, and administer legal and effective exams.
4. Educate consumers on their rights and responsibilities and stress how consumers can protect themselves.
5. Stress early intervention and resolution of reactive complaints and refer minor complaints to small claims court.
6. Provide licensing information center and front counter services.
7. Refocus SWIFT personnel to enforcement of the underground economy.
8. Ensure that Administrative Services and Information Technology provide the support necessary to maintain programs.

Mission

The Contractors State License Board protects consumers by regulating the construction industry through policies that promote the health, safety and general welfare of the public in matters relating to construction.

The Contractors State License Board will accomplish this by:

- Ensuring that construction is performed in a safe, competent and professional manner;
- Licensing contractors and enforcing licensing laws;
- Requiring that any person practicing or offering to practice construction contracting be licensed;
- Enforcing the laws, regulations and standards governing construction contracting in a fair and uniform manner;
- Providing resolution to disputes that arise from construction activities; and
- Educating consumers so that they make informed choices.

Vision

California consumers and contractors will have a safe, fair and competitive marketplace.

- Contractors possess the knowledge, skills and abilities necessary to provide clients and the general public with professional service and products.
- Consumers have access to adequate redress if they are harmed by incompetent or dishonest contractors.
- Consumers have information they need to make informed choices.
- Contractors have access to information they need to practice competently and honestly.

Values

The Contractors State License Board will strive for the highest possible quality throughout all of its programs. To that end:

- CSLB believes in treating all consumers and contractors fairly.
- CSLB supports its staff and their dedication to their jobs.
- CSLB focuses on prevention, providing information to consumers and contractors.
- CSLB is progressive, utilizing the most advanced means for providing services.

Goals

The Contractors State License Board has established five goals, which provide the framework for the results it wants to achieve in furtherance of its mission.

1. Enforcement

Reduce, eliminate or prevent unlicensed activity and unprofessional conduct that pose a threat to public health, safety and welfare.

2. Licensing

Ensure that all applicants and licensees are qualified to provide construction services.

3. Legislation & Policies

Ensure that statutes, regulations, policies and procedures protect consumers and provide adequate remedies to resolve disputes.

4. Communication & Education

Educate consumers to make informed choices about construction services and ensure that licensed contractors strengthen their technical management and service skills

5. Organizational Development

Enhance organizational effectiveness and improve the quality of customer service in all programs.

Customers & Needs

The California Contractors State License Board serves four primary user groups:

1. The Public

CSLB protects and serves the public at large. Californians of all walks of life rely on well-built structures and infrastructure.

2. Users of Contracting Services

CSLB's programs and regulatory activities benefit users of contractors' services. There is a clear need to ensure that these consumers are not harmed by incompetent or dishonest contractors. Similarly, there is a clear need to resolve disputes in a timely manner when conflicts occur.

3. Contractors

CSLB benefits contractors by providing information that enables them to pursue their business activities with appropriate protections. By providing dispute resolution services, CSLB attempts to minimize the cost and other difficulties associated with conflicts over construction work. By maintaining minimal licensing standards, CSLB raises the standards of the profession and respect for licensees.

4. Building Officials

California building officials and the CSLB share the common goal of ensuring that construction is performed competently and conforms to all relevant building codes and standards. Before issuing a permit for construction, the local building departments use CSLB information to verify the license status of individuals who are not otherwise exempt from licensure. In addition, local building officials regularly cooperate with CSLB to discipline licensees who commit the more egregious violations of the building codes. CSLB also works with CALBO on ways to improve communication among contractors, building officials, and CSLB.

Action Plan

The Action Plan is a dynamic framework for the many activities the Contractors State License Board performs in promoting and meeting its goals. The goals and objectives are assigned to committees, subcommittees, task forces, staff, or individuals as appropriate who create more detailed action plans in order to meet the goals and objectives set by the Board.

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Action Plan: Enforcement

GOAL: Reduce, eliminate or prevent unlicensed activity and unprofessional conduct that pose a threat to public health, safety and welfare.

ONGOING RESPONSIBILITIES	LEAD RESPONSIBILITY
Adopt policies and procedures that encourage voluntary compliance.	Enforcement Committee
Provide appropriate information to the public on the status of enforcement activities.	Enforcement Committee
Encourage early intervention and mediation to resolve disputes.	Enforcement Committee
Develop policies and procedures to work with other governmental and law enforcement agencies.	Enforcement Committee
Develop policies and procedures to improve the quality of legal actions.	Enforcement Committee

OBJECTIVES	LEAD RESPONSIBILITY	TARGET DATE
1. Develop statistical reporting procedures to track enforcement efforts targeting the Underground Economy.	Staff	January 2006
2. Reorganize Intake and Mediation Centers to improve productivity.	Staff	January 2006
3. Provide training to all Enforcement staff on Enforcement procedures, goals and objectives.	Staff	January 2006
4. Reduce 270-day-old cases to less than 1%.	Staff	April 2006
5. Increase the percentage of licensee complaints settled to 30%.	Staff	June 2006
6. Quantify and report on impact of Enforcement efforts on Underground Economy.	Enforcement Committee	June 2007

Action Plan: Licensing

GOAL: Ensure that all applicants and licensees are qualified to provide construction services.

ONGOING RESPONSIBILITIES	LEAD RESPONSIBILITY
Ensure that exams are current and relevant.	Licensing Committee
Ensure that all licensed contractors meet experience and education requirements and exhibit basic business competency skills.	Licensing Committee
Enforce penalties for application fraud and misrepresentation of qualifications.	Licensing Committee
Ensure accuracy of information submitted by the applicant and applicant integrity.	Licensing Committee
Ensure all processes in Licensing are current and efficient.	Licensing Committee

OBJECTIVES	LEAD RESPONSIBILITY	TARGET DATE
1. Implement streamlined processes in licensing.	Licensing Committee	July 2005
2. Implement staffing reallocation to reflect current processing.	Staff	August 2005
3. Create a training and mentoring program to provide support and maximized staff effectiveness.	Staff	September 2005
4. Reorganize the Licensing Division to reflect workload and supervisor span of control.	Staff	September 2005
5. Increase exam seating by expanding San Jose, San Bernardino and Norwalk Testing Centers.	Staff	November 2005
6. Double bond companies' use of electronic submission of documents.	Staff	January 2006
7. Study Licensing Information Center to maximize technology and staffing resources.	Licensing Committee	June 2006
8. Open a new Testing Center in Orange County.	Staff	September 2006

Action Plan: Legislation & Policies

GOAL: Ensure that statutes, regulations and procedures protect consumers and provide adequate remedies to resolve disputes.

ONGOING RESPONSIBILITIES	LEAD RESPONSIBILITY
Provide mechanisms for consumers to remedy problems and resolve disputes.	Legislative Committee
Create and maintain a legal and regulatory framework that ensures an appropriate level of consumer protection.	Legislative Committee
Monitor legislation that impacts the construction industry as it relates to public health, safety and welfare.	Legislative Committee

OBJECTIVES	LEAD RESPONSIBILITY	TARGET DATE
1. Repeal the experience points regulation.	Legislative Committee	November 2005
2. Enact revisions to SB 30 that will simplify contract requirements.	Legislative Committee	January 2006
3. Enact clean-up language and close loopholes in the Contractors License Law.	Legislative Committee	January 2006
4. Complete the regulatory processes necessary to fully clarify the procedures of the applicant fingerprinting program.	Legislative Committee	January 2006

Action Plan: Communication & Education

GOAL: Educate consumers to make informed choices about construction services and ensure that licensed contractors strengthen their technical management and service skills.

ONGOING RESPONSIBILITIES	LEAD RESPONSIBILITY
Ensure that contractors understand their professional obligations and responsibilities.	Communication & Education Committee
Educate the public about their rights and responsibilities in the contracting process.	Communication & Education Committee
Educate contractors about building codes, construction methods and business practices.	Communication & Education Committee
Inform the public about the role and function of the CSLB.	Communication & Education Committee

OBJECTIVES	LEAD RESPONSIBILITY	TARGET DATE
1. Develop methodologies to measure Board's success in meeting customer expectations.	Communication & Education Committee	September 2005
2. Update and implement Communications Plan through 2007, based on Board approved priorities, input from public relations contractor, and available resources.	Communication & Education Committee	January 2006
3. Update and implement CALBO/CSLB agreement.	Communication & Education Committee	January 2006
4. Update and improve CSLB Web site and IVR.	Communication & Education Committee	July 2006
5. Increase participation in Construction Management Education Act (CMEA) Awards.	Communication & Education Committee	July 2006
6. Determine Board's role in contractor education.	Communication & Education Committee	July 2006

Action Plan: Organizational Development

GOAL: Enhance organizational effectiveness and improve the quality of customer service in all programs.

ONGOING RESPONSIBILITIES	LEAD RESPONSIBILITY
Try to ensure that CSLB has the resources it needs to achieve its mission and goals.	Board and Staff
Monitor implementation of the CSLB strategic plan.	Executive Committee
Monitor and improve organizational effectiveness.	Executive Committee

OBJECTIVES	LEAD RESPONSIBILITY	TARGET DATE
1. Develop and implement a staff development plan by program (which may include contracting out for services).	Executive Committee	March 2006
2. Replace all Executone phone systems in field.	Staff	March 2006
3. Develop long-term fiscal plan based on updated and projected revenue and expenditures.	Executive Committee	July 2006
4. Determine long-range plans for CMEA.	Executive Committee	January 2007
5. Develop enforcement representative/supervisor specification revisions to address pay and classification disparities.	Executive Committee	January 2007
6. Expand licensing and enforcement IWAS.	Staff	January 2008
7. Replace Integrated Voice Recognition system.	Executive Committee/ Staff	July 2008

Appendix



