

APRIL 12, 2018  
SAN DIEGO, CALIFORNIA

CONTRACTORS STATE LICENSE BOARD

Quarterly Meeting  
DAY 1







## **NOTICE OF PUBLIC BOARD MEETING**

Day 1 - Thursday, April 12, 2018, 9:00 a.m. – 5:00 p.m. and  
Day 2 – Friday, April 13, 2018, 8:00 a.m. – 12:00 p.m. (or until the conclusion of business)  
Four Points by Sheraton, 8110 Aero Drive, San Diego, CA 92123

Meetings are open to the public except when specifically noticed otherwise in accordance with the Open Meeting Act. All times when stated are approximate and subject to change without prior notice at the discretion of the board unless listed as “time certain.” Items may be taken out of order to maintain a quorum, accommodate a speaker, or for convenience. Action may be taken on any item listed on this agenda, including information-only items. The meeting may be canceled without notice.

Members of the public can address the Board during the public comment session. Public comments will also be taken on agenda items at the time the item is heard and prior to the CSLB taking any action on said items. Total time allocated for public comment may be limited at the discretion of the Board Chair.

## **MEETING AGENDA – DAY 1 Thursday, April 12, 2018 – 9:00 a.m.**

### *Open Session*

- A. Call to Order, Roll Call, Establishment of Quorum and Chair’s introduction
- B. Public Comment for Items Not on the Agenda and Future Agenda Item Requests  
*(Note: Individuals may appear before the CSLB to discuss items not on the agenda; however, the CSLB can neither discuss nor take official action on these items at the time of the same meeting (Government Code sections 11125, 11125.7(a)).*
- C. Strategic Planning Overview – Department of Consumer Affairs, SOLID Planning Solutions
  - 1. Introductions and Strategic Plan Overview
  - 2. Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
  - 3. Environmental Scan Review
- D. Development of Strategic Objectives
  - 1. Enforcement
  - 2. Legislation
  - 3. Licensing and Testing
  - 4. Public Affairs
  - 5. Administration
  - 6. Information Technology
- E. Review and Possible Update of Mission, Vision, and Value Statements
- F. Overview of Process for Finalizing Strategic Plan for Adoption by the Board – Department of Consumer Affairs, SOLID Planning Solutions
- G. Review, Discussion, and Possible Action on Revisions to the Board Member Administrative Procedure Manual

*Closed Session*

- H. Pursuant to Government Code Section 11126(a)(1) the Board Will Move Into Closed Session to Conduct an Evaluation of the Performance of the Registrar
- I. Recess

**MEETING AGENDA – DAY 2**  
**Friday, April 13, 2018 – 8:00 a.m.**

*Return to Open Session*

- A. Call to Order, Roll Call, Establishment of Quorum and Chair's introduction
- B. Public Comment for Items Not on the Agenda and Future Agenda Item Requests  
*(Note: Individuals may appear before the CSLB to discuss items not on the agenda; however, the CSLB can neither discuss nor take official action on these items at the time of the same meeting (Government Code sections 11125, 11125.7(a)).*
- C. Legislation
  - 1. Review and Possible Approval of March 2, 2018, Legislative Committee Summary Report
  - 2. Update and Discussion on CSLB's Previously Approved 2018 Legislative Proposals
    - a. Remove Statutory Authority for Registrar to Accept Cash Deposit in Lieu of Bond
    - b. Increase Multiple-Firm License Qualifier Requirements
  - 3. Review, Discussion, and Possible Action on 2017-18 Pending Legislation
    - a. SB 721 (Hill) (2017) Contractors: Decks and Balconies Inspection
    - b. SB 981 (Dodd) (2018): Home Solicitation Contract Offers: Water Treatment: Contractor Responsibilities
    - c. SB 1042 (Monning) (2018) Contractors: Violations—Authority to Hold Informal Citation Conferences
    - d. AB 2138 (Chiu and Low) (2018) Licensing Boards: Denial of Application: Criminal Conviction
    - e. AB 2353 (Frazier) (2018) Construction Defects: Actions: Statutes of Limitation
    - f. AB 2483 (Voepel) (2018) Department of Consumer Affairs: Office of Supervision of Occupational Boards
    - g. AB 2705 (Holden) (2018) Contractors: Violations—Failure to Secure Workers' Compensation: Statute of Limitations
  - 4. Update on 2017-18 Enacted Legislation
    - a. AB 1070 (Gonzalez Fletcher) Solar Energy Systems: Contracts: Disclosures
    - b. AB 1278 (Low) Contractor Licensing: Final Judgments
    - c. AB 1284 (Dababneh) California Financing Law: Property Assessed Clean Energy Program: Program Administrators
    - d. SB 486 (Monning) Contractors State License Law: Letter of Admonishment
- D. Licensing
  - 1. Review and Possible Approval of February 23, 2018, Licensing Committee Meeting Summary Report

2. Licensing Program Update

- a. Application Processing Statistics
- b. Workers' Compensation Recertification Statistics
- c. Fingerprinting/Criminal Background Unit Statistics
- d. Experience Verification Statistics
- e. Licensing Information Center Statistics
- f. Judgment Unit Statistics

3. Testing Program Update

- a. Examination Administration Unit Highlights
- b. Examination Development Unit Highlights

4. Review and Discussion Regarding Minimum Experience Requirements for a "B" General Building Contractor License

5. Review, Discussion, and Possible Action on Recommendations Regarding Licensing Reciprocity with Other States and Use of the National Association of State Contractors Licensing Agencies (NASCLA) Commercial General Building Trade Exams and Trade Exam Waivers

6. Review and Discussion Regarding the Possible Development of an Arborist Health and Safety Certification program and Specialty "C" License Classification

7. Review, Discussion, and Possible Action on License Classifications Authorized to Install Energy Storage Systems

8. Review, Discussion, and Possible Action on Recommendations to Appoint Members to the Construction Management Education Account Advisory Committee

E. Enforcement

1. Review and Possible Approval of February 23, 2018, Enforcement Committee Meeting Summary Report

2. Enforcement Program Update

- a. Investigation Highlights
- b. General Complaint Handling Statistics
- c. Staffing Resources for 2017-18 Disaster Response
- d. Solar Task Force Activities

3. Update, Discussion, and Possible Action on Recommendations from Board Member Advisory Sub-Committee on Workers' Compensation Enforcement Strategies, Resources, and Accomplishments

4. Update, Discussion, and Possible Action on Recommendations from Board Member Advisory Sub-Committee on Strategies to Address Owner-Builder Construction Permits and Unlicensed Activity Violations

## F. Public Affairs

1. Review and Possible Approval of March 2, 2018, Public Affairs Committee Meeting Summary Report
2. Public Affairs Program Update
  - a. Online Highlights
  - b. "Find My Licensed Contractor" Website Feature
  - c. Video/Digital Services
  - d. Social Media Highlights
  - e. Media Relations Highlights
  - f. Publications/Graphic Design Highlights
  - g. Industry/Licensee Outreach Highlights
  - h. Applicant and Industry Outreach Regarding CSLB Licensure Process
  - i. Consumer/Community Outreach Highlights
  - j. Intranet/Employee Relations
3. Update and Discussion on CSLB's Outreach, Educational, media, and Enforcement Response to 2017-18 Natural Disasters

## G. Executive

1. Review and Possible Approval of December 7, 2017 Board Meeting Minutes
2. Personnel, Facilities, and Administration Update
3. Information Technology Update
4. Budget Update
5. Registrar's Report
  - a. Tentative 2018 Board Meeting Schedule
  - b. Possible Agenda Items for June 7-8, 2018, Joint Meeting with Nevada State Contractors Board

## H. Adjournment

The Board intends to provide a live webcast of the second day of the meeting only. The webcast can be located at [www.cslb.ca.gov](http://www.cslb.ca.gov). Webcast availability cannot, however, be guaranteed due to limitations on resources or technical difficulties. The meeting will continue even if the webcast is unavailable. If you wish to participate or to have a guaranteed opportunity to observe, please plan to attend at the physical location. For verification of the meeting, call (916) 255-4000 or access the CSLB website at <http://www.cslb.ca.gov>.

The meeting is accessible to the physically disabled. A person who needs a disability-related accommodation or modification in order to participate in the meeting may make a request by contacting Phyliz Jones at (916) 255-4000 or [phyliz.jones@cslb.ca.gov](mailto:phyliz.jones@cslb.ca.gov) or send a written request to Aaron Schultz, 9821 Business Park Drive, Sacramento, CA 95827. Providing your request at least five (5) business days prior to the meeting will help ensure availability of the requested accommodation.



# CONTRACTORS STATE LICENSE BOARD

## TABLE OF CONTENTS

**Contractors State License Board Meeting  
Day 1 - Thursday, April 12, 2018  
9:00 a.m. – 5:00 p.m. (or until the close of business)  
Four Points by Sheraton  
8110 Aero Drive, San Diego, CA 92123**

*Open Session*

- A. Call to Order, Roll Call, Establishment of Quorum and Chair’s Introduction.....3
- B. Public Comment for Items Not on the Agenda and Future Agenda Item Requests.....5
- C. Strategic Planning Overview—Department of Consumer Affairs, SOLID Planning Solutions.....7
  - 1. Introductions and Strategic Plan Overview
  - 2. Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
  - 3. Environmental Scan Review
- D. Development of Strategic Objectives.....141
  - 1. Enforcement
  - 2. Legislation
  - 3. Licensing and Testing
  - 4. Public Affairs
  - 5. Administration
  - 6. Information Technology
- E. Review and Possible Update of Mission, Vision, and Value Statements.....143
- F. Overview of Process for Finalizing Strategic Plan for Adoption by the Board Department of Consumer Affairs, SOLID Planning Solutions.....147
- G. Review, Discussion, and Possible Action on Revisions to the Board Member Administrative Procedure Manual.....149

*Closed Session*



# CONTRACTORS STATE LICENSE BOARD

## TABLE OF CONTENTS

H. Pursuant to Government Code Section 11126(a)(1) the Board Will Move Into Closed Session to Conduct an Evaluation of the Performance of the Registrar.....	181
I. Recess.....	183

APRIL 12, 2018  
SAN DIEGO, CALIFORNIA

Quarterly Meeting  
DAY 1





## AGENDA ITEM A

# Call to Order, Roll Call, Establishment of Quorum and Chair's Introduction

Roll is called by the Board Chair or, in his/her absence, by the Board Vice Chair or, in his/her absence, by a Board member designated by the Board Chair.

Eight members constitute a quorum at a CSLB Board meeting, per Business and Professions Code section 7007.

### Board Member Roster

KEVIN J. ALBANESE

PASTOR HERRERA JR.

AGUSTIN BELTRAN

ED LANG

LINDA CLIFFORD

MIKE LAYTON

DAVID DE LA TORRE

MARLO RICHARDSON

DAVID DIAS

FRANK SCHETTER

SUSAN GRANZELLA

JOHNNY SIMPSON

JOAN HANCOCK

NANCY SPRINGER





## AGENDA ITEM B

# Public Comment Session - Items Not on the Agenda

(Note: Individuals may appear before the CSLB to discuss items not on the agenda; however, the CSLB can neither discuss nor take official action on these items at the time of the same meeting (Government Code sections 11125, 11125.7(a)). Public comments will be taken on agenda items at the time the item is heard and prior to the CSLB taking any action on said items. Total time allocated for public comment may be limited at the discretion of the Board Chair.





## AGENDA ITEM C

# Strategic Planning Overview— Department of Consumer Affairs, SOLID Planning Solutions

1. Introductions and Strategic Plan Overview
2. Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
3. Environmental Scan Review







# CONTRACTORS STATE LICENSE BOARD

## 2018-2020 STRATEGIC PLANNING

CSLB is utilizing the Department of Consumer Affairs (DCA) SOLID Training and Planning Solutions office for strategic planning services to develop the Board's 2018-2020 Strategic Plan.

In January 2018, representatives from SOLID held a meeting with the Registrar and Chief Deputy Registrar to discuss the planning method, strategic planning goal areas, and activity dates. Following this meeting, SOLID administered an electronic survey to gather input from Board members, staff, and stakeholders.

In February 2018, SOLID conducted one-on-one interviews with Board members to identify strengths, weaknesses, internal and external threats, and opportunities. SOLID also held one-on-one interviews with the Registrar, Chief Deputy Registrar, and conducted a focus group discussion with members of CSLB's senior management team.

At the April 2018 strategic planning session, Board members and senior staff will review the environmental scan prepared by SOLID, which includes a compilation and analysis of the interviews, focus group discussion, and electronic survey, to develop the Board's strategic objectives. The planning session will also include a review of the Board's vision, mission, values, and goals.

Based on the information gathered at this planning session SOLID will update the Board's 2018-2020 Strategic Plan following the format of CSLB's existing plan. Staff will present a draft Strategic Plan to the full Board for final review, comment, and adoption at a future Board meeting.



---

---

# Contractors State License Board 2018 Environmental Scan

Prepared by Julie Kolaszewski  
SOLID Planning Solutions  
Department of Consumer Affairs  
March 2018



# Table of Contents

<b>TABLE OF CONTENTS.....</b>	<b>2</b>
<b>INTRODUCTION.....</b>	<b>3</b>
<b>ACRONYM LEGEND.....</b>	<b>4</b>
<b>SWOT ANALYSIS.....</b>	<b>6</b>
<b>STRENGTHS AND WEAKNESSES.....</b>	<b>7</b>
<b>ENFORCEMENT.....</b>	<b>8</b>
<b>LEGISLATIVE.....</b>	<b>9</b>
<b>LICENSING &amp; TESTING.....</b>	<b>10</b>
<b>PUBLIC AFFAIRS.....</b>	<b>12</b>
<b>ADMINISTRATION.....</b>	<b>13</b>
<b>INFORMATION TECHNOLOGY.....</b>	<b>14</b>
<b>OPPORTUNITIES &amp; THREATS SUMMARY.....</b>	<b>15</b>
<b>APPENDIX A – STAKEHOLDER COMMENTS.....</b>	<b>18</b>
<b>APPENDIX B – OPPORTUNITIES AND THREATS.....</b>	<b>113</b>
<b>APPENDIX C – DATA COLLECTION METHOD.....</b>	<b>128</b>
<b>APPENDIX D - SURVEY DATA RELIABILITY.....</b>	<b>129</b>

## Introduction

One of the first steps in developing a strategic plan is to conduct a scan and analysis of the environment in which an organization operates. This analysis allows us to take a look at the factors that can impact an organization's success. These factors are evaluated quantitatively (via survey data) and qualitatively (via comments provided in surveys and interviews).

This document provides a summary of the environmental scan recently conducted by SOLID for the Contractor's State License Board (CSLB) beginning in January of 2018. The purpose of this environmental scan is to provide a better understanding of thoughts and beliefs held by stakeholders, board members, staff, and management about the Board's performance within the following units/goal areas:

- Enforcement
- Legislative
- Licensing & Testing
- Public Affairs
- Administration
- Information Technology

This document outlines areas where stakeholders, board members, staff, and management are in agreement and disagreement while providing additional insight to assist the Board to develop goals and objectives in the upcoming strategic plan.

*The comments throughout this document are shown as provided to SOLID. Comments that appear similar or on a specific topic have been organized into categories. Comments that were repeated multiple times are grouped with the amount shown in parentheses. The comments have not been edited for grammar or punctuation in order to preserve the accuracy, feeling and/or meaning the messenger intended when providing the comment.*

Please review this information carefully in preparation for the upcoming strategic planning session. At the planning session, the Board will discuss and evaluate this information as a group to help identify new strategic objectives that the Board will focus on during the next strategic plan period.

If you have any questions about this report, please contact Julie Kolaszewski with SOLID at (916) 574-8519 or [Julie.Kolaszewski@dca.ca.gov](mailto:Julie.Kolaszewski@dca.ca.gov).

## Acronym Legend

AG – Attorney General  
AIBD- American Institute of Building Design  
ANSI- American National Standards Institute  
BCP – Budget Change Proposal  
B&P – Business and Professions  
CA- California  
CBO- Congressional Budget Office  
CE – Continuing Education  
CFP- Certified Financial Planner  
CPA- Certified Public Accountant  
CSLB- Contractor’s State License Board  
CSR- Customer Service Representative  
DA- District Attorney  
DBA- Doing Business As  
DCA- Department of Consumer Affairs  
DIR- Department of Industrial Relations  
DVBE- Disabled Veterans Business Enterprise  
EDD- Employment Development Department  
EPA- Environmental Protection Agency  
ER- Enforcement Representative  
EVU- Enforcement Verification Unit  
FAQ- Frequently Asked Questions  
FTB- Franchise Tax Board  
GC- General Contractor  
HVAC- Heating, Ventilation, and Air Conditioning  
IT- Information Technology-  
IWAS- Imaging Workflow Automated System  
MWELO- Model Water Efficient Landscape Ordinance  
OHR- Office of Human Resources  
OSHA- Occupational Safety and Health Administration  
OT- Overtime  
PDF- Portable Document Format  
PSA- Public Service Announcement  
PSI- Testing/Examination Provider (private contractor)  
PY- Personnel Year (staff position)

## Acronym Legend Continued

RME- Responsible Managing Employee  
RMO- Responsible Managing Officer  
SB- Santa Barbara  
SCORE- State Contractors Official Regulatory Examination  
SME-Subject Matter Expert  
SWIFT- Statewide Investigative Fraud Team  
TEALE- CSLB IT system  
WC- Worker's Compensation

# SWOT Analysis

## *Strengths, Weaknesses, Opportunities, and Threats*

The purpose of the environmental scan is to capture key points, concerns, issues, and suggestions related to major goal areas and compile results into trends and themes for the Board. This information is captured from all of the CSLB's stakeholders including: staff, the Chief Deputy Registrar, Registrar, board members, consumers, licensees, schools, and associations. This is achieved through various collection methods including, interviews, focus groups, and online surveys. While the collection method utilized for each group may vary, the information being sought is identical: an evaluation of Strengths, Weaknesses, Opportunities, and Threats.

## Strengths and Weaknesses

The following is a summary of strengths and weaknesses for each of the CSLB's goal areas as provided through comments and quantitative ratings. Comments are summarized for an aggregated perspective of how external stakeholders, board members, the Chief Deputy Registrar, Registrar, and board staff and managers perceive the effectiveness of each goal area. Refer to Appendix A for a complete list of comments.

## Enforcement

<u>Rating</u>	<u>External Stakeholders</u>	<u>Board Members</u>	<u>Staff, Managers, Registrar, and Chief Deputy Registrar</u>
Very effective	9%	62%	13%
Effective	47%	38%	71%
Poor	33%	0%	13%
Very poor	11%	0%	3%
Total	100%	100%	100%

### Enforcement - Strengths

1. The Board is effective in staging sting operations to catch unlicensed contractors and others committing violations.
2. The Board is committed to enforcement and protecting the consumer from unscrupulous and unlicensed contractors.
3. The Board staff treat consumer complaints with urgency and are very good at responding to complaints. Staff is passionate and engaged, they are open to innovative ideas, and collaborate well with the industry.

### Enforcement - Weaknesses

1. There is not enough communication to inform and educate the public that the Board exists, what the laws are, and what protections and support are available to them.
2. It is too difficult and time consuming to make complaints against unlicensed contractors.
3. Licensed contractors are losing bids for jobs to the thousands of unlicensed contractors, many of whom are unqualified to do the work.
4. Recruitment and retention of board enforcement staff is an ongoing concern. The board needs a more robust enforcement staff to fight all of the violators.

# Legislation

<u>Rating</u>	<u>External Stakeholders</u>	<u>Board Members</u>	<u>Staff, Managers, Registrar, and Chief Deputy Registrar</u>
Very effective	9%	23%	13%
Effective	63%	69%	75%
Poor	23%	8%	11%
Very poor	5%	0%	0%
Total	100%	100%	100%

## Legislation - Strengths

1. The Board is focused on creating legislation that can be adopted and implemented and is proactive in seeking legislation that offers consumer protection.
2. The Board has a pulse on the legislature, is aware of bills that will affect the Board, and is willing to look at any issue with which it is presented.
3. The Board has a good reputation within the legislature, it has support from the industry to identify and sponsor bills that will improve the Board.

## Legislation - Weaknesses

1. There are too many loopholes and not adequate legislation to enforce the unlicensed contractors.
2. The penalties are not strong enough to remove unlicensed contractors from the marketplace, and there are no laws to hold consumers accountable for knowingly hiring unlicensed contractors.
3. The laws are biased towards protecting consumers, but contractors also need protection from erroneous claims by consumers.
4. There are outside parties influencing Board priorities and legislation, meanwhile there is not enough input from industry stakeholders to identify the true needs.

## Licensing and Testing

<u>Rating</u>	<u>External Stakeholders</u>	<u>Board Members</u>	<u>Staff, Managers, Registrar, and Chief Deputy Registrar</u>
Very effective	21%	8%	18%
Effective	61%	69%	73%
Poor	14%	15%	7%
Very poor	4%	8%	2%
Total	100%	100%	100%

### Licensing and Testing - Strengths

1. The tests are fair, and the contents are thorough. The tests keep unqualified applicants from becoming licensed.
2. Staff is well-trained, committed, and improving the response time for testing and processing license applications.
3. The Board develops and administers the exams in-house, this allows for quick response to change and real-time results. The computer systems are up-to-date, allow for online testing, and easy access to the exam.

### Licensing and Testing - Weaknesses

1. Test questions are too easy, and some questions are outdated; there is no practical application to test the actual skills of applicants.
2. There should be a continuing education requirement for license renewal and/or contractors should be retested to ensure they are keeping up with new requirements.
3. Stakeholders remark that there is no verification of experience prior to issuing a license; staff say there is not a consistent process for reviewing the experience requirement when processing an application.
4. The processing time from submitting an application to testing and then licensure is too long.

## *Glossary of Performance Measure Terms*

Volume - Number of complaints and convictions received.

Intake - Average cycle time from complaint receipt to the date the complaint was assigned to an investigator.

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.

Formal Discipline - Average number of days to complete the entire enforcement process for cases resulting in formal discipline. (Includes intake and investigation by the Committee and prosecution by the Attorney General.)

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

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.

Performance Measure	Target	Q4 April -June 2017	Q3 January – March 2017
		Actual	Actual
Volume (number of complaints)	---	4684	4913
Intake (days)	3	2	1
Intake & investigation (days)	180	79	78
Formal discipline (days)	540	726	797

## Public Affairs

<u>Rating</u>	<u>External Stakeholders</u>	<u>Board Members</u>	<u>Staff, Managers, Registrar, and Chief Deputy Registrar</u>
Very effective	12%	85%	46%
Effective	56%	15%	48%
Poor	26%	0%	4%
Very poor	6%	0%	2%
Total	100%	100%	100%

### Public Affairs - Strengths

1. There is a lot of outreach via social media, live videos, mailers, and email to keep the public informed.
2. The Board does public service announcements and sets up help centers for victims during natural disasters; they are there to keep consumers protected when they are vulnerable.
3. Board staff are very passionate and committed to providing outreach. They are effective and adaptable.

### Public Affairs - Weaknesses

1. The Board could inform consumers of the Board and educate them on the dangers and liabilities of hiring unlicensed contractors.
2. The Board could provide more outreach to licensees and keep them abreast to changes in laws and regulations.
3. There is not enough staff to provide thorough outreach.

## Administration

<u>Rating</u>	<u>External Stakeholders</u>	<u>Board Members</u>	<u>Staff, Managers, Registrar, and Chief Deputy Registrar</u>
Very effective	12%	75%	11%
Effective	62%	25%	59%
Poor	19%	0%	22%
Very poor	7%	0%	8%
Total	100%	100%	100%

### Administration - Strengths

1. The new leadership is very strong, enthusiastic, and willing to try and improve the Board.
2. Leadership and staff work well together. Staff is dedicated, engaged, and responsive.
3. The Board has a good professional relationship with the Department of Consumer Affairs and legislators.

### Administration - Weaknesses

1. Stakeholders state that the law is not enforced equally with politics playing a role in the enforcement of large projects.
2. It's difficult to reach a live person when calling with questions.
3. There is turnover in several positions and no applicant pool with which to backfill. The hiring process takes too long.

# Information Technology

<u>Rating</u>	<u>External Stakeholders</u>	<u>Board Members</u>	<u>Staff, Managers, Registrar, and Chief Deputy Registrar</u>
Very effective	11%	20%	25%
Effective	63%	80%	61%
Poor	20%	0%	12%
Very poor	6%	0%	2%
Total	100%	100%	100%

## Information Technology- Strengths

1. The website is informative and up-to-date. Online license verification is a great tool.
2. IT staff are responsive to changes that are necessary and identify workarounds when the system is not functioning properly.
3. The Board has its own standalone system which allows for changes to be made quickly.

## Information Technology - Weaknesses

1. The Board is still using outdated technology that needs to be updated. An alternative to BreZe is needed.
2. There could be more online availability to apply, renew, and make payments.
3. Stakeholders remark that the website is still difficult to navigate with some information being outdated and/or inaccurate.

# Opportunities & Threats Summary

## Legislation

### Opportunities

*Some stakeholders say the Board can be more mindful of environmental issues and work towards developing laws and regulations that protect the environment and reduce water waste. With the recent natural disasters, now could be a good time for the Board to review legislative goals and capitalize on the current environment.*

### Threats

*Board managers remark that the Board does not want to over-regulate the industry and make it more difficult to become licensed. This could turn potential licensees away from California and create a shortage in the industry. Being under the direction of DCA there is some unknown with a new governor taking office soon.*

## Consumer Protection

### Opportunities

*There is a consensus among all groups that the recent natural disasters have left consumers vulnerable. Now would be a good time for the Board to take the opportunity to get creative with licensing and perhaps create an online course for law violators as an effort to protect consumers from being taken advantage of while also providing pathways to licensure to increase the licensee pool.*

### Threats

*There is a perceived threat by stakeholders that the booming economy and rebuilding from the recent disasters is leading to more remodeling and that this could open the door to more contractor scams. The Board should look at ways to stay ahead of this and educate consumers as an effort to protect them.*

## Professional Trends

### Opportunities

*There is a consensus among all groups that there are a lot of changes within the industry happening, a shift towards water conservation and energy efficiency. The Board needs to be aware of the changes and possibly look at revisiting license classifications and scope of duties.*

### Threats

*There is a perceived threat from stakeholders with regards to modular construction. Modular construction is a current trend in the commercial industry which could lead to a loss in skilled tradespeople and loopholes in the laws. There is currently a shortage in qualified licensees in the trades and this trend is likely to continue, leading to more homeowners turning to unlicensed workers to get jobs done.*

## Economy

### Opportunities

*There is a perceived opportunity that with the strong economy there will continue to be a rise in demand for new construction and remodeling, it might be a good time to increase fees as a means of hiring more enforcement personnel to combat the increase in unlicensed construction.*

### Threats

*The booming economy and a need for more affordable housing is a perceived threat amongst all groups; it creates an environment for unlicensed contractors to tap into the marketplace. It also leaves a gap in skilled tradespeople as other jobs are available. The current fee structure and pressure on wages makes it difficult for small businesses to survive.*

## National or State Politics

### Opportunities

*There is a perceived opportunity that the CSLB can work with other states to develop reciprocity allowing for licensees from California to be able to work in any state and also on big on federal projects.*

### Threats

*There is a perceived threat from stakeholders that the current immigration discussion nationally is wreaking havoc on the industry. The disagreement between state and federal law could become problematic for licensees in the industry and their hiring abilities.*

## Appendix A – Stakeholder Comments

*This appendix contains the qualitative data relating to the Board’s strengths and weaknesses collected during the staff, manager and, stakeholder survey, executive management focus group, and board member, Chief Deputy Registrar, and Registrar interviews.*

*The comments in this appendix are shown as provided to SOLID. Comments that appear similar or on a specific topic have been organized into categories. Comments that were repeated multiple times are grouped with the amount shown in parentheses. The comments have not been edited for grammar or punctuation in order to preserve the accuracy, feeling and/or meaning the messenger intended when providing the comment.*

# Enforcement - Strengths

## Stakeholder Comments

### Complaint Handling

1. Receptive to notifications from Licenses Contractors regarding violation reports
2. The board is good at intake of complaints but the process of resolving them is very inefficient when it comes to eliminating a public menace in a timely manner.
3. many avenues to express concern
4. Multiple methods to initiate complains and report issues.
5. It follows up on complaints but recognizes when the complaint is simply a harassment tool against a contractor.
6. Ease of reporting - online. Responsiveness of staff to inquiries.
7. The Contractors License Board has a balanced process when processing all complaints.
8. Excellent when a complaint is made by consumer.
9. Response time is normally good for investigation.
10. As a licensed contractor. I seen a company with employees and no work comp. Called task force and they were quick to investigate.
11. Responds reasonably to consumer complaints. Listens to both sides of the story and try to mediate problems whne parties are willing.
12. Quick response.

### Consumer Protection

1. The board is effective in protection of the consumer in regard to policing licensed contracrors
2. Strengths: Protecting Consumers

### Enforcement Process

1. Enforcement policies such as license suspensions and revocations are commensurate with the degree of failure by the licensee to comply with consumer rights and expectations. Many contractors who have been accused of providing substandard business practices have been provided reasonable opportunities make amends, whether the infraction(s) was intentional or unintentional through interviews, hearings, citations, etc. Enforcement will convey to the accused reasons for infractions typically resulting in admission to substandard practices and improvements for future endeavors.
2. SWIFT is very effective!
3. Are very by the book and don't allow for any exceptions
4. CSLB has taken a more active approach and interest in penalizing contractors who violate California Building Standards law. In particular, contractors who fail to obtain building permits when these are required.
5. Investigative procedures to enforce contractor law
6. Regulations already exist.
7. Prioritizes enforcement while balancing resources

# Enforcement - Strengths

## Stakeholder Comments

### Enforcement Process Continued

8. Televised enforcement by arrest and trial of suspected unlicensed solicitors of work requiring display of valid license and financial requirements.
9. Quick to address issues against the licensed contractor.
10. The Board actively pursues violations of law, both criminal and administrative.
11. The strength of the board lies in its structure and the laws it creates to be enforced and policed.
12. Saw a good deal of determination to get to the final result of a claim
13. Good at finding small operators.
14. Strong punitive punishment
15. do a good job when you do go after someone

### Outreach

1. The encouragement of unlicensed contractors to become licensed.
2. They do a great job at getting the word out with their public awareness of enforcement actions taken against unlicensed contractors. I think that using the news media as a means of spreading the word is effective.
3. Really have only have contact with them---maybe 3 times in 35 years. Being able to look up online and confirm a valid license is really great.
4. Giving resources for contractors and consumer's
5. Great PR camapign to contractors via the newsletter showing stings on unlicensed contractors.
6. Great improvement informing Contractors of the duties and standards of care. Still needs some work.
7. Advertising to homeowners regarding the need to hire licensed contractors and why.
8. Public can see substantiated enforcement actions on a license at the CSLB website. Public press releases and service announcements regarding licensing and workers' compensation requirements are good. CSLB outreach is not as effective as unscrupulous online lead generators, unlicensed "contractors" or licensed contractors without workers' compensation that are proactively reaching out to consumers.
9. They inform those with license as to who they catch.
10. Publicizing enforcement when it does happen.
11. Public awareness is fair

### Reputation

1. Visibility
2. Because they are a federally backed entity people take them serious so as not to fall fowl of the law. At least those of us who are legally bound to do so.
3. The Board's strength is it's reputation for doing the right thing when it comes to illegal operators.

# Enforcement - Strengths

## Stakeholder Comments

### Revocation

1. License revocation and suspension are effective deterrents.
2. They are able to suspend and hold back licenses

### Staff

1. I'm the Building Official for the City of Aliso Viejo and anytime we ask for assistance the Board is very responsive or as responsive as the situation allows them to be.
2. They have good people in the enforcement division.
3. Very strong work ethic and seem driven to succeed at all times.
4. You have come along way in the 20+ years that I have working for CSLB, especially the SWIFT team.
5. I am confident in the board and its policies. I have personally received swift answers and solutions to any questions I have posed.
6. Willingness to try and patience with me when explaining the issues with the Business + Professions Code
7. CSLB's Statewide Investigative Fraud Teams (SWIFT) is highly effective, yet it is not weeding out the many that are plaguing the consumer.

### Stings

1. Stings (45)
2. When the Board is made aware of illegitimate contractors they do take action. Staging stings throughout the state is crucial to stopping egregious behavior, sending a message to contractors in general, and protecting the public.
3. Sting operations. Follow up with complaints
4. Sting operations have been staged locally which netted lots of violators and alerted the public to the problem of unlicensed contracting.
5. Issuing public statements about sting operations is good. People talk about them.
6. The SWIFT thing is good, but too small. (6)
7. Stings are good. We still need to evolve enforcement policies and activities to keep up with the world.
8. the Board know the industry and has insights on what is occurring from interactions with contractors and trade associations. provides valuable assistance to other state enforcement agencies and operates stings.
9. Cooperation with other agencies; setting up and executing enforcement actions (sting, etc.); (2)
10. The Board should be running sting operations every day of the week in different cities up and down the state. And not just in home improvement. The commercial side has just as many violators.
11. Sting operations and legal follow-through.
12. Providing education training to contractor on licensing and easy to find information on the website. Continuing to do stings through out the State.
13. Conducting sting operations I like but would like to have more focus on large projects than small ones

# Enforcement - Strengths

## Stakeholder Comments

### Stings Continued

14. Stings and stiff penalties for violations
15. I've met the woman in charge of your sting operations. She is very good at what she does.
16. coordination between law enforcement groups during enforcement actions and stings
17. Consumer calls for license information and sting operations
18. Advertising successful stings.
19. Orange County has more handyman stealing jobs from licensed contractors and we hardly ever see any sting activity need to enforce every day and sting every day in Orange County. Seems like stings are elsewhere always
20. I appreciate the undercover stings and also the Board's zero tolerance of contractors taking advantage of disaster areas.
21. Sting operations appear to be very effective. The website license check is fast and easy.
22. It's good to know CSLB is doing a lot more stings than are published in the quarterly news letter. Unfortunately the unlicensed contractor doesn't get the newsletter.

### Unlicensed Contractors

1. Efforts to catch non-license holding small operators was performed several years ago. A good start. It was advertised after the fact but should have been more wide spread publicity.
2. Does a good job in finding unlicensed contractors working, but then tries to see what they can do to get them to become licensed and compliant.
3. Eliminating unlicensed contractors. (15)
4. Enforcement actions! Nail the bandits who work under the table without a license and slit us honest Contractors throats.
5. Underground Economy Raids ..
6. Very strong on unlicensed activity prevention
7. You aim to protect the consumers from many unscrupulous if not unlicensed contractors.
8. I see the board noticing only if there is a report of unlicensed contracting.
9. The small percentage of illegal construction workers they catch and fine.
10. Unlicensed contractors, and contractors not pulling permits and not doing duct testing. Hard to bid against those doing it.
11. From emails/newsletters provided by CSLB I am able to read about enforcement actions carried out against unlicensed contractors, but I am still aware of many out there.
12. They go for the headlines . Raise the license fee (2) and use the money for enforcement. They have great strength being a state agency but either do not enforce against illegal contractors or do not understand how much goes on.
13. Policing for non licensed construction activity. Posting the results both online and in local newspapers.
14. The board is trying to discourage non licensed individuals from providing services but the problem is way out of hand and licensed contractors have no recourse to stop the flood of unlicensed work.
15. Large number of unlicensed subs are doing work under licensed contractors

16. good publicity for ourselves, but the main press does not report enough of the perils of using unlicensed contractors (2)

### General

1. When enforcement has the time they are very effective. (9)
2. I am not familiar with physical enforcement, but passively going to the website to check out contractors is very enlightening. Especially when contractors present themselves as licensed and they are not. (2)
3. I have no idea how or what Board does in their enforcement efforts. I read in local newspaper a few years ago that the Board was staging a sting to lure unlicensed contractors in Contra Costa Co. and it got a few. Other than that , I cannot recall another instance.
4. When there is fraud earthquakes fires floods you guys do a better job consumer itself has just lost their home in the fires or some other national disaster I feel that you guys do a better job at that point but overall I think the board needs to become more efficient for the amount of money that the contractors licenses are in the ability to even charge more you guys do not do a very good job and forcing illegal license contractors basically
5. I'm not aware of the enforcement results, but I put my trust in the Board to protect the integrity of our industry.
6. I know it is a deterrent for some to commit crimes.
7. This is a Very hard area due to budget constraints
8. Effective Enforcement in rural areas
9. Licensing qualifications, testing for those contracting legally
10. They try, not enough resources to be effective
11. They are trying. Increasing minimum CSLB sized lettering on vehicles would help in cross checking valid numbers. Requirement to have Name and number on any vehicle used in by a licensed contractor
12. Using homes to solicate bids from individuals
13. From my perspective, the Board is adequate at enforcing issues with actual license holders.
14. Finding fraud
15. Getting better. Fines and jail time should be increased.
16. Good enough, compare to the other government's offices. (2)
17. There's enough laws already on the books.
18. Tries to help us licensed contractors (2)
19. Very well organized would recommend to improve training for the experts and how to write a evaluation report.
20. Very aggressive, open to innovative ideas, collaborate well with industry

# Enforcement - Strengths

## Board Member Comments

### Staff and Board

1. The Board is very supportive of and committed to enforcement as are the staff. The investigators do a great job with the limited staff they have and are very responsive to consumers.
2. The new registrar is our biggest strength in this area, he comes from enforcement and is very good and knowledgeable with it. The team is great, they are on point and get out with the fires and other disasters, setting up offices and making sure people are safe before anything ever happens.
3. The men and women in CSLB Enforcement that do the stings are engaged, passionate, and want to root out the underground economy. They work hard. (2)
4. Staff get back to folks quickly with responses, they are compassionate on the enforcement piece.
5. The personal knowledge, professionalism, passion for the job, and willingness to protect the consumer and the construction industry. This is very important to the board because if we let things go unchecked we wouldn't have any control.
6. We come from a very strong and professional person that used to oversee enforcement, that was a strength of the organization. It's a wait and see with our new chief of enforcement, she has some excellent skills, but we are used to Dave who always had his hands on everything, a real pace setter, so it's going well. Overall, they are good and going in the direction we want them to.
7. We try to be ahead of the curve on the emergencies and staff are consistent in their desire to do the enforcement where needed not just using it as a hammer. We don't have that complex with authority, we are focusing on getting people licensed and focusing on the positives.
8. The new chief, she has been there a long time and worked her way up to the position, she works hard.

### Priorities

1. The board is very focused on enforcement, we try to do a good job in that area and everyone is supportive of it.
2. Staff puts priorities on the right things, especially with the recent disasters. They plan properly, make the right decisions, and put together the right teams and are able to do more with less. Staff has done well to convey the general situation and what is going on with the public. They work well with other agencies and this partnering as maximized their effectiveness.
3. The registrar spends a lot of time and energy on this component, it's the backbone to the organization, if you don't enforce the laws there's no point in having the Board.
4. Making the underground economy, the enforcement, stings, etc. is a key area.
5. Enforcement is one of strongest areas where we are very much dedicated to enforcing the rules but also finding ways for people to get licensed so if they are inadvertently violating the rule sand want to do it right we have a strong process to getting them into the system and if they don't we have strong process for stopping them, especially the egregious ones (those that take advantage of seniors or during emergencies).

# Enforcement - Strengths

## Board Member Comments

### Flexible

1. They are continually improving their program when they find something needs to be reviewed, they are open to redesigning their programs.
2. They are pretty consistent to listening to staff and trying their best to respond to staff needs such as budget areas etc. The best thing the board does is address those issues and be responsive.

### General

1. CSLB roots out the underground economy really well.
2. I am very pleased with enforcement and what they do to protect the consumer.
3. Enforcement does well on workers compensation enforcement making sure contractors' employees have workers compensation.
4. It seems like enforcement kind of runs itself.
5. They are continually improving their program when they find something needs to be reviewed, they are open to redesigning their programs.
6. Basically, they've been sending out their ER's to different jurisdictions and checking in with local officials for any violations, concerns, complaint.

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Tenure

1. Management has been here for a long time so they extensive knowledge of enforcement practices, policies, and procedures as it relates to the contractor's law, there's a lot of institutional knowledge.

### Reputation

1. Very organized, very efficient, great at developing relationships with other agencies and working with them.
2. Well respected by industry lending to support in enforcement efforts

### Programs

1. The Mandatory Arbitration Program is very effective.
2. Excellent training program.
3. The Enforcement Academy.
4. SWIFT is very successful in unlicensed sting operations.
5. The consumer satisfaction survey.

# Enforcement - Strengths

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Consumer Complaints

1. We are handling our consumer complaints very well, we are doing well to help licensees resolve a complaint and identify egregious offenders and take appropriate action against them. We are exceeding goals as it relates to resolving complaints in the intake mediation center.
2. Ability to disclose citations on all licenses affiliated with a cited license.
3. Board treats complaints with urgency & responsive to consumer complaints. Expends a lot of money / effort in the enforcement of those both licensed and unlicensed individuals.
4. Some discipline is taken
5. The Board does a good job in responding to consumer complaints and getting the right result according to the board's mission, which involves consumer protection and removing problem contractors from the industry
6. Using time effectively to investigate complaint in a timely manners.
7. Complaint handling, taking legal action and partnerships with industry and other state agencies on enforcement activities
8. Our handling of consumer complaints, Emergency response (e.g. fires, mudslides, etc.)

### Staff

1. We make staff available to partner with law enforcement, we are well-respected to help law enforcement in the event of a natural disasters, but we don't have a pool of staff that we can draw from, this takes them away from their assignment, which creates a staff shortage when you have people out doing outreach or enforcement. We could hire retired annuitants to be on call for this.
2. Proactive in enforcement. Responsive to all stakeholders. Committed to the mission.
3. Size of the division, we have 213 employees.
4. The ability to adapt to address developing trends.
5. Staff is dedicated to the mission, consumer protection oriented. (2)
6. Excellent training program for new hires that are "consumer" facing. (2)
7. Forward thinking - confront emerging issues in the construction industry timely
8. We have a great pool of talented Investigators with varying backgrounds and perspectives. All Investigators communicate well, both in-office and inter-office, and are willing to work together and share information. I believe my colleagues have a genuine desire to conduct a thorough and professional investigation.
9. Well trained dedicated staff who truly care about protecting consumers (4)
10. Staff is dedicated to ensuring that Consumer rights are protected, that Contractors are obeying and working under the laws, educating both parties for knowledge and disciplinary reasons, and for taking necessary steps to revoke a license if the evidence such action be taken.
11. The Board has a great Enforcement Program. They have diligent investigators that are trained and perform a great job and service towards consumer protection.

# Enforcement - Strengths

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Enforcement Process

1. The board has policies and procedures in place to address most enforcement issues, however, when there is executive involvement they are often not followed.
2. The ongoing sting operations. Protecting disaster victims from unlicensed contractors
3. Units are clearly organized and Case management has become more efficient in processing the disciplinary actions. CSLB presence is known during disasters.
4. Mediation and Investigation
5. WE HAVE DISCIPLINED A LOT OF CONTRACTORS, LICENSED AND UNLICENSED, AND HAVE HELPED A LOT OF CONSUMERS; PROACTIVE WORK IS EXCELLENT AND SO IS MEDIA RELATIONS.
6. There is a solid overall approach to enforcing CSLB laws and a good working relationship with the AG's office
7. There is a commitment to the enforcement division of CSLB.

### General

1. Presence throughout the state. (2)
2. We have measurable statistics/cycle times.
3. None in the pasadena area in 20 years
4. The fact that I don't hear a lot of bad about CSLB's Enforcement. In-house or via media, etc.

# Enforcement - Weaknesses

## Stakeholder Comments

### Communication

1. need more publicity regarding state license law
2. Inadequate communication to the public. Many consumers / victims do not know enough about avoiding unlicensed contractors. There are too few public service announcements to this effect. The state is not currently interested in promoting the advantages of Contracting with one of their licenses. (2)
3. Need to engage media coverage better (2)
4. Enforcement and compliance education not adequate. Very high rates of non-compliance. Complaint process too complicated - evidence gathering requirements not realistic for local building department agency personnel.
5. Conflicting reports are issued. Hard for general public to follow case progress.
6. As a license holder i am always concerned when a consumer tells me that i dont need to include my materials in the bid because he "has a guy" who will buy him an AC system and he just wants me to put it in. I have to turn down jobs because I will not put my name on unpermitted schlock work just for a buck. The consumer then finds a substandard or unlicensed contractor to put his system in. It may last for a while and maybe longer but in the end those of us who work hard and pay fees for our license are cut short. I think there should be protocol to work with local people to find the unlicensed activity. I see all kinds of posts on websites like NEXTDOOR, CRAIGSLIST, FACEBOOK, ANGIESTLIST, ETC advertising and or recommending unlicensed workers for jobs that are above the \$500 threshold for unlicensed workers. perhaps if you incorporated regular citizens in each municipality to advertise for work and then apprehend workers willing to do work for more than the law allows , you would get a better grip on unlicensed activity. offer a commission for each person they help to uncover.
7. Communication between the Board and contractors.
8. Licensed contractors seem to be the only one getting the message to practice with in the law. The message needs to be sent out to the general public by way of Real Estate Associations, print media and internet. Greater visibility of enforcement campaign for the general public.
9. Too many Contractors are: 1. Requesting deposits bigger than allowed 2. Not providing mandated contract clauses 3. Requesting periodic payments for work not completed 4. Doing code governed work without the requisite permits 5. Hiring unqualified Supers and Managers because they are so busy. The CSLB needs to find additional ways of informing Homeowners with their rights and reasonable expectations when hiring a Contractor. Homeowners need to be aware that the Construction Industry is not perfect. Contractors should always be given the right to cure minor defects."
10. more ads/notices presence that illegal contracting. especially on internet/ads/doorhangers. Id introduce a law saying any newspaper or online ad forum (Sarahs list?/Craigslist) have to list their contractor number and verify (it takes 3 seconds) online BEFORE the info will be published. Yes there's penalties for CONTRACTORS, but people still are everywhere and when they screw up, they're tossed into the "you contractors are crooks" category. This would take the work load off YOU for sifting through all the enforcement.

# Enforcement - Weaknesses

## Stakeholder Comments

### Reporting

1. Today, it is difficult to make a complaint on an unlicensed contractor. The board seems to be interested in protecting those that are unlicensed. (4)
2. if somebody reports an infraction and wants to be anonymous that should be okay, because the "accuser" is actually the board, not the person who provided the evidence
3. Not accepting anonymous complaints. Specifically of unlicensed activity. Many times these are criminals. People may be afraid of criminals and therefore do not report unlicensed activity. I looked into reporting my experiences with a bid from a fake licensee but ended up not reporting because the CSLB would not accept an anonymous complaint. These people were clearly criminals and I did not want them possibly harming my family because I complained. (2)
4. Contractors, witness unlicensed activity every day, it's too difficult and time consuming to report them, there needs to be an "App" or some way to report them instantly, I myself see it all the time, unlicensed activity, no workman's comp. And illegal advertising, especially on social media, which I see daily. It would be nice to copy and paste the ads, and send it off right then and there. Come on guys, it's 2018 ?
5. Need a simpler process to take complaints from the public regarding advertising and other public-facing contractor-created problems.
6. Lots of work being done at homes from the trucks in the drive ways. I called the local office and was told to contact the enforcement dept.
7. CSLB needs to listen to the smaller contractors that are losing work to unlicensed contractors on a regular basis.
8. Need more SWIFT stings, or intensive program for consumers to report unlicensed contractors
9. Unwillingness (or inability) to follow up on calls to CSLB on unlicensed contractors from contractors or customers.
10. First, I called to report unlicensed activity and no one would speak with me in person. Instead the secretary explained I should be leaving a message. Second, I emailed about unlicensed activity and no one contacted me. Third, I think it is abnormal to lure people to a fake job site and then arrest unlicensed people.
11. have called the board several times in regard to D licensed contractor abusing licensing allowances of the D classification and yet the board fails to investigate and secure the consumer from contractors that fail to provide the experiences that C licensing. I have seen this and know of contractors that are installing way out of the legal allowances and sooner or later, this will be a civil issue against the board.
12. Another major problem is the board will not take a complaint from a licensed contractor that sees an unlicensed contractor in the act of contracting and/or doing work, nor will they take any information from a licensed contractor that is advertising for work. Licensed contractors are the eyes and ears for the board in finding unlicensed contractors, and they have a vested interest in seeing these people arrested.

# Enforcement - Weaknesses

## Stakeholder Comments

### Consumers

1. Not comprehensive in response to consumers and not nearly active enough in enforcement. No immediate action service, i.e., stop the job immediately involving unlicensed operators.
2. My experience has been the Board doesn't really solve the problem between the consumer and contractor but ends up citing/fining the contractor for some unrelated violation that he should probably have been issued a warning for.
3. The board should push hard to make customers who enter into a contract (verbal or written) with an unlicensed or illegal entity TO FACE LEGAL JEAPORDY JUST LIKE THE ILLEGAL CONTRACTOR. If customers trying to save a buck faced a trip to Court and heavy fines they would realize it's better to hire a legal, licensed, and insured entity playing by the rules. Currently, they are free to hire any illegal pseudo-contractor without fear of penalty. Unacceptable!!!
4. Too concerned with mediating complaints against licensees and satisfying the individual consumer complainant rather than considering the potential harm that could be caused to future consumers by the licensee continuing to practice in the same manner. Licensing boards should focus on protecting all consumers and leave the resolution of individual financial disputes to the courts.
5. There needs to be much better awareness for the consumer about not working with unlicensed workers. There should be fines for the consumer in using unlicensed workers.
6. Too quick to pass judgement against the contractor in order to get the case off their desk. Too quick to place the complaint in arbitration, denying do diligence to the contractor, instead of fully utilizing CASE manager skills to negotiate between the complainant and contractor. LOOP HOLE. LACK of enforcement and or publication to self-serving Realtors illegally acting contractors hiring unlicensed trades or handy man to preform work requiring licensed contractors and permits.
7. Educating the public about dangers of hiring unlicensed contractors and giving the public an easy outlet to report unlicensed activity.
8. The Board should consider a contract and what parties agree to and not just side with an owner as it appears this happens a lot. I have dealt with several contractors who have had issues with the CSLB. This is their careers the Board is dealing with. Act like it.
9. As a licensed professional (B license) I am presently seeking contractors to provide services to my own home. What I am discovering is that most home improvement contractors are not playing by the rules in effect regulating the home improvement market place. Several are requesting down payments of approx. 50% and 50% on completion. I am very aware of the regulations imposed upon the home improvement contractor, yet few follow the regulations. It's scary for a licensed professional, yet alone for the average home owner.
10. I frequently see shoddy work performed by "under the table" guys. I wish more property owners knew better than to use the flakes.

# Enforcement - Weaknesses

## Stakeholder Comments

### Follow-up

1. The board is good at intake of complaints but the process of resolving them is very inefficient when it comes to eliminating a public menace in a timely manner.
2. When complaints are filed, with documenting evidence, it is extremely rare for anything to actually be done to the bad contractors. (6)
3. Ability to respond to unlicensed activity. I have filed twice without a response as well as see unlicensed activity everywhere.
4. Lack of follow through when levying punishment to individuals acting as a contractor but no license. I know people that have been busted without a license over two years ago and are continuing the practice because no follow up.
5. need to go after unlicensed "contractors" I have reported several over the years, and NOTHING ever happens. the unlicensed hacks just keep doing work....
6. Takes complaints from brain-damaged, ignorant members of the public as gospel truth before even asking the simplest questions, to verify their veracity and save a whole pile of wasted money sending out investigators on bogus claims, and wasting the taxpayers' - or the contractors license fee - money.
7. Lack of resources and ineffective follow up on reported issues.
8. Illegal, advertisement. Not following up on complaints on unlicensed activity
9. Length if time to process any kind of forms (2)
10. it comes down to enforcement the contractors association in santa barbara county meet with the S.B. county D.A. and they gave there pitch about going after the violators and at the end of the meeting they will hand out cards so we could contact them privately. But there was maybe 30 people and we all handed in a list of names it went no where. the man that arranged the meeting was all about w/comp and payroll . He ended up sending me a email he was moving to the other side and defend contractors against the system and he was sorry for no following through.

### Enforcing Landscaping

1. Landscape, and particularly irrigation, installations that exceed C-27 financial thresholds are routinely performed by unlicensed labor throughout the State without repercussion. Greater enforcement of the Model Water Efficient Landscape Ordinance is needed as well.
2. not very good I see a lot of guys no license labor workers people not documented are running big landscaping projects for years and painting stucco you name it they are not legal in any way all job site must have signs with CALB # or 1k sightiation i should be able to send a text or email of sight with a app so it will get sent to enforcer mailbox to see the pic with location so you can sight them and arrest them or deport them keep it safe for all party's work with us so we can have a better feeling about enforcement
3. There are far too many companies that are performing landscape related without any licensing by the State
4. Small landscape maintenance contractors

# Enforcement - Weaknesses

## Stakeholder Comments

### Lack of Enforcement

1. There is not enough enforcement (34)
2. Not enough stings. (8)
3. Not enough enforcement of unlicensed contractors. (10)
4. lack of enforcement in major metro areas in northern and southern California.(7)
5. Still seeing unlicensed contractor vehicles at the home improvement stores. License numbers with bogus DBA's. (2)
6. I assume it is a matter of resources, but, many contractors do not comply with OSHA safety requirements for their workers.
7. The board's enforcement is non-existent as far as any of the contractors I know are concerned. When I have called in numerous times about people operating illegally they have done nothing. I have even called and said there are numerous contractors operating in this new tract on this street in this town. The operator said I am sorry I cannot help you if you don't give me the exact address. On another occasion I called and gave the exact address of the illegal activity and the operator asked for the person's phone number. I asked her if she wanted me to approach the person and ask the phone number, so I can turn them in. She said yes. She didn't get the sarcastic tone.
8. does not seem to be as much of a presence with the building departments (2)
9. Need enforcement of the Electricians State Certification, VDV and LifeFire Safety
10. I would like to see enforcement actions increased. I think that enforcement actions should be partnered with other state agencies such as the DIR, FTB, EDD, etc. From my viewpoint, the unlicensed contractors are evading taxation and insurance requirements whose expense are ultimately incurred by the taxpayers of California.
11. They don't run enough sting operations and they don't go after commercial violators.
12. Leaning on other groups for enforcement initiation. Consumers do not always fully understand their rights.
13. Small towns get away with everything. No OSHA enforcement no employee unemployment paid etc.
14. I would like to see more stings that target the C-61 specialty trades
15. lack of workers comp. over site / enforcement. too many contractors with employees not carrying comp insurance (3)
16. Living in Florida for 7 years I saw how the state took over enforcement, how there was a unified code, how the CBO was limited in his decision making because the state was in charge. It was the same from jurisdiction to jurisdiction.
17. No jobsite visitations, (no job I've been associated)
18. Enforcement of Realtors having labors performing licensed required work and mostly without permits as "self-serving" profiting by charging both sides, seller and new buyer (unknown by either party) the repair cost of findings by the home inspector or corrections requested by the new buyer, after the sale.

# Enforcement - Weaknesses

## Stakeholder Comments

### Lack of Enforcement continued

19. Failure to show in Disasters of actual Enforcement Arrest Follow up In Court hearings Statewide. The public fails to hear or see real Conviction major Violations prosecutions on Vila-tors. We as Contractors only hear or Read from CSLB news Letters or Emails sent out to us. The Public needs to Read or Hear see on major local TV Cable outlets televised of those prosecuted Arrested of all Trades Vilators.
20. One of the biggest weaknesses is in the area of NOT enforcing it's own licensing regulations. Major areas are: allowing people to "rent out" their licenses to unqualified companies. I regularly receive robocalls wanting to know if I'm interested in renting my license to someone else. MANY license qualifiers (RMO) qualify multiple licenses that are far enough apart (geographically) that it is obvious they cannot be involved in each of the businesses. Another major area of weakness is in allowing licensed contractors to regularly perform a significant portion of their work (or all of it on many projects) out of classification. I see this REGULARLY, and when it has been brought to the CSLB's attention, nothing seems to happen. Lastly, a lot of folks get licenses that've NEVER done ANY field work and don't know a hammer from a shovel. They were able to pass the test, but it's apparent that they do not have ANY actual experience. I know the board has begun to crack down on this over the last several years, but it still has a LONG way to go. Lastly, the board seems to take a very laissez faire type approach to many types of enforcement on non-residential projects - it would be GREAT to see active enforcement on commercial projects as well as residential projects.
21. CSLB has no enforcement against online or telemarketing/robocalling lead generators
22. small construction companies or have enough strength to create enough incentive for builders to comply.
23. As a provider of contractors forms used in the day to day business of licensed contractors for over 20 years and as a licensed contractor, I am amazed at how many contractors are using forms that do not begin to comply with CA law, yet there is absolutely no enforcement of these existing laws.
24. Almost all off CSLB Enforcement relates to unlicensed activity. Very little is done about fraud. Look at the names of the cited men at the Enforcement sting operations (all Latino).
25. Not curtailing handymen do their job, at under the state limits no enforcement for arrest or follow through. For these handyman and non licensed.
26. Way too many unlicensed workers advertising for work they are not licensed nor qualified to perform. Very little enforcement. (5)
27. More enforcement operations are needed (undoubtedly, budgetary restraints...) (3)
28. The enforcement of qualified licensing of contractors and certifications of installers is abysmal - when compared to some other states. Washington state is an excellent model.
29. There can be no enforcement in a sanctuary state!

# Enforcement - Weaknesses

## Stakeholder Comments

### Law

1. Enforcement of contractors who do not have workers comp insurance should have more than a response of "it is like- if you were caught speeding" attitude. Which is what I was told when reporting a corporation in violation. No teeth, very disappointing and disheartening for a small contractor paying SO much for WC insurance to have a larger corporation violate such a huge law and to be responded to as similar to catching a speeder in a car- nothing they will do. (And the speeder was caught red handed- still nothing).
2. The Process of DVBE CerCertification
3. Takes over 9 months to process a claim. Are very by the book and don't allow for any exceptions
4. Inspector's lack of knowledge. Not interested in pursuing complaints Lack of inspectors in the field Do not enforce all applicable laws
5. violations are subject to an administrative process rather than the Board enforcement officers having police powers and authority.
6. Need public training - high school and adult education - of contractor law. More education needs to be done to educate the public on contractor law, specifically, how to check a license and how the Lien Process works. (2)
7. Not near enough resources to properly enforce existing laws to combat the underground economy in the California construction industry.
8. The Laws and codes do not reflect the social needs of our society. Laws and codes need to address specific areas of construction where grey areas (loop holes) exist i.e.: "Handyman services" for unlicensed networking groups; The unequal economic platform established by the insurance companies which allow home owners and business owners to avoid workers compensation statutes, which intern effects and invalidates equal opportunities for a fair bidding paradigm .
9. The contractors who lose their licenses or do not have them in the first place get someone else to front for their new license and use them as RMO or RME and they are not really working in the business or responsible. I am an attorney doing exclusively construction work and I get calls once a week from these type of people trying to circumvent the law but noting seems to be being done. More actual arrests and prosecution of unlicensed contractors needs to take place and more stringent review of the practical experience portion of the licensing must be followed up on.
10. professionals forced to follow a burdensome amount of paperwork including registering diesel off road equipment, pesticide application, permits, etc.. and an illegal industry flourishes in our backyard?

# Enforcement - Weaknesses

## Stakeholder Comments

### Staffing

1. Not enough enforcement personnel in the field (25)
2. Need added investigators to root out the unlicensed and those using license numbers at random.
3. lack of staff, also the public knows it costs more to hire licensed people so they seek non license to save, also the poor cannot afford our services,,
4. Budget/staffing limitations hamper proper enforcement of illegal construction activity. (2) The health & safety violations in the hvac industry are rampant due to illegal & unlicensed activity. Consequences are too little & therefore not a deterrent.
5. Not enough resources to cover the rampant cheating by the cash pay contractors and workers comp cheating.
6. Perception of lack of enforcement resources. Enforcement appears to reactive, responding to complaints that are filed.
7. The case load of Enforcement Representatives are too high, causing personnel retention problems.
8. Additionally, the CSLB knows that it uses unqualified people and doesn't care. It justifies the use by saying that qualified people won't do the job. That is actually not true. Qualified people have performed as industry experts only to find that the CSLB won't use them more than once or twice when they actually follow industry standards. Only those who will find fault with the contractors are used by the CSLB, and those are the only people the CSLB wants. These are proven statements. Dave Fogt knows it, so do many others at the CSLB.
9. The state of California is so large, that it's impossible for the CSLB to enforce all the rule breakers. So it's not really a weakness but it's a problem.
10. In general the responsiveness to SWIFT leads and complaints has been discouragingly slow. The reason I am given is lack of staff or staff assigned to interface with me are over burdened. It was a life saver for me to have had access to the then chief of enforcement David Fogt. Missy Vickery has been responsive but issues with staff remain.
11. There is NO cohesive ongoing plan of enforcement. Not enough staff to do the job. Those in enforcement seem to be more interested in collecting a paycheck than doing the job they were hired to do.
12. to few LE personnel to monitor entire state effectively. The swift team is virtually unknown to most contractors and even when we can FIND a telephone number to call. your to busy and work overload is unimaginable
13. Could use more investigators that have a construction background. Could use someone who knows what each license classification does so the Board provides accurate information on license classification determinations
14. FIELD INSPECTORS NEED NOT TO CHALLENGE BETWEEN THEM ON THEY DECISIONS ON A PROJECT NEED TO FOCUS ON THEY TRADE
15. Vague definition of RMO supervision allows the investigators room to interpret whether supervision is sufficient or not during a complaint investigation, therefore it is not an objective conclusion.

# Enforcement - Weaknesses

## Stakeholder Comments

### Unlicensed Activity

1. So many contractors are unlicensed, only some of whom do good work. (47) I am not an enforcement officer but it makes it difficult for the consumer.
2. On a weekly basis I run into sub par or illegal work done by unlicensed workforce. (2) Then clients are upset because it costs more to repair or redo work that was not done properly. The license board should be involved in enforcing the CA marijuana industry. These people run rampant in illegality. Why are good tax paying, licensed, insurance carrying. There is nothing holding them accountable for their actions.
3. Competition between licensed contractors and unlicensed at an all-time high. There is no enforcement to prevent unlicensed contractors that flourish in the landscape industry. They have a permanent underground economy.
4. Not enough action on unlicensed individuals and companies doing construction without license or not right license. Large marketing firms are doing bathroom and kitchen remodels without proper licensing or acquiring building permits
5. Add horror stories about the use of unlicensed contractors, lack of insurance, exposure to the homeowner and the shoddy work often done by them. Also, that a contractor has no standing to litigate for unpaid bills if they are not licensed. (4)
6. We need to find more and/or better ways to attack the underground economy. It is still having a huge negative impact on our industry. (3)
7. Need to somehow go after handymen who don't have a license nor insurance and give us licensed contractors a bad name and reputation.
8. Unlicensed contracting is too prevalent to enforce. Needs to be some incentive for the public and other contractors to turn in unlicensed
9. All of the illegal construction workers that CSLB allows to carry on doing business, which has basically destroyed the legitimate private market construction business. Can it be any more obvious that a construction business that pays all of the required costs can not compete, price wise, with an illegal construction worker that does not pay license fees, bond fees, permits, workers comp, state income taxes, state payroll taxes or federal income taxes.
10. Unlicensed contractors run rampant, they truly hurt those of us who conduct our business legally...Spend more money and reduce the unfair competition. (2)
11. You need more sting operations. Much too many non licensed construction bidding and working. The amount that should be allowed to bid without a license should be raised well above the \$500 allowed now. It encourages almost all workers to ignore the rule and bid on jobs and once they break the rule they see that it is easy to get away with it and go on to bid whatever jobs, seeing that getting caught is minuscule.
12. I have had a license for many years. I am ashamed of my industry as it continues to sell products to people that hold no license, allowing them to install the product. I am constantly forced to compete against unlicensed, uninsured companies, that pay their people under the table and provide no safeguards for their employees or the public they serve. There was a time you had a

underground economy unit that we could call, and you would investigate. This no longer exists so when you want to report illegal activity, you have to fill out the form, send it in, provide documentation that there is no license involved. as well as many other details that I cannot get without acting as an investigator. My industry is not building bridges. The crews and unlicensed activity we see are only on a job site for a short time. Your budget that removed the ability to act swiftly has created a situation where they can be in and out of a job before you have opened the mail. I am now involved in a situation where your records are not updated. I took a job after doing what investigation I could which included checking the status of his license. I am now having to go to court to sue him for failure to pay sub-contractor and finding out that there are so many claims against his bond that it has been revoked. The bonding company advises me that you have been notified but you failed to suspend his license for failure to having a bond or insurance. If you would have act promptly I would have seen that the license is in trouble, protecting me and my company from financial loss as well as protecting the homeowner whose job is not incomplete and no bond to assist.

13. enforce people doing work that are not qualified or hold a contractors license. (2)
14. The boards attempts to catch unlicensed workers is lacking manpower and bite. There is no ample manpower to canvas the entire state to ensure only licensed contractors are providing a service. There needs to be a bigger push to educate the general public on the need to higher only licensed individuals. With out the publics help there is no need. For the ones that are caught contracting without a license, there needs to be stiffer consequences. A slap on the wrist is not a deterrent. Unlicensed individuals are underbidding the licensed contractor simply because they don't paying for a license, bond and insurance. Simply put, the licensed contractor can not compete because the playing field is not level.
15. The Board has not been effective at turning the public against the use unlicensed contractors. (2)

# Enforcement - Weaknesses

## Stakeholder Comments

### Workman's Compensation

1. There are many licensed contractors that are under reporting workers comp. Just recently a landscape contractor that was taking care of Lowes landscape maintenance in Sacramento could not do a job. Turns out the employees working for him were paid cash but on legal paper he looks good because he was only claiming one worker when he had 7. This is a huge problem in the landscape industry. Most landscapers that maintain homes are not licensed, not licensed to spray pesticides, don't have workers comp and its a all cash business. These people bid on jobs large and small and because they only deal with cash they are under the radar as far as enforcement, taxes and insurance. This needs to be addressed. Owners and managers of land and buildings never check if the contractor has a licence of proof of insurance. Just recently I lost job in San Jose for a Lowes account because the management co decided to go with a lower contractor. I was getting 500.00 a month but this contractor wanted 200.00 a month. When I watched this new contractor perform they had 3 workers on this site. There is no way this contractor is paying taxes, workers comp and insurance with prices like this. Even the state of CA has made it known the underground economy is in the billions.
2. Worker's comp vs unlicensed and under the table building practices

### Weak Penalties

1. Not enough penalty allowed for them to bring contractors into compliance. Expensive to monitor and deal with appeals and courts so weakens their impact. (2)
2. The Board does not believe that significant penalties will cause a change in behavior by licensed contractors. A slap on the wrist is not deterrence.
3. ability to level appropriate penalties, including a lack of criminal prosecution leading to jail time.
4. Revoking licenses to underqualified licensees
5. The fines/penalties do not seem to be strong enough. The CSLB fails to go after the Handiman sector that are constantly doing work illegally
6. They do not do enough to stop contractors operating without a license. Penalties are not strong enough when people are caught.
7. Stiffer fines/ penalties might reduce the number of repeat offenders. Maybe? (2)
8. Need to crack down harder on unlicensed activity. Stiffer penalties. Too many jobs scabbed away from licensed contractors who go by the book and respect the law. Also lower the allowable cap for unlicensed activity from \$500 to \$250 including materials to send a clear message that illegal activity will not be tolerated.
9. The sting operations are not done in the areas of high population and contractor fraud. Penalties are to weak to have any effect and they don't serve the public.
10. I would like to see stronger punishment for unlicensed contractors.
11. Punishment is very weak on unlicensed contractors and we never hear about the final judgement of each case/charge.

# Enforcement - Weaknesses

## Stakeholder Comments

### Permits

1. Way too much time to pull a building permit.
2. It seems that there could be a "link-in" between cities and the state. When new building permits are issued, and the final bids are accepted, it should be policeable to see that the work is performed by someone who is legit.
3. There is no cross reference between permits pulled for jobs and underground service alert tickets opened and work being performed.
4. Not processing workmen comp certificates electronically creates a problem when trying to obtain a permit.
5. Doing nothing in the area to stop unlicensed contractors and homeowners from pulling permits for unlicensed contractors.

### Relationships

1. When requesting an expert, there should be a check off list for what the expert needs for the evaluation. Such as, Ladder, two story or one, parking location that meets the consumers needs (Oil drops on driveways are an issue and liability) .
2. The Board needs to bring consumer protection and responsiveness to the local district office level, this providing the public with direct access to csLB staff. In addition, consumer representatives should likewise be assigned to district offices and be directly accountable to district office supervisors for how cases are handled. The current system is decentralized and lacks transparency and accountability. In addition, all enforcement staff should be required to possess actual construction experience as a journeyman or better. Investigations of applicants seeking licensure should be executed by district office personnel. Lastly, enforcement staff should conduct and execute regular job site visits, inspections and on-site interviews of consumer, contractors and experts and others.
3. Not all state agencies have personnel that share the vision of helping the consumer when they are having problems with their contractor. Thus, there is a sentiment amongst consumers that the board is not truly committed to helping consumers.
4. City officials/inspectors are not trained well enough. Renew individuals are not up to date on changes and advances.

# Enforcement - Weaknesses

## Stakeholder Comments

### Trade Specific

1. In the roofing trade it is becoming very prevalent for roofers to order quantities of materials and then to return a significant portion of those materials after completion of the job. This leads one to ask themselves are the home owners then getting refunds and since there seem to be trends for certain roofers the answer is they are not, and the roofer pockets the material refund after the customer pays for the larger quantity of material.
2. Pretty much everyone does electrical in all aspects except for high price jobs
3. Need to add the license residential design using AIBD/ANSI test
4. Real estate licensees acting as contractors, flip home industry, high end spec homes
5. Completely missing flip industry, which is mostly unlicensed & unpermitted, often DRE licensees acting as contractors and/or intermediaries between owners and subcontractors, also dominating higher end new homes for sold.
6. We are a small C45 sign contractor, yet, 8 out of 10 jobs are bid on by non licensed "sign", banner, print and vehicle wrap shops. It seems that a google search of city would show every "sign" shop and allow for education to them that they are operating without a contractor's license. This would protect consumers, as well as law abiding contractors.
7. Illegal operations for owner operator dump and water trucks. True owner operators have no employees but so many of them do.
8. In the landscape field much unlicensed work is done, much of which is not poor work. Maintenance gardeners need a better pathway into licensure. I have two irrigation students at the moment who want to become licensed as C-27s. One is already licensed in painting and decorating.

### General

1. Timely enforcement of complaints. (3)
2. I think they are visible enough in our area---ok
3. My experience with the Board over a 5 year period was a nightmare I'll not likely forget at the cost of the health of both myself and husband not to mention a loss of over \$400,000.
4. Inability to proactively go after trouble areas, such as scam locksmiths.
5. The board does not check on the larger companies, you only check on the smaller companies that comply with all standards
6. There is always more that can be done but a definite improvement. (2)
7. They have targeted licensed contractors without good reason.
8. Poor (2)
9. As per the strength it was also apparent that the solution was determined based on the complaint before I could help with a real solution. So when the independent arbitration happened the solution was to throw money at the job and to fine my company. There was no honest solution.
10. None. But The processing of renewals and breaks in licensing cause conflict between real licensing laws and ones not on CSLB website .

# Enforcement - Weaknesses

## Stakeholder Comments

### General continued

11. Insuring Certified Payroll for public works projects is Real. Some subcontractors Bid work cheap then sub out the work to others and apparently create fake certified payrolls
12. Does not work with the contractors well
13. There is too much cost put into the small amount of stings you do. You could set up for cheaper and still net people and move on to another area and net more people in another area. Without costly setups renting a building etc etc one example could be having actual contact with contractors in areas. And asking them to use properties. There is not enough involvement from your office with contractors. (2)
14. oversight
15. It tries to do what cannot be effectively done, absent an even more coercive regulatory environment.
16. Education
17. Weeding out licensed, but bad contractors.
18. Unable to take action on anyone without giving up your name.
19. The compensation for the industry experts very low

## Board Member Comments

### Staffing

1. Staffing, we need more people and to retain the ones we have once they are trained. Retention and recruitment is necessary, we are losing good investigators to other boards and the police department for more money. We don't spend enough time on college campuses talking to young people that want to go into law enforcement.
2. The ability for staff to be clear to the board in their reporting of what they've been able to do and convey in an objective way what the needs are and what they'd like for the board to consider.
3. We are understaffed as far as enforcement officers and support staff goes, we need a more robust enforcement staff to really wrap our arms around it.
4. We can stand to increase staffing levels. We have a small number of people to enforce all the construction that goes on in California. There is a lot of construction going on and it would be great to have more staff to go out there and check as opposed to wait until a complaint comes in, that way we are more proactive.
5. Need more staff, 100 staff members that work in the field state wide and 58 counties, less than 2 per county.
6. The staffing, in order to be able to fight all the wrongs that are happening with the unlicensed and permit violators, staff is important. Staying on top of maintaining the right staff, we may have lost some people to the cannabis bureau, need to get people in these positions so the programs in place don't get neglected.

# Enforcement - Weaknesses

## Board Member Comments

### Awareness

1. Understanding of what a non-licensed contractor or one that isn't doing things properly link it to be more visible, so the consumer understands; create more awareness.

### Technology

1. Technology, I few can provide more on the spot technology (what about drones?), instead of spending the time driving the distance to see if some action is going on. We could partner with law enforcement or those who have the drones to see if they can zero in on license number, etc. This would take some enforcement reps out of harms way.

### General

1. Work load and funding are ongoing, too much workload and not enough funding. The enforcement unit does the best they can with what they have.
2. Staff are very quick to always believe the consumer. In business the customer is always right, but this isn't always the case in enforcement; sometimes the enforcement unit is overzealous advocating for the consumer.
3. It's a weakness right now but they are working on it, but they need to build their relationships with the building departments, officials, between the state agency and the locals.

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Staffing

1. Staff vacancies, having to do with the enforcement representative classification, and recruitment for that position. (4)
2. Fragmented. (2) There are field offices everywhere so it's hard to get that community sense going. People have different ideas of the best ways to go about doing things.
3. Remote supervision and availability of staff in remote locations. (3)
4. NOT ENOUGH RESOURCES OR GUIDANCE IN PERFORMING INVESTIGATIVE WORK
5. We just need more Enforcement Reps. But, we could use more staff in every department :) (3)
6. If there is executive involvement in cases, then the board polices and procedures are not followed. There is a LOT of involvement from Registrar in cases. We give contractors a slap on the hand if they scream or know someone. Also, training needs to be ongoing for staff, instead of only the academy. hiring practices need to be better to get better staff. ERs need to be held accountable for work.
7. The Board's proactive enforcement would benefit from more staff than they currently have to provide "boots on the ground" enforcement in this large state.

## Enforcement - Weaknesses

### Staff, Managers, Chief Deputy Registrar, and Registrar Comments

#### Staffing continued

8. Lack of Supervisor Knowledge and support of ERs and CSRs. Lack of consistency on action taken regardless of budget issues. Lack of the appropriate time and consideration of the time it takes to perform the investigation to achieve the results demanded by the Board and management. Lack of the use and appreciation of qualified ERs who produce quality convictions, while ERs who achieve 10 closures, regardless of the type (in-house closures), causing exemplary ERs to leave the agency for other agencies. Our biggest weakness is the supervisors not allowing CSRs and ERs to seek knowledge from resources outside of their units without disciplinary action taken against the employee. It hinders efficiency and sharing of knowledge. Report format is not consistent because reviewers do not attend the report writing trainings, and if they do, revert back to archaic methods with poor English and grammar, as well as hinging on a false report because the ER or reviewers voice is input for the witness statement.
9. I believe that changes need to be made regarding the outside influence of political and industry on the decisions of CSLB and the constant changing direction that is given by upper management. As this agency continues to lose valuable ER's to the SI positions with other agencies we will continue to deplete the level of experienced staff to properly address issues with consumers. Poor decision not to convert to SI positions you will pay the price in the long run.
10. Training for more effective interviewing, additional specialized and ongoing training in investigative technics post enforcement academy attendance.
11. The Enforcement Division is seriously understaffed. The pay salary is not competitive enough to entice the investigators to stay for very long once they have maxed out in their pay scales. They are so overwhelmed with cases and not receiving the correct compensation for the work they perform.  
(2)
12. Response to natural disasters drains staff resources and is expensive sending staff to remote areas for long stretches of time.

#### Expectations of Staff

1. unrealistic expectations.
2. The enforcement staff at CSLB, especially the Special Investigations Unit (SIU), has too large of a caseload. CSLB feels that 40 cases is reasonable with a "goal" is 10 case closures per month. No other Law Enforcement Peace Officer position carries the caseload or "goal" that CSLB Peace Officers do.
3. Tendency to focus on numerical closures targets at the expense of performing in depth investigations

# Enforcement - Weaknesses

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Priorities

1. The SWIFT unit needs to re-evaluate their priorities focusing more on unlicensed contractors rather than on a licensee that may be out of compliance.
2. enforcement efforts occasionally effected by budgetary issues rather than enforcement and consumer protection

### Follow-up

1. Systemic investigative flaws - Goals/quotas are unreasonable. Time allowed to investigate is unreasonable. No differentiation between complex cases or simple cases. Distance of some project sites are great; time spent on the road not taken into account in the goal/quota. Other duties, such as hearings with DA's or AG's, extra investigations requested by DA's or AG's are not taken into account on quota/goals. Time spent putting out fires, not taken into account.

### Communication

1. ENFORCEMENT PROCESS NEEDS SERIOUS REVISIONS AND GENERATED LETTERS IMPROVED BECAUSE IT'S CAUSING CONFUSION RIGHT NOW TO THE CONSUMERS.
2. lack of communication of new initiatives across enforcement leads to incomplete investigations
3. lack of enthusiasm by SWIFT investigators to pursue leads from sent in by industry partners
4. better communication and more in-house training for field staff
5. Most public complaints seem to stem from the fact that the public isn't aware of the limits of the CSLB's jurisdiction. I think better public communication would help this.
6. SWIFT - automated phone number and doesn't return calls in a timely manner.

### Timeliness

1. Our representation from the Attorney General office, our cycle times in prosecuting an administrative action is too long. We need to meet with the director about reducing cycle times and monitoring more closely the Attorney General expenditures.
2. Availability of staff in remote locations. (3) It poses a problem and possibly a risk to consumers when we can't get somewhere, or it takes too long.

### Law

1. not being able to disclose citations on affiliated licenses when a culpable officer is not the qualifier of the affiliated license.
2. Effective laws against professional qualifiers

# Enforcement - Weaknesses

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Unlicensed Activity

1. One area of weakness is with enforcement against non-licensees. We can issue them citations, but because they are unlicensed that citation has no teeth. We have to hope that the individual will offend again and at that time we may be able to send the case criminally. I do not think an automatic criminal referral is the answer, people should have the option to correct their errant behavior, but more needs to be done to require them to pay their fines.
2. We allow ""screamers"" to have too much power over the progress of a case. There have been situations where re-inspections have been conducted because a screamer was unhappy with the first result. Or they scream that their Investigator is not working fast/diligently enough on their behalf. Instead of upper management backing the Investigator, should circumstances warrant, I have been witness to upper management bow to the screamer and seemingly allow them to dictate how the investigation is run. That is demoralizing for the Investigator and requires that we take into account, even subconsciously, the factor of whether or not a consumer will be a screamer when determining how to proceed in an investigation.
3. Effectively stopping non licensed activity.

### Weak Penalties

1. The discipline the board pretends to enforce is a joke. Most often it's a slap on the wrist for the contractor, although the offense is egregious!

### General

1. It's difficult to measure the effectiveness of stings (2)
2. Cohesion with licensing, it seems like we are at different boards. We don't interact that much and almost seem to be competing.
3. Limited technology to track complaints/cases. (2)
4. The other major issue affecting CSLB enforcement is enforcement staff classified as Enforcement Representatives (ER). The enforcement staff at CSLB currently performs the job duties of a Special Investigator (non-sworn) and Investigator (Peace Officer sworn).

# Legislation - Strengths

## Stakeholder Comments

### Communication

1. Bringing the facts and reality to the lawmakers!
2. they answer questions from the legislators and general public.

### Consumer Protection

1. We see compliance from the licensed contractors most of the time when the Board contacts them.
2. The Board is very good when it comes to protecting consumers and their rights and property.
3. Most legislation provides for enhanced and needed consumer protections
4. Board has been successful in getting broader police powers added to the tool box.
5. they provide good representation for the trades and good protection for the consumer
6. Pro consumer.

### Laws

1. They are very effective in making sure all licensed contractors maintain worker compensation insurance.
2. Willingness to put forth legislation that would close loopholes that creates confusion or obstacles for either contractors or consumers.
3. Are very by the book and quote sections from the law
4. The majority of bills are adopted. (7)
5. Whatever legislation is necessary to help maintain integrity in the construction business is welcome.
6. great legislation, very clear (6)
7. You have the ability to put forth new legislation to help the people of California and your licensese.
8. Focused on legislation that can be implemented (5)
9. The CSLB has strong and defined regulations (3)
10. Updating existing laws to new construction industry technology. (2)
11. The boards strengths exist in the basic structure of the agency and the laws they create.
12. Separating a registered salesperson from simply being attached to one license.
13. Passing legislation giving Board power over unlicensed contractors
14. Classifications, workers compensation
15. Building code development
16. The laws enacted at CSLB influence (revisions to B&P Code 7159 especially) passed in 2006 are just what was needed... except there is no enforcement so they really have little effect proactively and only seem to be enforced after they have bben violated often to the detriment of the consumer.
17. We have enough laws, simply enforce the ones we have. (5)
18. Contractor input...laws update..

# Legislation - Strengths

## Stakeholder Comments

### Relationships

1. From what I read , it seems that Board is active in Sacramento in advocating for licensed contractors and their best interests.
2. As a Board who has a large number of members, legislation recommendations are a priority to those in power; problems can be implemented and fixed quicker.
3. has the ear of the legislature when it comes to Consumer Protection issues
4. It is very good that we influence lawmakers to make reasonable laws rather than having them legislate about things they know nothing about causing the people whom actually do the work a lot of headaches.
5. Work with Community Colleges Better Vocation Apprenticeship programs of all Trades. That can find better Youth, Returning Vets, High School Student prep like for High Tech programs. That for all Construction, Heavy Equipment operators, Environmental, Welders, Sheet metal Fabrications, Environmental Horticulture. Sustainable, Forester Land management- Natural Entomologist, Landscape, Irrigation Water management errison Specialist.

### General

1. I don't see any changes
2. Visibility
3. It raises the standards of contractors
4. How would the contarctor's know? But from what I have seen from MWELo it is going to make things extremely complicated and not solve the problem. This was not created with the average landscaper in mind. Thius will do great for tracts and commercial. However, tract landscapes are almost always ripped pout and redone.
5. Doing very well (2)
6. The Board represents the licensed contractors well in the legislature.
7. i'm sure they do the best they can given the rules and circumstances
8. They ride on the coattails of industry for assistance. They're there, but.....
9. I appreciate the boards existence and the ability to even have a forum on these matters.
10. As a C39 contractor never liked the requirement for workers comp. I worked alone for 15 years doing repairs and never needed help. Prior to 2000 when I had a crew of course!
11. respond to changes as needed
12. I am not aware of what legislative actions you are involved in. So it must not be very effective as I watch our trade magazines and watch the news and I cannot tell you what working on.
13. Overall good but could sponsor more legislation
14. The best in the word.
15. CLCA is great.

# Legislation - Strengths

## Board Member Comments

### Awareness

1. We have our fingers on the pulse of the legislature, we know what's coming down and what will affect the licensing board. We have talked about presenting different legislation clearly and effectively. Michael is very proactive.
2. The legislation committee has been effective in making the boards thoughts on certain pieces of legislation known and getting some of those things enacted.
3. Articulating and understanding what some of those legislative needs and thoughts are. Just reading the items and the way they are written is difficult and we have people who are able to break it down for us and help us understand so we can watch and wait to see what happens.
4. They are staying on top of legislation. They are having follow through on it, when something does come up they are seeking legislation when necessary.

### Board Members

1. In the board meetings, enough people read things ahead of time and come to the meeting somewhat well versed on the issue. Board members can be very collaborative in voicing their opinion on way or another. If there's a risk or benefit they come up with ideas, everyone is pretty forthright, it's a good environment.
2. The cross-section of the board members, they debate each item or piece of legislation that is brought before them; it's not a rubber stamp board. They take their job seriously and do the research on each piece of legislation that comes before them.

### Staff

1. They do okay, the legislation chief is new, just starting out and he has a great future.
2. No matter what we come up with as far as to assist us in doing our job, the legislative team seems to come on board quickly to see if we can change the law and make it happen. They are on top finding sponsors for bills.
3. I'm favorably impressed with the new legislative chief and the board looks forward to working with him, he's young and dynamic, kind of a wait and see with him too.
4. We have a new legislative chief as well which I think is great. We do have a good staff that understands how the process works.
5. Involvement with the staff and board members, reading all of the legislation and helping us understand what it means how it affects the board. Staff does a good job of letting us know whether we should or should not support something, then we can dissect the information to decide. They do a good job of informing the board members on each piece of legislation that comes through.
6. The new chief is working extremely hard, has jumped in with both feet, and is a fast learner.

# Legislation - Strengths

## Board Member Comments

### General

1. Having attorney's present and the legislative director does a good job, they are adequate not outstanding.
2. They have a very good network established as far as getting bills moved through the legislature. What they prepare for the board is good information (could be improvement as far as background information for the bills).
3. By in large they do a good job of staying ahead of legislation that starts to impact us. I don't know if we can make a lot of changes just because we don't control or drive the process.
4. Being responsive to the issues we come across.
5. One of the things that has been most effective in the past is when staff prepares a one-page summary of whatever legislation we are going to be discussing, the board's position, and staff's recommendation before going in to the history of the legislation.

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Timeliness

1. Having the board gives us the ability to effectuate legislative changes and seek legislation directly with the legislature. It doesn't require us to go through DCA or agency, which makes it much faster to get things handled.

### Professional Relationships

1. We have a good reputation with the legislature which helps us in sponsoring bills and identifying bills that may pose a threat to consumer protection.
2. We have the support of the construction industry in working with us in legislation to help make us more effective.
3. Good reputation/partnership with legislators and support from industry to help improve the board. (3)
4. We do try to partner with other unions to get certain laws passed to increase our purview.
5. Ability to pursue legislative changes directly with the Legislature

### Staff

1. We have a relatively new chief, he has a lot of energy, works hard, and has a fresh perspective and a lot of enthusiasm.
2. Talented and knowledgeable workforce. (3)

### Proactive

1. We are willing to look at any issue that is brought before the board, we are adaptable and open to suggestions.
2. We have a proven track record of success. (2)
3. We are responsive to industry needs and to inquiries from all stakeholders. (2)
4. Enthusiastic leadership lending to smooth implementation of new laws

## Legislation - Strengths

### Staff, Managers, Chief Deputy Registrar, and Registrar Comments

#### Consumer Protection

1. The legislation truly does offer consumer protections.
2. Presenting new bill's to protect the public.

#### General

1. Proactive in consumer protection.
2. Good use of technology, utilizing two well-known legal databases.
3. CSLB seems to adjust annually for legislative needs and trends.

## Legislation - Weaknesses

### Stakeholder Comments

#### Communication

1. Conveyance of the CSLB policies and requirements to its licensees would be best served through regular reminders to licensed contractors through digital and paper newsletters and regular workshops. The majority of contractors who had consumers file a complaint with the CSLB often fail to understand the basics of contracting matters applicable to CSLB policy. For instance, the down payment threshold of \$1,000 or 10% of contract cost, whichever is less and securing a permit are often disregarded. Regular reminders of basic policies and municipality requirements will assist contractors to understand their responsibilities toward the consumer and the convening authorities.
2. You need a dynamic person who helps educate the members and staff of the legislature. For as long as I can remember, you're 'just' there. No leadership, little guidance,, 'just' there!
3. Not making the general public it's rights regarding use of contractors.
4. When attempting to get a idea in...the process is incredibly difficult.
5. All hat and no heard from my experience. There seems to be no formal effective means to submit an idea and move it forward as you can with the labor code or DAS regulations
6. No press or newsletters for knowledge
7. Have essentially given up on effectively reforming Code Section 7031; Could use someone who knows what each license classification does so the Board provides accurate information on license classification determinations

# Legislation - Weaknesses

## Stakeholder Comments

### External Influence

1. Fighting against the lobbyists and giving into some of their demands where legislation would benefit consumers versus contractors.
2. Too dependant on the accumulated knowledge of the irrigation industry. The industry influence will keep their interests front and center and not be best for the consumer. Landscapers that are doing residential should be included through videocasts. We do not have the ability to leave or work for long conferences. This is the same problem as the diesel regulations that almost crippled many of us. We had to buy all new trucks because our interests weren't represented but the big companies were looked out for because they could send representatives.
3. Getting input from contractors in developing legislative priorities. The process seems to be driven by large/public works contractors.
4. not enough influence in creating a level playing field for consumers and contractor's alike. Underground economy continues to be overwhelming.
5. Following political agendas, not practical solutions, eg. lead abatement rules.
6. Unions have too much of a say. The public is second. (2)
7. Protecting unions rather than make an even playing field in regards to enforcement and certification
8. Political

### Objectives

1. Seems like the objectives of the legislation are honorable but the actual application gets misdirected.
2. It's insane to keep putting in new legislation on top of old expecting new results without enforcement of the existing to have accountability. If there's no accountability then why should the law breakers follow the new? It just keeps making it tougher for the ones that do follow the laws.
3. I'm still confused about the EPA enforcement of lead safe practices. I think the CSLB should be enforcing on some level also. It's not fair that most contractors ignore it and get away with it. Maybe CSLB could lobby the EPA and help with more realistic rules.

# Legislation - Weaknesses

## Stakeholder Comments

### Laws

1. Like any arm of government. There are good laws but poor enforcement.
2. Proposed legislative change regarding Bond of Qualifying Individual 7068.1 & 7071.9 - My concern is that making the RMO process more expensive may mean that less people will use this avenue and may continue working unlicensed, with higher risk of damage to consumers. Also you may be affecting your potential income by cutting out a significant number of applications. Require liability insurance from all contractors
3. Please make it harder for a bad contractor to close his/her shop and reopen under a new name to continue to cheat its employees and customers.
4. Too many loopholes. After 2 CSLB complaints found in my favor, I still had to go to costly arbitration to receive some remedy since costs by CSLB investigator were not reflective of repair costs in my costly California town.
5. I think the prelien process works against the homeowner. I think classifications should be revised to reflect if the class b is for commercial or residential.
6. I am not aware that the CSLB has any effect on laws or changes in laws that have to do with licensed or unlicensed contractors.
7. my biggest concern is that I do not feel there is adequate legislation to enforce the unlicensed "hacks"
8. introduce legislation that papers/online/any ads/door hangers ads verify contractors licence BEFORE they post . In something like Craigslist, have an entry for the license number or it wont go through. (of course unless it fits under the not needing a license category, but then they would read then check that box)
9. Need a complete A-Z review of existing laws and regs and move to bring into the 21st century. (4)
10. Remove the exempt status for workers comp in all trades.
11. Quick catering to the illegal aliens and in the Central Coast you're forcing everybody to put in sewer hook-up to the City sewers and cave in their septic tanks yet there's only for contractors you can use and you can't use any contractor other than those don't you think this is a violation of the law this is bullshit what's the purpose if only a Chosen Few can use the license

### Licensee Support

1. Provide pathways and opportunities for underserved "Second Chance" people to gain a contractors License.
2. No legislation protecting licensed contractors from dishonest consumers which happens all of the time (2)
3. The Board should stand behind us Contractors, but you don't. You are more for the Consumer, you're not the BBB you're the "Contractors" State License Board, we're not all bad.(3)

# Legislation - Weaknesses

## Stakeholder Comments

### Licensee Support Continued

4. CSLB makes no effort to protect the small business owner. Has become all about generating revenue for the state
5. The CSLB needs to more effectively support the construction industry's interest. A bill that would have protected contractors failed because of misconceptions about whether it protects consumers. It should not have failed.
6. The board does very little to assist licensed contractor's (2)
7. Should provide greater education, support to license holders, educate public specifically on professional level of licensees - be more aligned with industry's responsibility, and standards that govern it in manner which balances both licensees and consumers in a more meaningful manner. Represent the licensees from unscrupulous consumer's through the process, to raise the bar. Our industry has horrible reputation due in great extent due to the regulatory environment is biased against the industry. As well as poor industry educational opportunities being developed that permits the licensee to raise the bar of delivering superior results. Every effort needs to be made to make this board be pro licensee, as it's role is to enhance, educate as well as regulate- but find a way to deliver a clear message that those unlicensed are where most of the consumer issues are created.
8. They don't enforce the law on anyone but the good contractors that are trying to make a living by doing the right thing.
9. Don't see any new legislation for the small contractor or support.

### Weak Penalties

1. stronger fines and penalties (2)
2. The contractor license bond penalty sum is much less than the average potential damages faced by the consumer.
3. Unfortunately the laws on the books do not translate to any penalty in the civil courts for violation other than for not being licensed. If a contract is not in writing it is still enforceable. If too big of a deposit is received there is no penalty. If the contract with a consumer does not have what is required by law in the B & P Code it does not prevent the contractor from collecting for work performed. There needs to be some civil penalty for violation of the law.
4. You need also to penalize home owners for knowingly hiring unlicensed contractors.
5. Put more teeth into laws enforcing the Board's rules. Hiring illegals or not paying taxes on employees should be a more serious crime, like income tax evasion, which is what it is, etc. Bounties on people reporting construction without permits, such as doubling the permit fees and giving half to the reporting person, are other ways of making the Board work better.
6. Penalties are not strict enough. Legitimate contractors are being undersold by trunk slammers that don't have anything to lose when they are caught. General contractors are habitual law breakers and the board allows it.
7. The penalties for unlicensed contracting are not effective at removing unlicensed contractors from the marketplace.

# Legislation - Weaknesses

## Stakeholder Comments

### Over-regulation

1. No room for interpretation
2. The only legislation in the state of California lately does not do anything to help the small business owner. Between licensing, city permits and insane workers comp rates, it has become virtually impossible to conduct business legally in this state unless you are a large well established corporation. (2)
3. The over burdens new rules, Permits Fees without good enforcement Prosecution on the current laws Classification review over laps trades duplication. Then review qualifications follow-up skills, actual Filed related performance accountability vs College Credits and or/Skill trade work as Active Military qualifications for Civilian practical work weather Residential Vs Commercial Building Trading practices Design, Architectures real world practices not theory . Also read write,understand in the English languages or other Foreign language on Job site and communication with Public. That is unable understand speech other then English communications Then failure to tie in CEU with all Trades requirements fo Licensed Renewals like other Professional Trades: 8 hours or 16 hours in Filed each Trade Landscape Contractors,Low-Voltage Lights, wiring, Pluming,DIG Alert,PUC Training Recertifications: Example before Licensed Renewals every two years.
4. Supporting new laws that, while well-intentioned, are not CAREFULLY thought out and vetted for unintended consequences. An example is the relatively recent changes to B&P section 7031(a) and (b) regarding "substantial compliance" and how, due to the unintended consequences, additional new legislation became necessary to try to clean up the unintended consequences of the well-intentioned changes.
5. Legislation should only be used when absolutely necessary. Presently the Board uses legislation to protect some people/large businesses while punishing or excluding smaller companies. The major construction failures the public reads about in California were permitted and inspected by the various government agencies. Oroville Dam example: "was constructed by a company which had no prior experience building spillways"...there was a tremendous amount of regulatory oversight and none of the inspectors in charge stopped construction. Instead, blame was to be placed on the contractor who did the work. The inspectors should have told the contractor what to do differently to make the spillway safe or stopped work. Blaming contractors is not the right thing to be doing...blaming inspectors who allow unsafe obsolete buildings to be occupied and bridges with structural rust problems to remain in operation are the real problem. The contractor simply wants to create something for people to use and enjoy for many generations. The inspectors have the option to make sure the structure is safe, forever.
6. California has too many laws affecting contractors, (2) that all too many contractors either do not follow or cannot follow. Now we are the policemen for Sacramento, whereby we are responsible for the payment of the subcontractor's employees! And many more like this draconian regulation.

# Legislation - Weaknesses

## Stakeholder Comments

### Relevance

1. Greater participation in the development of the Model Water Efficient Landscape Ordinance.
2. We don't need more laws, we need to fix the ones we have. And the \$500.00 dollars limit for Non Licensed work should be \$200.00. The "average" repair bill in this economy is under \$500.00 which leaves the door wide open to Unlicensed contractors.
3. Sunsetting existing out of date laws.
4. As a C39 (roofing) contractor I worked alone for my last 15 years. I never had employes at any that time, however I was required to have workman's comp. Prior to 2000 when I did have a crew workman's comp was a must have! Bottom line some C39 contractors work alone they do repairs only. Senior C39 people are needed in the repair sector.
5. Where to start? There apparently is no input on codes from professionals. One of the many lunatic pieces of "legislation" is the California mandate on residential fire sprinklers. I have lost more customers due to this fact alone than all others combined. The return on investment is so low and the cost so high I cannot make a profit here. Due to the over-legislation on this and many other matters, I'm closing my business and leaving California. I understand that CSLB isn't responsible for this type of thing, I think it is best that they understand why so many professionals are leaving this once great state.
6. you need to fight for consumer from a standpoint of having laws to protect them BUT also making the laws meaningfull and not just shadow laws

# Legislation - Weaknesses

## Stakeholder Comments

### Standards

1. there is no circumstance, ever, where a general contractor should be able to install landscapes under their license, considering all of the intricacies of today's MWEL. Only landscape contractors, licensed, and preferably with technical irrigation and water management certifications. they can hire a college student to install their landscapes, as a sub. that's just not right. all landscapes should be contracted separately, with the owner, so that the general contractors can't squeeze a landscape contractor (sub) to value engineer species, quantities, or irrigation equipment and devices to make a profit. that way the landscape contractor only has a fiduciary relationship with the owner of the property who must conform to the MWEL, not a fiduciary relationship with a general contractor who is telling him/her to cut costs.
2. We need to better embrace certifications and higher standards for licensed contractors. We should not make contractor licensing available to the lowest common denominator. It needs to be for the well trained contractor to protect the consumers and legitimate contractors.
3. apprenticeship standards and journeyman status versus actual contracting per classification

### Unfair/Biased Laws

1. 1. Laws are skewed toward consumer protection. There should be bigger consequences for homeowners knowingly employing unlicensed, uninsured individuals. 2. Should do more to regulate Worker's Compensation Insurance so insurance companies are forced to cover needed medical services and so that it is not so easy to gouge companies for minor injuries. A small business can easily go out of business or run at a loss for years causing hardship on owners and employees simply for having a run of the mill injury although they may have been paying hefty insurance premiums for years with no claims. 3. Legislation should be improved in the area of work visas for non specialized construction work or programs to allow hiring of migrant workers. The frequent shortage of legal workers willing to do landscape construction work has made it difficult to grow our business to the point where it can remain profitable.
2. There should be a balance of legislation that protects the contractor and the consumer
3. It seems as though most new legislation and regulations only make it harder to do business
4. Too much regulations on contractors that follow the rules and not enough action on non license contractors. (2) Regulations assume the contractor is always in the wrong - the homeowner is not fined in the event they file a false claim to pressure contractor in accepting less payment. Regulations and attitude of Board staff need to be fair based on facts versus the current policy of hammer the license contractor before the facts are put on the table
5. More laws protecting the contractor from needless and spurious claims by consumers. (3)
6. the way the board denies qualifications and put road blocks instead of amnesty
7. minimal legislation or lobbying on behalf of construction employers

# Legislation - Weaknesses

## Stakeholder Comments

### Unfair/Biased Laws Continued

8. The Board needs to pass legislation to protect Contractors from non-licensed individuals. Eliminate the \$ 500.00 no license required rule. Pass legislation requiring ALL Contractors to carry worker's compensation, automobile liability insurance, and general liability insurance along with the \$ 15K bond. Consumers are not protected if a Contractor is not properly insured.
9. Actually somewhat effective as some legislation passed into law seems a bit over the top and onerous to contractors
10. There have been many laws pass that doesn't make sense to push on the GC's in this state. Namely AB 1701
11. All legislation is designed with a significant bias in favor of consumers and against contractors. It is very difficult, by obvious design, for a contractor to follow all the CSLB rules and regulations and stay competitive. The greatest threat to the construction industry are unlicensed contractors that thwart the laws, and the CSLB does little to put an end to the practice.
12. Legislative action have created laws and or codes that do not necessarily address an unbiased , community based , set of rules that afford equal opportunities for all involved parties. Combined business and community feedback is essential in reducing social conflict. Current and existing laws oppress and discriminate, creating an unfair and inequitable economic platform within our social structure. Some of these are insurance regulatory laws and licensing law loopholes, as I have previously mentioned.
13. Forcing roofing contractors who do not have any employees to acquire workers comp insurance is wrong. It is a prejudice against roofers! The law was supposed to be a temporary solution to a problem regarding low funds, which was deemed caused by the roofing industry. If it was the desire to raise the workers comp fund, why weren't all contractors required to pay into workers comp rather than targeting roofers only. This law is morally wrong and has forced many to work under the radar due to the extreme charges. If taken into court, I do not see how any judge would allow this to continue given all the circumstances surrounding it. The Contractors State License Board lost my support the day that was allowed.

# Legislation - Weaknesses

## Stakeholder Comments

### Expense

1. In CA we are paying so much for insurance, taxes and all kinds of things that many professionals, contractors are leaving CA for states that require so much less (often not even a contractors license) and CA is squeezing CA contractors out of business. My tax accountant is astonished at CA minimum business tax- which we do not even feel is that bad compared to all the other costs. All the while clients don't want to pay for quality services and non-license companies get the work and pay little to no legally required costs. We are slowly slipping back ward for corporations that follow the rules and do it legally. Also fines and shutting down of illegal contractors should be funneled back to legal corporations somehow as we are the ones losing.
2. I have paid your fees for many years and all that happens is things get harder and more expensive
3. You asked for more money but you do not become more efficient seems like the more money we gave you unless you do
4. A waste of my\$\$\$\$ and time.

### Unlicensed Contractors

1. There are many loopholes and unlicensed contractors all over the place (6)
2. Thousands of "gardeners" basically un licensed contractors. Why not create a special license? Without fear of deportation. Some basic standards, to protect the public. Better policing and fines for not having a license.
3. allowing unlicensed operators to work freely without any consequences.
4. I see no real effects by the legislature on controlling the underground contracting economy - if it costs the State money to increase these efforts it is not considered
5. there are too many unlicensed people acting as contractors around here
6. There is no coordinated effort to stop unlicensed contractors, in the area of legislation, concerning banking and supply.
7. unable to prevent developers from using unlicensed contractors.
8. They need to crack down on all illegal aliens running landscape scams concrete scams grading and building scams without a license he have no problem walking everybody else up walk these fuckers up illegal is illegal they charge half as much as everybody else because they don't have any overhead they don't have to deal with their state bureaucracy and they're collecting welfare on top of it unbelievable

# Legislation - Weaknesses

## Stakeholder Comments

### General

1. Effective funding, priorities, monitoring.
2. Mid year bond change
3. We cannot let water issues overshadow and over govern construction practices and methods
4. You need to tell us what you are up to and let us hammer the bums!
5. Basically they allow the legislature to lower standards to open contracting to anyone that can fog a mirror. This reduces accountability in a system that consumers are exposed to by lesser quality contractors.
6. Pretending to actually serve the public
7. It seems to take a long time to get any movement on hot button issues, to begin change in Board's enforcement powers
8. You write up un licenses contractors let them go and they never show up to court. Good job.
9. Corrupt
10. The CASH economy is strong but it doesn't get any attention from CSLB
11. not having a broad accountability. (2)
12. The board often doesn't understand the practical consequences of its legislation
13. CSLB should make an effort to illuminate the mechanics lien dishonest contractors collect payment from the property owner but don't pay the supplier that should be the suppliers problem not the property owner
14. About the only thing they do is go after unlicensed contractors, fine they need to licensed contractors
15. CSLB should require contractors to carry liability insurance.
16. Sometimes I wish things were more streamlined and less time consuming.

## Board Member Comments

### Staff

1. It is important for staff on the legislation team to get direction from the Board and not assume.
2. The legislation team should advocate the Board's position without fear of retribution from the legislators; the unit are implementers not policy makers.
3. Staff could get the information to the board a little earlier sometimes, it can be hard to digest everything a few days before the meeting if there is a lot of legislation. Try to get as much information ahead of time as much as possible.
4. The chief is new and he talks very fast, some of the information probably just blows by board members who don't have experience in terms of laws and regulations.

# Legislation - Weaknesses

## Board Member Comments

### Board Members

1. Since we are not all attorney's, some board members may look at legislation as a personal benefit and not at the overall benefit.
2. It seems like the last two chairs have kind of put a clamp on a lot of discussions that could be going back and forth during board meetings. There's a "come prepared to vote" attitude over the past couple of years and for new members that can be very intimidating.

### Time

1. Its inherent with legislature it can't go as fast we'd like. It has to be vetted through so many agencies and then goes to the representative and may come back to us to be tweaked. Associations may or may not like what we do are try to prevent it which can be a challenge for us.
2. This is probably one of the areas that is frustrating because of the process. We don't have a whole lot of control over our destiny sometimes or how long things take. Sometimes the process itself delays us from being able to make all the changes or make them as quick. It's an outside influence that impacts us.

### Understanding Needs

1. More proactivity is needed. There may be some areas we can co-sponsor or co-author some legislation.
2. Having feelers out to see what the needs of the stakeholders are, (i.e. being on top of consumer and industry legislative needs).
3. The stakeholders, reaching out the stakeholders when there's legislation involved. There have been a few in relation to building officials, make sure they are reaching out to all stakeholders that could be affected by the legislation. Asking for input and possible things that could come up as a result.

### General

1. We have had a rate increase and if we're going to have more enforcement we need more money, we need to ask legislation for an increased budget through increased license fees or out of the general fund.
2. We could have a little better understanding of the way legislation and legislators work. A lot of board members have been involved in legislation for a very long time, the staff could use more experience, they don't have a good understanding of what is going on. It would be nice to have a "lobby day" for board members in both Sacramento and D.C. where we can take the legislation we are working on and solicit legislators for their help and learn how we can accomplish our goals with like-minded legislators.
3. Our legislative charter is cumbersome and outdated, overly labor friendly. Overall though, it generally works.

# Legislation - Weaknesses

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Staff

1. We have someone new to the chief position who needs to establish those connections at the legislature, so they can effectively carry out our policy matters. (3)

### External Influence

1. We have other interested parties trying to give us more workload through the legislature that we may not have the resources to handle.
2. We listen to much to lobbyists. We do not really enforce laws because unions and lobbyist fight and CSLB backs down so they like the registrar.
3. Sometimes the Unions distort our agenda and we are enabling fraud with the entity relationships we allow (RMO/RME CORP LICENSES).
4. The legislation is too "pro consumers" that the consumers think the board is the advocacy and they want the board to automatically find against the contractors. I think we also need to protect the contractors against unreasonable homeowners.

### Laws

1. The length of time it takes to get new laws passed. So many people have a say in it that the law is significantly weakened by the time it is implemented
2. The timeframe for effectuating regulatory changes
3. Takes too long to get something changed or updated.

### Priorities

1. No defined goals or priorities. (3)
2. The scope keeps expanding and changing based on outside influences. (3)
3. Work needs to be done to address the changing landscape of the construction industry to keep both licensing & enforcement relevant

### Communication

1. I am not aware of any legislative successes. I am not sure of where this information is outlined or accessible. I believe some of this information used to be included in the Chief's Bulletin, but I do not believe I have received one of those since the new Enforcement Chief took over.
2. possibly articulating the need for more enforcement staff
3. Provide staff with more information as to what legislation is in the works. More transparency.

### General

1. Legislation can by the catchall solution to all issues.

# Licensing and Testing - Strengths

## Stakeholder Comments

### Application

1. Good application form and clear instructions.
2. administration of applications and renewals

### Efficient/Effective

1. The board makes the application, educational training and testing process very easy.
2. Accessible, computerized, quick turn around with results
3. the tests are effective and they are administered well (2)
4. Tests are offered on a regular basis, and results are immediately available.
5. Process seems efficient. (2)
6. The licensing and testing process for me was very efficient.
7. Manage the sheer volume of inquiries and exams
8. Thorough.
9. effective. (2)
10. It is well regulated
11. Takes less time to test
12. Overall good. (4)

### Fair Tests

1. I helped with the current test for landscaping and I think it is adequate but needs updating
2. Accurate tests. Good frequency
3. Testing protocols are appropriate (2)
4. When I applied for and earned my contractor's license over twenty five years ago, It was not terribly easy or hard, so it seemed a fair approach. I do not know if today's requirements are different. (2)
5. Test is fare. Cost is fare. (2)
6. Test seemed straight forward, Study material prepared me well for it.
7. Regular test updates (2), approximately every three years allows for review of the examination questions and answers. Discerning success and failure percentages of each question allows for improvement of the questions asked and the answer options.
8. Law test
9. Well proctored. 1st aid and contract law exams are good enough.
10. The process of exam development seems quite good.
11. The difficulty of your tests is correct. You don't want to scare new guys away but at the same time you need new guys to make a commitment to becoming licensed and good business people
12. Examination contents are thorough (9)
13. Have a great team in the testing division updating the tests
14. It is relatively easy to get a license. The law part of the exam seems to be the area that stops a lot of people from getting a license.

# Licensing and Testing - Strengths

## Stakeholder Comments

### Fair Tests Continued

15. Computer assisted testing is an effective means by which applicants for licensure should be judged.
16. Testing is becoming with more pertinent questions regarding the trade.
17. Based on my experience while writing the test questions, the questions are very good and very thoroughly vetted.
18. Very effective exam/testing; generally keep up on processing applications;
19. I think the trade sections are covered well to suit the person testing for the license. (2)
20. They weed out any one not serious about wanting to become a licensed contractor.

### Review

1. License verification is critical to running an effective program and it ensures proper work and code correctness
2. Required exam is reviewed regularly via specific protocols and procedures. State is currently not open to new licenses/licensing
3. Rewriting the test questions, keep up the good work of updating the tests.

### Staff

1. You don't make it easy. Your representatives on the phone are very helpful and knowledgeable- the one time I called - which was a pleasure.
2. Helpful staff.

### Standards

1. Holding the bar high enough to get qualified persons licensed and unqualified persons excluded (9)
2. The educational standards are too low.
3. requiring contractors' to be licensed in the various trades (3)
4. The fees keep workers who are just in it for the money out of the running. you have to really be dedicated to go through with the licensing
5. The strengths of the Licensing and testing requirements, center around the idea that when tests and experience is validated individuals or entities have the knowledge and experience to perform adequately in their professional field. These requirements have been created to insure that we have the appropriate individuals and entities providing our construction needs.
6. There are standards that are applicable and a requirement for evidence of work experience.
7. In my trade the testing has become tougher and that's a good thing.
8. As I recall, the test consisted of pertinent questions and the vetting process was rigorous.
9. Pushing to get everyone into compliance. Making sure they know the law.
10. The idea that there should be minimum standards is a good one and the board requires a common test for all contractors.
11. Rigid, hard to understand
12. There is a standard of minimum knowledge. (3)

# Licensing and Testing - Strengths

## Stakeholder Comments

### Testing Program

1. Good overall process and applicability of testing (2)
2. collecting your money to take the test(s)
3. Solid testing (8)
4. Many opportunities to take test (3)
5. It does make sure intelligent people are given licenses. It does prepare people for business.
6. Effective/exhaustive test development process.
7. I tested for my C-27 in 1984. I found the exams pretty easy but I felt other well-qualified landscapers struggled. I hope the test has been revised. It had trick questions, especially in plant ID. I'll never forget being asked if Mugho Pine is a tree, a shrub, a groundcover or a specimen plant, it can be any of those, unlike almost any other common plant!
8. The testing process seems to be operating effectively and fairly. I have volunteered as a subject matter expert so I have a better knowledge of the process than most. (3)
9. Online testing is a great thing! (3)
10. Computer based testing, excellent information, forms on their web site (2)
11. Their testing computers seem to work well.
12. Fairly thorough in background checking
13. They put out great testing atmosphere (2)
14. The licensing and testing procedures are in my opinion thorough. (4)
15. Now that it is computerized you do not have to wait for results. (2)

### General

1. There is licensing and testing. (3)
2. More of the technicians are now communicating by e-mail, which is GREAT!
3. It's been too long since I took the test. As someone who specializes in irrigation related matters I find many contractors have a poor understanding of irrigation.
4. How many people out there work with a license??? & how many work without one???
5. You stand as the GateKeeper of both.
6. Hope springs eternal that your application will someday move through the system!
7. Licensing seems to be a real strength that the Board has developed over the years.
8. I believe testing should be carefully monitored
9. Permits
10. continuing to update requirements
11. We sure give out many licenses.
12. The license process is cumbersome but I understand it has to be done somehow. It is expensive and time consuming which, I guess, is a strength if you're trying to limit the number of contractors.

# Licensing and Testing - Strengths

## Board Member Comments

### Staff

1. Licensing staff and managers are very open to suggestions and proposals to revamp the way we do business; they recognized there were deficiencies. The managers, board committee, and staff can work together to come up with solutions.
2. Staff does a good job with testing, licensing, and renewals. They are aware that they have to stay on top of that and they focus on those.
3. The licensing chief has been with us for many years and is knowledgeable and good at what she does, the board has it locked down to the point where it is sort of automatic.
4. Staff are punctual and cutting down on the lead time to get a license. They continue to try and find ways of supporting the public, whether through licensing, workers compensation, renewals, they are trying to get more done online. Staff is always concerned about the wait times and what their back log is, when there is concern it means they actually care about the public.
5. They are very well trained before answer the phone to consumers and are effective in getting the information out. The managers are proactive in filling the vacant positions and sorting out the right people to put in the right jobs.
6. Another wait and see, the new chief brings some excellent background because she was in legislation before and has worked with the department for some period. They have a very dedicated, committed staff doing the work. I hope they feel comfortable coming to the Board to ask for additional resources.
7. We have a very strong licensing department, they are working hard to be more responsive to both their constituents and the many stakeholders they have to deal with. There is a new licensing lead, she is extremely responsive. Constantly looking in to how they can make the licensing and testing more applicable and more effective.
8. They do a really good job, if I have an issue they get on it and expedite things quickly.

### Response Time

1. We have improved our response time for testing and providing more opportunities.
2. Response times are pretty good, we've gotten them down. The Registrar has identified issues and started holding uniformed trainings for the staff to get everyone on the same page, whereas previously not everyone was on the same page. He is educating everyone equally to ensure they are delivering the same service.

# Licensing and Testing - Strengths

## Board Member Comments

### Retention

1. They are very effective in that they can allow trained personnel to stay in the organization.

### General

1. Changes have been made in the past couple of years that really address the procedures and reporting of procedures and the board has implemented positive changes.
2. We keep up with testing demands, we have 4 or 5 testing where tests are given regularly.
3. Testing is strong. Testing continues to meet their objectives of coming out with new tests, the program is solid, and they do a good job.
4. Done a good job in evaluating the licenses and making adjustments when needed to certain positions.
5. Board member Susan Granzella, has been highly instrumental in a lot of the change that's happened in licensing. I trust her in terms of her influence in that unit with the transitions that have happened. She has been impactful without having an agenda, she's a true public member.
6. Licensing: we are doing very well, have made improvements, call centers have been down, they've done well as far as putting forms on the website to make application process easier. Made some great improvements.

### Phone calls

1. We try to stay on top of the time spent on the phone with callers and giving callers the information they need.

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Staff

1. Staff process thousands of records monthly and do a good job of licensing applicants.
2. Committed staff that are committed to ensuring licensing applicants get licensed. (2)
3. Helpful and knowledgeable staff, they assist applicants questions to licensure. (2)
4. Strong and committed leadership. (3)
5. Institutional knowledge.
6. Cross-trained staff
7. Their people. The technicians that screen the applications are very dedicated to providing qualified applicants for testing
8. CSLB has a select number of long term licensing staff that have the knowledge to properly run the division, conduct investigations and manage the workflow.
9. There are qualified examination specialists to perform and interpret statistical analyses of data within classical test theories to improve exam reliability, establish and maintain the validity of licensure examinations. They also execute methodical research assignments for the development and justification in contractors licensing examinations and its systems.

# Licensing and Testing - Strengths

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Examinations

1. We are able to develop our own examinations, we have a strong knowledge of the scope and practice of the construction industry. We have regular licensing workshops where subject matter expert's help us to develop the exam to keep up with current industry standards.
2. SCORE

### Testing Program

1. Having all of our own exams developed and administered in-house allows us to be more responsive to changes in the building industry and safety and other legislation. And being able to administer our own exams through out the state increases the security of the exam material and the efficiency with which we can improve our item banks (and therefore the exam versions) by tabulating our own statistics on our custom software (Score/IBank).
2. Testing
3. o engaged contractors participate in keeping current testing program
4. In-house testing across the state with real time results
5. Testing: CLSB Test Centers are consistently well run. Exam software (SCORE) is excellent.
6. SCORE is the custom software that allows computerized test development and administration at 8 sites for 46 exams that are updated on a 5 to 7 year cycle.
7. Exam contents, they are firm but fair.
8. They offer testing at various convenient locations. The testing is done with up to date computer systems and they allow language translator to be used.

### Compliance

1. We have 46 classifications and they ensure we comply with our occupation analysis, which is very good. (3)
2. There is fairness and a consistent application of procedures.
3. Licensing performance tracking, it's posted online so the applicant can see the progress of their application and where it is in processing.

### Consumer Protection

1. Fingerprinting; the criminal background unit is keeping those that may pose a threat to consumer out of the industry.
2. Staff is dedicated to security and fairness.

# Licensing and Testing - Strengths

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Efficient/Effective

1. Licensing handles a large volume of workload to accommodate the needs of applicants and licensees and Testing does a very good job of staying current with and administering all exams.
2. processing times have been improved drastically (2)
3. Overall, I think very good in the amount applications processed and examinees coming in to test. Also, examinees like modern, touchscreen computer testing. Very little IT problems.
4. Licensing processes a high volume of applications and related documents. Ability to track documents submitted with the IWAS system.
5. Examinations are defensible and engage industry stakeholders.
6. Previous backlogs have been worked off, and it appears the program is functioning at a high level.

### General

1. We have defined processes and are efficient. (2)
2. Flexible (2)
3. There is a willingness to address challenges.

# Licensing and Testing - Weaknesses

## Stakeholder Comments

### Access

1. You don't make it easy. I am educated but the descriptions of how to get something is cumbersome and confusing.
2. Text way too much time for people to get testing dates
3. Price and review materials
4. The materials available for testing are terrible. All of the material should be available in one guide, without having to multiple sources. It is too vague.
5. Many times repeat offenders are officers of new licenses.
6. Make it easier for speciality licenses to become Generals, if a Contractor is in good standing for 30 years, they shouldn't even have to test.
7. More available test sites, maybe.
8. Not as welcoming for new people trying to get on the right path
9. Not enough credit is given for work experience and promoting people into the trades. The harder it gets to get into the trades the harder it is to maintain fair trade

# Licensing and Testing - Weaknesses

## Stakeholder Comments

### Licensing Classifications

1. The board would be doing consumers a service by allowing licensed contractors with exemplary service to hold more than one license without testing.
2. The Board continues to issue C61 licenses even though there are tests and categories established. Locksmiths are covered under C-28 and the Board continues to issue C-61 with D-28. This has been going on for several years. This may just be a staff mistaken reading of the trade description. Many scam locksmiths seem to be doing this to avoid taking the simple trade test for the C-28.
3. too many cross over licenses. A and B contractors picking up additional C licenses and doing their own work skirting the actual C license holders
4. With the conversion of IoT, low Voltage, Door hardware, and security systems, it may require a reworking of the licensing. Currently there are many C-10 who are working with IP based networks, and are clearly out of their depth. We see C-7 or C-10 contractors who are working with electrified door and life safety hardware. Since door and fire door hardware directly effect the life safety codes for emergency exits, these should not be installed by a C-7 or C-10, unless they have the training, and the C-28.
5. Make sure the CSLB recognizes or has correct classifications for all trade practices. For example, there has been some confusion as to what trade people who apply finish to cabinets must apply for. The answer seems to be C-33 in some cases, but this should probably be a specialty C-61. (3)
6. The CSLB should create a classification to license handy man types. These people already exist, and will continue to with or without licensing. Licensing would let people properly identify and locate these individuals.

### Inadequate Testing

1. Not comprehensive or progressive in trade knowledge.
2. Some of the questions were dated. (5) For example a question asked something about the gage of wire in a irrigation installation and the options didn't include the multi stranded 18 gage station wires people use in installations now.
3. Schools designed to prepare contractor candidates for the CSLB examination have found ways to provide examination questions, almost verbatim if not exact.
4. Testing is too easy. It should be more complex and challenging. (13) to weed out incompetent work.
5. Anybody can get a license. Companies teach people how to take the test. Obtaining the license is not based on skill and knowledge of applicable field. No crackdown on those test prep companies.
6. the testing for some licenses is not technical with skill demonstration required, and its lowest common denominator so maybe not effective in weeding out those without real skill. (3)
7. testing may be too broad and may not be specific enough for the license being applied for.

# Licensing and Testing - Weaknesses

## Stakeholder Comments

### Inadequate Testing Continued

8. Need more comprehensive testing and education on the business portion of the testing, (2) most contractors I talk to don't understand simple things like lien laws and requirements, licensing of subs and insurance requirements. Seems more clients are asking for more comprehensive insurance requirements and most small contractors I know don't understand the requirements or what their exposure is with respect to their subs, and the subs don't understand their role with respect to insurances.
9. testing may be too broad and may not be specific enough for the license being applied for.
10. We have met many with a general license who truly don't know the construction trade cause they are painters by trade BUT could study and test well and so received their class B license.
11. a lot of the testing is useless info that does little to find out if a person understands the concepts that they will be working with. Testing if you know the exact name of some roof jack is nearly useless.
12. I believe the Boards licensing and testing requirements must evolve with the needs of our communities. The Board must reflect the wants and desires of the people , so that the focus of adequate experience and education must be specific to the category and range of the inherent degree of construction difficulty, this is not currently the situation. A complete unbiased research study of the Boards structural testing efficiency is necessary to determine the effectiveness of the Licensing and testing programs. Reduced "redtape" and costs for the applicants is necessary for small business's (the backbone of America) to proliferate in society today. Entrepreneurship across America is essential to maintain economic growth and stability in our country. The Board must make it easier for applicants to obtain licenses while maintaining a consistent level of necessary qualifications.
13. I think more extensive and in-depth testing is appropriate based on my college training in the field of testing. A person applying for a license should be required to have more than just one reference letter, and not so easily forged. Copies of pay stubs, proof of training, etc. would mean a lot more. Proof of education is critical in areas like stair building, safety laws, scaffolding and math.
14. The license law exam bears very little relation to 99% of the skills and practices necessary to be an ethical contractor (3)
15. Testing procedures have been farmed out to a bunch of know nothing proxy's. Just talk to the caliber of contractors that have just passed the test and you will see that they have no business holding a license.
16. Test should reflect conditions that really are. (2) What tradesmen think is someone sitting behind a desk who job is making rules with very little if any experience.

# Licensing and Testing - Weaknesses

## Stakeholder Comments

### Specific Areas of Focus

1. The tests are not taking into accounts of climate zones in the plant part of the test. Plants from NorCAL are in the SoCAL area. That isn't fair.
2. No MWELo testing section, no requirement for existing licensees to demonstrate MWELo knowledge. Irrigation systems knowledge poorly tested. Plant knowledge testing is poor. Soil knowledge testing is poor.
3. Water management and irrigation system knowledge must play a larger role in the landscape contractor's education and licensure testing. (3)
4. The C-27 exam is inadequate to test the skills needed to be a licensed contractor (2) particularly in the areas of irrigation, soil, and plants. The license itself gives consumers an illusion that a contractor understands these aspects. As a result, a license does not mean that a contractor knows what they are doing.
5. Current program needs more info on efficient watering practices
6. Need to cover more on repairs, not just install and land development
7. there is no testing for many developing trades, especially concrete resurfacing, concrete polishing and concrete restoration.
8. Need to develop strong test questions concerning labor
9. It seems to me the test could be more advanced to weed out people that are not truly dedicated to the hvac industry. It is a very technical industry with technology changes regularly. If it was a truly difficult test, this would raise the bar in this industry in the state of california.
10. Workers Comp requirement not adhered to and so payroll or some proof of employees needs to be added.
11. The C-27 license is so broad that folks have to get outside certifications, why doesn't the testing include new requirements by legislation?
12. It's been quite a few since taking the test. I'm hoping sustainability measures are included in the testing - storm water, water conservation and efficiency, building materials and methods.

### Licensing Process

1. Rigid protocols in exam division with little if any interest in modifying current processes and procedures despite current trends/influences.
2. Finding someone that will help you is difficult. Paperwork and process is very combersome compared to other states.
3. The system currently in place doesn't really assess the ability or talent of the applicant.
4. because of slackness in letting anyone get a license, its now harder for long standing contractors to get other licenses.
5. The process needs to be streamlined. Probationary periods for new contractors and more access to education and training.

# Licensing and Testing - Weaknesses

## Stakeholder Comments

### Licensing Process Continued

6. There is no guarantee that someone who passes a test will build things safely. I personally believe testing does not make or prove one is a good contractor. Fines, threats and fees likewise do not guarantee one will become a better contractor. Lower the fee structure.
7. I think the system needs to be updated in some ways. I have seen a lot of very qualified people take two or three times to get application accepted over details that I would render irrelevant.

### Renewal

1. Maybe contractors should be retested every so often to ensure they are keeping up with new code requirements or conducting business in an environmentally responsible way. (3)
2. And contractors should be required to do continuing education in their trade. (6)
3. As an AHJ, the CSLB need to require continuing education requirements or testing for recertification. More contractor than most are oblivious to model code cycles, changes or interpretations. Most contractor seek local AHJs to help educate and train which should fall upon the CSLB.
4. Slow in processing license renewals.
5. Does not need to be every 2 years for renewal. Make it 5-6 years. Again all about revenue generation. Fees go up every year
6. more available training for would be license holders
7. Contractors should be required to addend work shops or online course and receive "certification of completion" certification on issues,trends and upcoming codes to reveiw within our industry to keep current and licensed by CSLB.

### Revoked Licenses

1. A measurement of morality must be incorporated into the testing and licensing methods. Too many contractors who fall short of moral and fair business practices are allowed to do business. Some who have had their licenses revoked have resurfaced with a new license under a different name.
2. the ability for bad contractors to apply and receive a new license once theirs is revoked or suspended.

# Licensing and Testing - Weaknesses

## Stakeholder Comments

### Standards

1. Issuing licenses to individuals not experienced to perform, poorly qualified (7)
2. Is the testing up to date? Home improvement contractor testing? What about home maintenance contractors? Most are un licensed house cleaners, gardeners. The house cleaner's "friend" can replace that floor for you? The gardener is installing a sprinkler system? Does he know what an anti-syphon valve is? How high above grade to be effective? Is he using water efficient nozzles? Or junk from HD that wastes water? Is he spacing the heads properly? Water pressure? GPM? Too many questions! We are facing severe drought in California! Does the "gardener" know? Does the home owner know?
3. I have been a licensed contractor since 1980. In the past 15 years the majority of new license contractors are not able to read blue prints or specifications. You also have many new contractors that can not speak or write English - the Board needs to construct new test that requires a person to read blue prints and specifications. Many of the new contracts do not know or are able to look up building codes - this lack of knowledge increases disputes with consumers and local building department inspectors. For example, local building department would accept plans signed by a licensed B contractor. This changed around 2001 when local building departments starting requiring a wet engineering stamp on plans to not have to deal with the lack of specifications and building code knowledge of licensed B contractors.
4. If you don't read or speak the language how can you read a blue print with detail instructions. You don't understand, read or speak English no licence . No need for translator present. Many chemical and blue prints are in English only. (2)
5. no landscape contractors should be able to install and manage/maintain irrigation without certifications by the Irrigation Association
6. The field of landscape construction and maintenance needs more practitioners that have education and training for better management of natural resources. The guidelines, curricula and regulations exist, they need to be part of the basic body of knowledge of all landscape contractors.
7. The educational standards are too low. (3)
8. The exams do not allow for "open book" types of questions and several of the trades' exams would be much more effective with an open book component.
9. find out how these folks are promising a contractors license without taking a test. This needs to be stopped.
10. More field experience should be required
11. Test scores should be 85-100% passing grades instead of 50% passing grade. I don't see the point of someone passing with only 50% knowledge, and consider them qualified to perform as well as others with the proper training and experience.
12. Seems like new contractors are less committed to do the job right and without knowledge
13. Time negates standards of the industry. In other license fields continuing educations is argued as a counter. In reality certifying competence is an approximation that is oversold.

14. Licensing process should include two new requirements: 1. Mandated certification of ALL officers on the license that will come in contact with consumers. 2. Requirement of a supervision plan submitted with clear supervision guidelines that is acceptable by CSLB as sufficient supervision.

## Licensing and Testing - Weaknesses

### Stakeholder Comments

#### Timeliness

1. Lengthy processing time - inability to apply online with credit card for faster processing.
2. Online applications & e-signatures acceptance.
3. The time it takes to process or change license to a new entity (eg. sole proprietor starts a corporation).
4. paperwork Process takes too long (4)
5. The amount of individuals waiting to take a test to be licensed is out of control. The wait time is unreal and needs to be addressed. (2)
6. takes too long, for conversions from sole to corporation. It discourages small business owners from even beginning the process, because it is too cumbersome. So there are ie, Plumbing Contractors with only sole on the CSLB, and then they hand you an LLC piece of paper, that is not tied to the license. s
7. Periodically fall behind on some aspects of processing such as workers comp and requests for verification of license history
8. Phone wait time
9. Backlogs

#### Unlicensed Contractors

1. Force unlicensed operators in the field to either test for their license or close their doors. (5)
2. My own brother was operating illegally and I approached the Board in defense of my license and warned them of him on more than one occasion. What the Board did was to issue him a license which was then revoked after he scammed a customer out of thousands of dollars and left them with the task of repairing the damages that he caused. How does a known criminal get a sanctioned license??
3. Too many contractors that either are not licensed or their license ins not in the proper name style or person qualifying for the license, or not in the appropriate category.

# Licensing and Testing - Weaknesses

## Stakeholder Comments

### Verification

1. lack of follow-up on applications, seems like anyone can get certain license as long as they score average and there is no real accountability on if the license holder can actually perform the duties they are licensed to perform.
2. The Board needs to validate the experience stated by an individual. (6)
3. Most of the contractors I deal with have no idea what a contract requires when dealing with a consumer. Many of the contractors I deal with did not really have proper work experience and had a friend or colleague sign off that they did. More follow up on work experience is needed and more testing not just on contractor understanding of contracting but on what is required under the law when dealing with consumers.
4. If anyone pays the fee, they can obtain a license. No thorough review of qualifying requirements. (2)
5. Too long schedule gaps from Application to Test Dates-Background checks on Applications qualifications checks That verify actual Educations, Skills on job experience in Trade for Licensee career If not Co-partners,REM. Home Improvement specialist.
6. Not really thoroughly vetting license applicants well enough regarding ACTUAL field experience. It is apparent that MANY new licenses have literally NO field experience and have only taken prep classes to pass the test. If it wasn't covered in the prep class for the test, they literally do not know it. There HAS to be some way to provide better verification, and ALSO, to go back and retroactively verify the field experience of new licenses granted in the last 5 or 10 years.
7. Prior work history and work experiences should be vetted and notarized work experiences. There are too many people providing false work experience.

### Staff

1. The Applications Department needs more consistent training for the technicians who process the applications. They also need to provide more clarity on the requirements of each trade. Some technicians will not call an applicant back at all. If a technician sends a letter requesting more information from an applicant, they provide their phone number but it is useless if they are not reachable. It shows an attitude that government employees are more important than the people they are supposed to be servicing.
2. The staff has a "I don't care attitude." They get paid regardless. There has to be pride and ownership of what they do!
3. Need less administration and more people in local field investigating possible compliance and license problems
4. If the licensing division which simply answer the telephone the board could do a much better job it's nearly impossible to get a live person on the telephone after all the licensees are paying for the service

# Licensing and Testing - Weaknesses

## Stakeholder Comments

### General

1. There should be a greater consideration for special circumstances
2. Should consider helping contractors establish/maintain appropriate training for workers. Apprenticeship to Journeyman for example. Yes, this may not be your core area, however, someone should help.
3. The new pdf forms and applications on your website, with fill-able online forms, are much worse than what had before. They are much harder to fill-in, because you cannot download them and type in the boxes with adobe but rather must use the ""typewriter"" feature on adobe and the online one makes you loose all of the information you insert if need to go back etc and cannot save to go do something else and return. Thank you.
4. Very Poor (4)
5. I believe the board should be more involved in empowering women
6. The testing requirements/expectations should be more clearly stated by the CSLB through example tests, etc... In order for applicants to have better understanding of what they should be studying for the test, instead of having to pay third party vendors for this information.
7. Letting illegal aliens obtain contractors licenses.
8. Maybe that others may feed off of one license number.
9. Some of the testing is confusing and dated, understanding and knowing what is required is difficult.
10. Owner builder permits
11. should be easier to remove bad contractors,
12. The Board needs to be adept in keeping up technology, trade practices and methodology.
13. Could better promote the advantages of licensing and the importance of professionalism
14. Ineffective
15. I would really like to have my picture on my plastic card pocket license—the same one that is on my driver's license.
16. Lack of financial investigation...
17. Poor enforcement after licensing

# Licensing and Testing - Weaknesses

## Board Member Comments

### Staffing

1. Staffing is a challenge, they are trying to do their best. There are some people that are unsure of the licensing requirements and give the wrong information to applicants. Some are misinformed and need more education on the job.
2. Licensing does not allow any change.
3. licensing is way misinterpreting practice, regulations, statutes, etc. The unit's current interpretation and what is law is wrong. I don't think it's grounded in law, fact, legislation, or common sense.
4. You can only do so much with whatever abilities your trained people have, as you study them the lead needs to find out as quick as possible where people are best suited and get them moved in time. They can't always move people around as they want to.

### Clarification

1. There are several licensing classifications that need to be reviewed and brought before the board (e.g. C46 and B1). We've gone over the B1 general contractors license extensively and we either need to have another classification or redefine what it is, we haven't been able to come to a consensus on this.

### Workers Compensation

1. The board is going towards mandating all licensees provide workers compensation insurance. Currently licensees can get an exemption and the bad actors are always deficient in workers compensation. We need to close the loophole.

### Testing

1. We should, in my opinion, update the tests more often and maybe even make contractors re-test. The way the market is changing in efficiency and the way the buildings are being built (e.g. green buildings), I'm not sure there are a lot of contractors out there that know how to do this, energy efficiency and solar panels specifically. There are a lot of things they need to go through again with the changing trends, the same license for different things may not work.
2. Testing: not having someone take a test to renew makes me nervous, how are they becoming aware of new laws, code updates, testing is failing to meet those needs. Who are the expert witnesses they are bringing in for creating the tests?

# Licensing and Testing - Weaknesses

## Board Member Comments

### Processing Time

1. The time to process exams is unacceptable, we're up to 4-5 weeks to process a license application and it needs to be less.
2. Workers Compensation claims should be processed within 3 to 4 days.
3. There's a constant need to train the staff. They are trying to be responsive to the people who are trying to obtain licenses. I'm not sure if it's the cumbersome process or a lack of staff that are really trained to move an application more efficiently through the process. There is something with the process that needs to be looked at. I do believe the new chief is trying to grab a handle of this issue, it may be an issue with staffing or maybe it's an antiquated system to get the application processed.

### General

1. We need to keep up with different licensing groups as changes in the market happen; different licensing groups won't necessarily work in the future and we need to stay ahead of this.
2. Work on improving and/or adding some sort of program that allows people to place them in a better position to pass the test. Since our goal is to get people licensed, we should work in providing better ways to help these people get licensed and educated about the field.
3. Licensing: checking on when people have license and then they come back in for another license under a different name, that's a weak area, especially with solar. Ex: If they have a ding on their license, getting a permit without the contract, bouncing checks.

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Access to exam

1. We administer our own testing, however we only test four days a week, not outside business hours, where other boards and bureaus use a PSI contractor who has extended hours and additional locations. We need to look if it's cost effective to continue to test or if it's cheaper to go with the contractor and leverage that.
2. failure to issue a license to qualified individuals seems high
3. licenses applications and renewals are way down with huge population growth in CA. If we don't get people licensed we won't have a contractors board... that's what is paying all of our CALPERS retirements
4. In order to get applicants licensed, sometimes you have to accept applications that you have doubts about.
5. Testing: Need a Spanish option for at least some exams (e.g., 'B' exam)
6. Some examinees mention some questions not up-to-date, or have nothing to do with their field of expertise. Biggest WEAKNESS is not having exams translated!!! In Sacramento area, roughly 50% of candidates that come in each day to test are Hispanic, with English being their second language. Translator days that we offer is a start but ineffective or made worse for examinee when the translators they bring in are not good.

# Licensing and Testing - Weaknesses

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Access to exam continued

7. Consistent application of acceptable experience in licensing.
8. Testing - Exam administration is offered 4 days a week during normal business hours and not on weekends or evenings. Also, there are limited testing sites. Other boards/bureaus utilize a contractor to administer examinations which offers more testing locations and expanded hours and days for testing.

### Consistency

1. We need to look at if we have consistent application as it relates to the experience requirement.
2. Process with standards can be applied inconsistently. (2)
3. There aren't any defined processing times/expectations for staff. (2)

### Barriers to Licensure

1. One significant weakness relates to the resistance to looking for opportunities to remove barriers to licensure. On a national level they are looking at reducing barriers if they don't clearly support a consumer protection need, we are getting resistance here to do the same from people in the industry.
2. Too narrow of an approach to how to get a license.

### Licensing Process

1. Licensing can get backlogged, which negatively impacts applicants and licensees. The license application needs to be replaced with a version that is easier for applicants to complete accurately.
2. IT resources are too limited. Custom software requires dedicated staff to do the maintenance and updating. The license application filing and license management from the candidate/contractor point of view need to be online.
3. Understaffed in processing new applications. We need online applications that can be verified for correctness/completion as the applicant enters their information. Too much time is wasted by staff trying to obtain simple corrections to application errors. We need to better clarify for applicants what qualifies as journey-level experience, especially for younger applicants who think just because they've done some work for a while they should qualify. And for those who have been employed for only four years - they don't start out at journey-level. Training for licensing staff regarding what trade work can be performed by each classification.
4. Takes too long between submitting an application, testing and issuance.

# Licensing and Testing - Weaknesses

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Applications

1. Fifty percent of our original applications are returned for errors, over 50% of our applications that are investigated by the EVU are denied or the applicant withdraws them, they aren't processed further.

### Staff

1. Exam specialists need a reclassification.
2. Lack of IT staff dedicated mostly or wholly to SCORE. (2)
3. Lack of cohesion with enforcement.
4. Staffing issues. (2) Workload increases on a constant basis yet staffing is decreased, or positions are relocated to the areas that need help, which has a snowball affect because other units suffer when that work isn't done.
5. Not enough staff to process licenses in a timely manner (2)
6. Upper management bend to accommodate political friends when it comes to investigations and the issuance of licenses. not acceptable, all staff see this and they wonder why this is allowed by DCA

### Verification

1. Applications need to be scrutinized more. there is so much fraud when issuing licenses. There should be more investigations of RMOs and licensing issues. Trends need to be made known so staff can refer cases more easlily
2. Processing times are too long. Allowing bad contractors to get another license by using another name without checking past history is not consumer protection.
3. Experience verification. People get licenses without the required experience very often.
4. Flag compliance on non-licensee citations, restitution to the consumers, and NTA's. Flags should be seriously investigated before issuance of the license. This is not given accurate attention unless a license is applied for.

### Technology

1. Limited technology, we currently don't have the capability for online license application, online renewals, online payments, etc. (2)
2. Need online payments for anything that requires a fee
3. they don't communicate with Enforcement in regards to flags and past action taken. NOtes in TEALE are not read and more investigations of licenses needs to be performed. At the very least, Secretary of State documents should be included in COrporate license applications to support action taken at a later date if the management is not matching.
4. Old testing software and the candidates and use of paper booklets, which could be integrated in the software and displayed on the computer as candidates take the test. There is no anonymous data collected for research purposes. Licensing and Testing could beutilized more to do more research and have more data analytics to help make evidenced-based decisions that would help the board's goals.

# Public Affairs - Strengths

## Stakeholder Comments

### Consumer Friendly

1. Most people know they should hire licensed contractors.
2. I like how they set up help centers for victims of disasters
3. Great for consumers
4. The proceed of dealing with the consumer is a tricky issue and the board handles this task very well....
5. The strong Web presence for consumers is good! I find that Consumers do not know that they have recourse and also to pay as the work is done.
6. Easy license check for consumers.

### Website

1. I find more and more consumers using the website to check out contractors
2. On line information for consumers is good
3. The web site is informative and provides a lot of information to the public. (3)
4. Excellent web page! (3)

### Outreach

1. More public awareness of that licensing is in everyones best interest.
2. Positive responses usually when called upon by various community/enforcement groups
3. Respected in the state government
4. Good awareness displayed for the need to hire licensed contractors
5. Good/timely press releases.
6. Mailers and email updates are good and helpful. (4)
7. Create awareness of underground economy & stings, etc.
8. Love all the handouts. (2)
9. Newsletters and regular public meetings are a good measure of the Board's public affairs.
10. reasonable media coverage of enforcement of laws
11. Good job exposing the non licensed contractors; maybe extend that to consumer publications.
12. Every once in awhile the Board reports apprehending a criminal. Criminals who steal peoples money are actually really criminals...let the police deal with them. Contractors are people who want to build nice things for people to enjoy. Let the police deal with the criminals and let contractors build nice things.
13. Announcing results of stings and why.

# Public Affairs - Strengths

## Stakeholder Comments

### Public Outreach

1. Live videos and social media presence is helpful in getting the message out to the public! (5)
2. The PSAs after a disaster to alert the public of unlicensed contractors is a good service
3. The news media exposure is an effective means of spreading the word to consumers about the importance of hiring licensed contractors. It also may incentivize unlicensed contractors from continuing to work without a license. (3)
4. I think people are aware of licensing and for the most part are looking for licensed contractors as opposed to those are not.
5. We see that the Board has great communications with the public to help them stay informed and safe.
6. Great public awareness campaigns following natural disasters to remind consumers to be aware of fraudulent, non-licensed individuals trying to solicit work from victims. (5)
7. Lots of information sent out to the public. Brand awareness is highest I've seen.
8. more consumers are aware (2)
9. Publicizing wrongful actions, methods and unethical practices by licensed and unlicensed contractors.
10. Board seems to do well working with both contractors and public
11. The board has an excellent public image
12. Public availability, online information.
13. Handle grievances effectively.

### Staff

1. Helpful Staff
2. Senior crime stopper a Vance

### General

1. When you want to toot your own horn you say that you've just grabbed all these unlicensed contractors they were doing fraud to the consumers
2. every once in awhile I read an article about the board or see something in the news
3. Effective (4)
4. The Board gives the public a good impression of the level of knowledge licenses have regarding landscaping. However, this has given the public in general that landscape contractors are just as qualified as landscape architects. Four to five years of college level education in a landscape architectural program can not be substituted by fifteen or even twenty years of installing irrigation systems and plants.
5. The public affairs office is always trying and succeeding to push the envelope for bettering the message! Kudos! (2)
6. The Board represents a very large number of licensed individuals and companies giving it a strong enforcement capability.
7. Peace between CSLB and their constituency must indicate a good job.

8. Coordination with state legislators on public forums.
9. I'm on this survey... good start.
10. I never see the CSLB represented at construction sites.
11. Staying on top of issues particular after natural disasters
12. We should be more concerned of having a uniform building codes for all of California instead of each city having there own set of codes .

## Public Affairs - Strengths

### Board Member Comments

#### Staff

1. Staff is on it. Rick is good, he has a lot of experience in Public Affairs. They were there in a moment notice with regards to the fires earlier this year, out there educating the public.
2. The team is extremely flexible, they not only are answering media calls but are also doing double time as disaster liaisons. This year with fire damage and other disasters everyone has put both hats on, they pitch in and are collaborative when high priorities come up while also doing their regular jobs.
3. Rick, the lead, does a great job, since he's come on board they have been very effective. With the last disasters, the fire and mudslides, they are right out there trying to keep people from being taken advantage of from unlicensed and licensed contractors. (4)
4. The registrar goes out and gets back to everyone, having public meetings; he does an outstanding job for us. He informs the elderly community of what is going on and what they should look out for. They've done well with the public being able to make their comments.
5. We have very passionate people. Public Affairs is far more cutting edge than most businesses. They are doing everything they can to engage an apathetic public. Jane in the Senior Scam Stopper program is awesome, she is the queen of Senior Scam Stopper. I'm really pleased with what the Public Affairs unit does and has done.
6. The way the registrar and all the division chiefs work together. If we are going to do a push on an area, first we have the public affairs team flood areas with information and we also provide workshops throughout the areas where there's a concentration of illegal contractors (ex: with the natural disasters the public affairs team was out there putting up signs for illegal contractors and we got a lot of stings in enforcement from that).
7. Staff is very committed and good. Very effective overall. Knowledgeable and respectful. (4)
8. Rick is a strength, he does a great job. The team does a great job going out to the disaster areas and fires, getting signs posted, making sure unlicensed contractors aren't out there doing work. (2)
9. Rick Lopes is really good at what he does, the Public Affairs unit is critical to consumer protection.
10. The publications, keep the website up to date. The senior and consumer scammer programs they put on, not only reaching out to consumers but also local assemblymen and senators, keeping them abreast to what they are doing to protect consumers.

# Public Affairs - Strengths

## Board Member Comments

### Consumer Protection

1. We get a lot of praise from consumers and seniors that are vulnerable to illegal contractors. We try to avert anything within 72 hours if people are sold things from illegal contractors.
2. We are available to go out and give presentations to any group who has a desire to learn more about the CSLB.
3. They are very good with technology, using all the bells and whistles available to reach out to the industry and consumers, they have an excellent outreach program with senior scam stoppers workshops throughout the state.
4. CSLB has been very effective in the recent wildfires and other tragic events such as mudslides. Spreading the word on how to verify a contractor is licensed saves people that have already suffered, time and money.

### Outreach

1. Do well in providing outreach. We are generally right on top of all incidents that occur and putting information out there to provide outreach. (2)
2. They are doing a fabulous job. Workshops during the disasters, they are present in the LAC's. the websites and the media spots they put in there
3. Our outreach on social media and, especially in person, in times of crisis, is awesome. I was proud to work here when I saw how quickly and tirelessly Public Affairs went out to help people affected by all of the fires last fall.
4. I think that we do quality public outreach. I believe the people we send, myself included, are eager to interact with the public and help where we can.
5. They want to put the word out there about scams.
6. Again, the outreach programs for disaster victims and the programs for seniors who have to hire contractors.
7. They represent the Board in the media and at public venues, such as the Local Assistance Centers set up at the various disaster areas. They provide outreach through the Senior Scam Stoppers to educate seniors about the dangers of unscrupulous contractors who may prey on the elderly.
8. We do a lot of outreach especially with disasters. WE have started using social media more
9. Outreach - Senior Scam Stopper seminars, disaster workshops
10. Keeping up on the pulse of industry and related construction news. Publish informative publications and press releases.
11. They are up to date with social media. They use up to date software and technology to make it easy for the public to view the Board Meetings. They conduct public outreaches for the senior community to try to minimize the scams.
12. Public Affairs does a great job of getting the CSLB message out in general, and specifically in regards to disaster areas.
13. Effective publicity and promotion using all resources at their disposal

# Public Affairs - Strengths

## Board Member Comments

### Proactive

1. In the front of emerging issues
2. Emergency response efforts, and the recent workshops at the Board are a welcome addition as well.
3. VERY RESPONSIVE AND INTERACTIVE; UP TO DATE

### General

1. We live stream our meetings.
2. We are really pushing the crime stoppers.
3. We have good website, on Twitter, Facebook, Instagram, etc.
4. The website works fantastic, they are always looking for ways to communicate with stakeholders whether its people who are looking for contractors or contractors themselves.

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Staff

1. They are very effective. They have great brochures and information, including all the press releases they do and outreach. We have the benefit of having a public affairs office that solely focuses on this board, full-time staff dedicated to that. With over 200,000 thousands licensees its critical to have that information. They are good at adapting to what's happening.
2. Rick comes from channel 40 and ran the station, he knows the business and is very smooth at putting together a press conference and representing the CSLB.
3. The writing ability and background the unit has on preparing for board and committee meetings, they have a passion for advocating to consumers and licensees.
4. The team has a strong reputation with the legislature and other media, the media does respect them. We have a unit that's comprised of 5 staff that can help with getting the word out.
5. Helpful, knowledgeable staff with expertise in media. (2)

### Responsive

1. They have good response times.
2. They are very visible

### Technology

1. Good use of technology
2. The Intranet utilization
3. Social Media savvy.

### Outreach

1. Good disaster outreach and creative solutions.
2. Outreach and education, informing the public what is going on with CSLB.

# Public Affairs - Weaknesses

## Stakeholder Comments

### Confusing

1. Too much confusing paperwork. Most people I know do not know the 'jargon' to get anywhere without help. Too many separate steps to fulfill all the information the State needs.
2. Consumers can have difficulty finding/understanding information provided.
3. Not having the same codes for all of California . "If it's safe in one city and not in a next door.

### Consumer Liability

1. There is no enforcement of the purchaser to hire a licensed contractor
2. The Board doesn't put out enough strong reasons for people to hire licensed contractors. There also needs to be a change in the "Fire and Standard Forms" insurance requirements for Workmens' Compensation to eliminate it. It may protect banks to a slight extent but it is the trap door that lets in all the unlicensed contractors. If homeowners are made liable for injured people and knew they could lose their home, it might well stop them if they had a dog in the fight. And the workers would be covered by the value of the home in case of serious injury. The real question is, which is more important, the banks on a home here and there or the public good? An alternative would be to make the homeowner liable to the insurance company for any money paid out in Work Comp to unlicensed contractors employees.
3. There is not a lot of incentive for the public to hire licensed contractors when illegal and unlicensed workers are undercutting them. More information needs to get to the public via social media. i.e. Facebook, Nextdoor, and through major retailers like Home Depot, HD Supply, Lowe's, Dunn Edwards, Sherwin Williams, etc. where the majority of illegal laborers are found. Average people looking for contractors don't know much about the board or what it does to benefit them.
4. Seeing tens of thousands of illegally employed people working in construction and landscaping in the Bay Area is sad. The workers are being financially taken advantage of. Rather than arrest the workers and contractors, why not simply arrest the property owners who are the source of the money?
5. People are still hiring illegal and in licensed contractors. That means public not threatened by breaking laws

### Outreach

1. More education needed for contractors rather than warnings only and education for consumers. Prevention vs. enforcement.
2. More than 50% of all construction projects in the Sacramento region is being done by unlicensed contractors. These contractors also do not carry workers Comp insurance or pay unemployment taxes. Where are the PSAs on this
3. Greater outreach on the landscape contractor's role to ensure water-efficient landscapes are installed.
4. It does very little for the contractor. I have never noticed anything for the contractor or consumer.

# Public Affairs - Weaknesses

## Stakeholder Comments

### Outreach continued

5. In the water industry, I do not see any activity or updates the CSLB has regarding drought emergency, regulations, or how industry can be affected.
6. .... it can always use more exposure
7. It's the exact same news story about a sting every time. Maybe find a way to mix it up a little bit. Try reaching out to neighborhood watch or community facebook groups with community relevant information.
8. they need more advertising, need information kiosks in material suppliers outlets (Home Depot, Lowes, etc.). They absolutely need much better definition of the Lien Law to both contractors and consumers, little leaflets are not doing it and too many contractors get their license via family business and don't know the law.
9. Perception is that industry has to initiate conversations, ask for information/updates. As one who has a wide reach into the trades (our membership) I'd expect more proactive outreach from CSLB as was my experience in past association roles wherein my role interfaced with Caltrans and CDFA.
10. I no longer seem to be getting a news or messages from the office of Legislative Affairs Contractors State License Board. Maybe there hasn't been any which is then an issue I would think
11. Not enough advertisement on radio or TV or on social media (5)
12. They don't portray the contractor in a positive way. Always negative, buyer beware type of thing.
13. Need more publicity for nabbing unlicensed contractors (3)
14. There is not enough communication between contractors. And you're movements monthly activities Etc. The contractor magazine used to have a lot more information in it.
15. Budget more information Home and Garden Shows Better Recruitment Career Job Fairs Statewide from Field office Personnel or Peace Officer of CSLB at events also. If not ask from Trade memberships groups CLCA, APHLD, Pest Control Applicators also known as PAPA examples.
16. Too few articles and press releases appear in local publications. (2)
17. Publicity of what you are doing, or did to help licensed contractors is ....where? Not readily available without searching for the same. Even the FTB has a web news letter to join (for non-professionals as well as licensed CFP's, CPA's etc.- Perhaps do this. But should have some obvious publicity.
18. The Board should be promoting use Licensed Contractors verses Unlicensed Contractors through TV ads.
19. Increased outreach to non-English speaking applicants will increase licensure and improve the marketplace.

# Public Affairs - Weaknesses

## Stakeholder Comments

### Public Outreach

1. Should do more to educate the public on the dangers and detriments of hiring unlicensed individuals. (25)
2. The public remains unaware of licensing requirements and unlicensed consequences.
3. Educate the consumers on the CSLB. (11)
4. Being able to tell the consumer that they should hire a licensed contractor and letting them know more about Workmen's Comp. 20 day pre- liens and other ways of protecting the client which is your consumer of California making sure they're not getting ripped off by a licensed contractor or specially by unlicensed (2)
5. Not making the public aware enough on laws and warnings to better protect them through various media including social media. (4)
6. At times, advertisements are provided to the public alerting of the CSLB's policies and support through PSAs and news alerts. More frequent alerts will assist consumers to seek out three quotes, receive advice on how to select a contractor and how to understand a basic contract e.g. scope of work, start and completion date, cost of project, change orders, extra work orders, etc.
7. Consumer oriented documents/contract templates/payment schedules, etc. (2)
8. I would like to see the board become more involved with high schools and community colleges to have young people receive more access to the trades as a career option.
9. The Board should also remind consumers that Contractors not only need to be licensed but have worker's compensation insurance, automobile liability insurance, general liability insurance, and a business license for the City they are doing the work in. Verify insurances by being named as additionally insured and as a certificate holder in the case of the worker's comp coverage.
10. I'd like to see a Junior high/middle school outreach statewide.
11. Telling the truth and putting the consumer at risk by allowing illegal construction workers and illegal aliens to be in the construction business. Fairness dictates that everyone has to follow the same laws. CSLB is selectively enforcing the law by allowing illegals to break the law.
12. The Board's lack of public effectiveness concerns it's lack of sending it's enforcement staff out on a regular basis to meet with local building departments, inspectors, contractors, associations and community groups. (2)
13. The public has NO idea what the CSLB is, what it does, why or how it exists. It's not much better with CSLB Licensed Contractors. (2)
14. Consumers are not aware of the CSLB website - CSLB info should be handed out or become part of the building permit process. Both good/bad licensees don't inform their customers of the laws/regulations
15. More public education regarding 10%/\$1000 down payment in Contractor contract law regarding homeowners
16. Not enough public service ads on aired TV (3)
17. I believe there needs to be contractor ad campaigns for consumer friendliness like the board of realtors does nationally

# Public Affairs - Weaknesses

## Stakeholder Comments

### Staffing

1. Trying to get a live person to answer any questions is almost impossible and even if you get a live person they often can not answer basic questions or provide information. There are not enough people in enforcement to rein in all the non licensed or unscrupulous subcontractors and the public is frustrated that they can not get help from the CSLB or have CSLB force contractors to comply with the law.
2. very difficult to communicate person to person unless one knows the "trick" to getting past the robotic menu announcements
3. If the board would simply answer the phone you could help property owners select contractors and verify licenses again it is nearly impossible to get a live person on the phone
4. The industry Expert program does not pay nearly enough to the contractor/experts to attract enough qualified talent to do the job.

### Unlicensed

1. To many unlicensed people are making our overall reputation bad
2. the unlicensed people working are still in business
3. The Contractors License Board has never ever supported anything in the area of my workplace. As stated, there are countless workers claiming to be contractors in my area and the public continues to take the brunt of what the board lacks in taking care of the consumers. They tighten the laws which make it harder for honest contractors to work by putting fears into the eyes of the consumer rather than going out and enforcing the laws that you put into place.
4. Quit making the illegals out to be a hero and help the legal people that hold proper licenses and do work legally how about that for a concept

### General

1. I don't see any progress, am not aware of anything (8)
2. To me the board is an impotent invisible body.
3. Insufficient funding to make a difference
4. The board, and enforcement, is used for market constraint, to protect poorly trained individuals who are not required to seek any continuing education. The "sting" operations are a thinly veiled and racist campaign to frighten competition. Consumers are not served by this, only the exclusive market of licensed contractors.
5. Your pretense of trying to helping us was an embarrassment to your department, and obvious to everyone familiar with the case. No wonder you are looking to revamp the board.
6. appalling waste to everybody (except lawyers) in construction defect lawsuits
7. A lot of self-praise in press releases (2)
8. leaving contractors so unprotected from public (2)
9. Consumers will always take a risk and try to save money utilizing unlicensed contractors...not sure how to change that
10. I have no idea what the CSLB does in the area of public affairs. (2)

# Public Affairs - Weaknesses

## Stakeholder Comments

### General Continued

11. Corrupt
12. I have NEVER been asked by an agent to see my license, to see that it is in , good standing. I'd be proud to show my license. It's kind of like when you were a kid in elementary school, and on a particular day you were the only one who had completed all of the homework, ready to turn it in when the teacher asked for it. But, on this particular day, instead of the teacher asking for it, he/she says ""no need to turn in your homework today. Next week is okay.
13. mediation department lacks accountability and effectiveness, willingness to produce results.
14. The actions seem disconnected from the real world
15. Lead generators and other online unethical practices are not addressed.
16. See comments of strength, it is by its nature greatest weakness that board has become consumer driven as opposed to be licensee driven perspective.
17. It can't rise above the noise. Nobody is really listening.

## Board Member Comments

### Staffing

1. There's an ongoing evolution that staff need to work with the registrar to be objective about the things they need to do and stay on top of the protocol for what to do when a disaster strikes.
2. Staffing levels are way too small for us to provide a thorough outreach. This needs to expand so that many people know that the board exists and that there are resources, and to further consumer protection so that they do a good job.
3. There's not enough people to do the work and never has been.
4. Probably need more staffing. I see a lot more happening in the south part of the state than in the north. We probably need to reach out a little more to the outlying areas, Shasta, up in the hills, etc.

### Communication

1. The weakness might be that the Enforcement and Public Affairs departments don't communicate. Public Affairs should be on top of enforcement issues and get information to the public.
2. Maintain a good communication with the industry as to what's going on. Some stakeholders are very connected with the board while others are not. Try to maintain an open communication with all the industry stakeholders that the board serves that way we have greater support when we need it.
3. It's still a massive issue with people hiring unlicensed contractors. Rick does a good job doing the social media, I don't know how to reach more people I just wish we could. It's hard to reach the masses to inform them about the correct way of doing things to prevent them from hiring unlicensed contractors.

# Public Affairs - Weaknesses

## Board Member Comments

### General

1. They can't get ahead of what the law is saying, if there are things they want to do they have to wait on the system to get it done legislatively.
2. Sometimes it takes too long to get a project they initiate completed (e.g. the solar information project took two years just to get a tip sheet and link on the website after receiving a lot of complaints).

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Outreach

1. I'd like to see more information go out to contractors, i.e., current licensees; finding the balance of having more information for our licensees would be good.
2. Because of the wildfires they haven't been distributing the contractor's newsletter quarterly, the person that was hired to do that is not getting it done. we have to get the newsletter out timelier and not forget about some of our basics.
3. It is difficult to communicate with licensees, partly because of the sheer size (280,000 licensees), it's expensive to mail communications and we only have email addresses for about 1/3-1/2 of licensees. We know we're not reaching everyone.
4. I am unsure how many contractors are paying close enough attention to the information provided to make difference. I am also unsure how well the consumer outreach reaches those that need it most (elderly, homeowners who speak English as a second language)
5. One of the things I believe we could do better is getting our Agency out there. I still have consumers tell me that they had no idea we existed until their correcting contractor mentioned us. I think that we should try and do more public outreach events. It is my understanding that we generally do events we are invited to or where we are offered a free space. I think that we should be out there at more events like fairs. The Del Mar Fair always has contractors exhibiting and I believe it would be a public service for us to have a presence there as well.
6. Reaching out to Building departments
7. We disclose too much of our internal information to newsgroups. we cater to agencies that seek to undermine us. PIU gets too involved with investigations and should be speaking to supervisors for information, not directly to ERs, interrupting their investigations for information.
8. additional information needs to be sent out to unlicensed individuals and consumers regarding construction scams
9. Providing information to licenses on a more frequent basis
10. Need more presence at trade shows and events.

### Collaboration

1. We need to focus on is the collaboration with enforcement and looking for ways to publicize more undercover operations.

# Public Affairs - Weaknesses

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Resources

1. We had a lot of disasters this year, resource availability when you have a series of natural disasters.
2. They are spread very thin with a lot of competing priorities. (3)
3. More education can be given as a solution to any problem therefore it becomes a Public Affairs issue.
4. not enough staff to keep up with all the work that should be done such as the intranet, building department communications, etc.

### Website

1. Website. Still no as user friendly as it could be.

# Administration - Strengths

## Stakeholder Comments

### Communication

1. My renewal notice arrives every time on schedule, so at least in that aspect the administration is doing well.
2. CSLB office is very available in Sacramento, and have good customer service. They seem to process paperwork in a reasonable manner.
3. Call Center is working properly
4. I've always received correspondence in a prompt , professional manner
5. the cslb website is a solid source of information
6. Good communication with licensed contractors.

### Licensing

1. Suspending my license every October until my workers compensation insurance is renewed.
2. issuing licenses
3. Allowing the applicants to apply online has been helpful.
4. Administration of applications and renewals

### Responsive

1. Creating task forces when consumer complaints warrant.
2. Fixing loopholes
3. Fairly quick in execution of policies
4. Board is focused on issues relating to electrical.

# Administration - Strengths

## Stakeholder Comments

### Staff

1. Accuracy seems to be a strong point
2. The board seems to take care of their own.
3. ERs are diligent, engaged.
4. Easy to get into contact with. My needs have been taken care of quickly and efficiently.
5. New regime, more enthusiasm and willingness to try and improve the CSLB and its functions!
6. David Fogt is a very strong leader and the future of the board looks very bright. (4)
7. We recently changed from a sole proprietor to an S Corp. not only was the process time consuming and a pain in our ass the bright side is representatives from the board were able to help us through the 6 month gauntlet.
8. Website is great and steps are clear. Staff is helpful, professional and well trained.
9. The people I've dealt with were professional and fair. (3)
10. Good turn around times and phone help has increased in quality and responsiveness.

### Effective

1. Effective. (3) It works so that is a strength I guess. I apply, renew, pay the amount = license.
2. they are organized and efficient
3. They are getting a better handle on things
4. It is much better than a few years ago.

### General

1. Website seems current (2)
2. The CSLB effectiveness to operate essentially without complete taxpayer support has been a qualifying mark of administrative productivity.
3. Well, I certainly know when I have a renewal coming up...
4. The CSLB license costs have been maintained at reasonable levels.
5. I'm not clear on exactly this entails, but just by the existence of this survey, the fact that you are asking me my opinion is a very good sign of our standing and of where we are headed.
6. Collecting paychecks and building retirement accounts.
7. collecting license fees. (2)

# Administration - Strengths

## Board Member Comments

### People

1. David is my 3<sup>rd</sup> registrar and is head and shoulders above both predecessors. He came in knowing the issues that plagued the board, assembled a very cohesive team, and started addressing the issues. He's very passionate about the board, he and his team are doing a great job; they meet challenges head on.
2. The transition to the new registrar hasn't hit any major roadblocks so far and seems to be effective.
3. Dave is new but was very effective as the enforcement chief and is extremely knowledgeable about all the pieces of the board; he has a good handle on how the board operates. He has a good team of people with him, he has put people in place that he thinks can do a good job. Everything appears to be working just fine so far.
4. The board works really well, we always have an opinion, but we come to a consensus and we can come together and move forward. (2)
5. Administration is handled very well, everyone seems capable, they know their job and get it done. Reports are thorough and complete. I haven't had any problems when I've reached out with concerns, staff has explained what is going on and how they will fix things if they need to.
6. Hard to articulate, but very pleased with the administration. Tonya has been a real boon to the board, especially with Dave being new to the role. Dave is doing a fine job adapting, he listens to stakeholders, he's doing the right thing. All in all, I'm pleased.
7. Day one they welcomed me to the board, met with me prior to the first meeting to answer any questions and show appreciation. They are not lip service, they are there to support the CSLB and ensure contractors get licensed and that licensees are doing what they need to do to look out for the safety of the public. Documents are all vetted through legal to make sure the board can make good decisions. The legal team is spot on and doesn't let the board members walk off track. The administrative team takes comments from the board as constructive criticism not as a negative.
8. Everyone is working together; all the division chiefs support the registrar tremendously. When they see an issue, they work together to bring it to the board and the board can move forward to help; they work well together.
9. They have an excellent, professional, and pace setting registrar. He has selected a good team to work with him as he moves forward in trying to reach his goals and objectives. The administration is very passionate about their work and they like what they do.
10. I have never had a situation where a commitment was made to meet a deadline and it wasn't met. I am very impressed with the team they are doing an amazing job.
11. Tonya is really new to me but what I see so far, I'm pretty impressed by her. Strong, well educated, well learned, a great fit for the department.
12. Staff remain engaged & responsive, they appear to remain balanced with their approach to engage equally licensees, staff & other stakeholders. (2)
13. The Managers seem to know their "stuff" and want to help staff achieve the set goals.
14. The internal CSLB personnel employees are great and they try their best to get things done but they also get shut down by DCA personnel.

# Administration - Strengths

## Board Member Comments

### Communication

1. They are communicating really well; the communication level is better. Dave is very interactive and approachable and available. He's so busy so that amazes me, and he's figured it out. He's also sensitive and engages people and includes them, not just communicating with David but you're also communicating with other people in his staff. Never worry that information is translated accurately to the people it needs to get to.
2. We all communicate with each other very well. We have a professional and respectful relationship with each other that makes us work well together.
3. From what I observe, they keep us informed, Dave is doing a great job of sending out highlights of what is happening. Their response time is really quick to the board members if they have a need or question.
4. The Board is very supportive of enforcement and encourages investigations that would normally not be pursued to take place.

### General

1. They are trying to get all of the personnel vacancies filled, making sure the budget is in line and coordinating with DCA; they give the board up to date information from DCA and what is going on with the budget.
2. They do a great job, they are very informative, they let the board members run the board with input. They take our suggestions and run with them and try to do as much as they can.
3. What we can do in house, we do well. Personnel, Business Services, all are awesome.
4. They have a good team put together and are able to promote from within, there's a deep back fill and opportunity for advancement.

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Staff

1. We have dedicated and knowledgeable staff to administration that are good at informing about processes, procedures, and requirements. (6)
2. The number one strength is Tonya, no one is more knowledgeable with admin than her, has a great reputation, a huge asset. She's very well respected within DCA.
3. Personnel if fully staffed, staff is available to everyone and willing to help. (3)

### Relationships

1. Good relationships with DCA and OHR.
2. Consumer Protection through utilizing mediation.

### General

1. Effective budgeting and communication skills
2. Enforcement Academy

# Administration - Weaknesses

## Stakeholder Comments

### Accountability

1. Not resolving the Hispanic underground cash economy that flourishes in the landscape industry.
2. When unlicensed work is turned into the Board on a large project such as apartments or commercial buildings, politic get into the complaint and the Board looks the other way.
3. hi pay no work
4. Not requiring continued and any type of training for contractor to stay relevant.
5. Not enforcing the law equally as to all people involved in the construction business. Who really cares if some executives can pretend to be working and some clerks can push paper around, if the very basic core issue is not being dealt with. The rest is just make believe, for which tax payers have to pay real money.
6. Getting anything done is like pushing a wet noodle up a hill. We need you to cut through the red tape and simplify
7. I would be saying all good things if the admin. was doing their job.

### Communication

1. Confusing, cumbersome, costly.
2. more rapid reporting on the website
3. Local information is hard to come by. Much of the focus is building construction, which is complicated and hard to administrate. It seems landscaping falls under the same scrutiny and guidelines. A company performing backyard improvements has to meet the same demands as a multi-million dollar commercial building contractor. I think the focus has put too much demands on the small contractor, which in many cases encourages working without a license.
4. Too many lengthy computer messaging to get to where you need to go. Best if one could say what they want, and be sent to the proper place.
5. Too hard to complain about simple things that don't involve an actual contract with a contractor. Also, oversight of licensed people is dismal, as well.
6. Job performance, communication with license holders, communication with the public at large.
7. typical California administration whereas nobody can access the higher ups for transparancie. you call any other state contractors board and you most certainly get through
8. Getting a hold of a real person is time consuming and difficult. (9)
9. Not enough schedule meetings for Up Dates new rules Laws. That may affect all Classifications. if Legislation ends August. CSLB/ Need put out General Webnar down load to PDF or similar program blast Statewide to all email Contractors. That can be viewed anytime 24/7 90 - Days min. before start of new Laws or Classification Jan. 01 next or July 01 of new Laws Fee's Review of Employee rules mandates changes,for Contractors review. That without going to regional Board meetings during normal week days business hours.
10. enforcement is only limited to unlicensed activity under certain conditions
11. Some Board policies have been questionable, and have caused questions about whether the Board listens to constituents or makes decisions based on their own biases and allegiances.

# Administration - Weaknesses

## Stakeholder Comments

### Licensee Support

1. Lack of respect to the contractor's hard work become licensed by not enforcing licensing laws.
2. I would love to report unlicensed activity but the process to do this is a real burden. I tried calling the enforcement hotline only to be leaving a message. Never got a call back. I tried to download the form and when I did there is so much information that you require I just gave up. Simply not worth it. When I do talk about that to my peers most agree it seems like its set up so we dont report it so that it gives the false impression that everything is doing good.
3. Protection for the licensed contractor and professional support. For example, There is no vehicle on your website for a contractor to alert the Board of a potential complaint from a client. There is also no communication vehicle to ask the board for counsel or advice in the event of legal action on your license. A contractor can only contact the board via the website.... needs a person-to-person access with CSLB.
4. allows other state departments to destroy licensee's ability to make a living by suspending their contractors license.
5. It's very difficult and costly to change a sole proprietor license to a corporate license. The fees for an inactive license are too high.
6. Not willing to work with licensed contractors once they get your money they could give a shit less they do not want to answer the phone or an email either one
7. Should have better programs for interns that want a chance to learn electrical..restrictions are...must be student.. workman's comp..some that need an opportunity only have a chance with union...
8. Webinars updating contractors on upcoming changes , legislation etc...
9. Help contractors by holding more informational seminars. Perhaps by going to there job sites or to there places of bussines

### Rules

1. We need to find an acceptable classification for the persons who work small jobs in maintaining in the management of property.... Processors are saying these people do not fit under the general building category unless the changing of the structure or the building of the structure was included!!..... this is stated NO WHERE in any description of the B class or any statute of the CLSB's.....this is a problem.....
2. The performance bond required of all General 'B' Contractors is way too low and would not even come close to covering a General Contractor's negligence or other screw ups on a project.
3. Not enforcing field investigation for Unlicensed sub contractors
4. Get more and stronger laws to support the board. People, including legislators, tend to shrug off construction laws but what will they say after the major earthquake hits California and they find us in a situation significantly similar to the San Francisco earth quake over a hundred years ago?
5. Completely unfriendly environment. Renewing licenses every few years is a waste of paper. Some contractors have to work hard to survive. Why must the Board make almost every job an almost impossible job for the contractor? There's way, way, WAY too much paperwork. EPA rules, Home

Improvement Contract, Insurance Papers, Building Permits (almost impossible to get permits in California these days - so guess what? Lots of people simply don't try to get one). In the North Tahoe area contractors and their workers can't even get permits to park near the jobs because of winter time parking rules!! Why not simply make working on a house illegal? That will simplify the administrative process?

## Administration - Weaknesses

### Stakeholder Comments

#### Staff

1. Probably under funded and understaffed. I have no idea why the board even exists.
2. Middle management seems disengaged.
3. The Board needs to demand more resources from the state. The lack of resources means that there is insufficient enforcement and once a contractor knows that there is no enforcement, the contractor will do as it pleases, even if it means that corner cutting results in safety issues for the public.
4. Not enough Dave Fogt's.
5. Availability as a result of better staffing.
6. Rude phone operators, with poor professional phone demeanor
7. Over all, when you try to contact the administrative side of the contractors board you're dealt with your ability and shortness. We are the lifeblood of this administration and should be treated as consumers or guests not enemies of the state (2)
8. Licensing administration , specially for first time licensee is awful experience. Review were disrespectfull.
9. Sometimes no one is available to answer the phone when I call. When I walk into the lobby of the Contractor's Board it is like walking into a jail.
10. Always could have more folks working main Counter helps faster services for Applications and Consumer Complaints. That may not have either Computers, Ipod, Smart phones Apps.

#### Timeliness

1. typical; government, no one answers the phone talks hours to get simple answers (2)
2. Do not accept personal checks
3. Seems processing of insurance and such is always really slow, resulting in suspension letters.
4. Slow in renewals (2)
5. need more staff to comb through the applications or need to get the staff existing on a commission scale for processing applications. At present they get paid hourly no matter how hard or lazily they work. If you paid them a lesser hourly wage but gave them a per/application processed incentive I think you would see a peak in productivity.
6. The lag between submitting information to the board, such as updated bond or worker's comp information and having the CSLB take official record of the information is ridiculously long. Many contractors are harmed by that lag by having the online public records report them as being under suspension. They do provide an explanation, but consumers rarely read beyond the word "suspended".

# Administration - Weaknesses

## Stakeholder Comments

### Timeliness continued

7. Too many people handle the paperwork, cut back on the administration or hire more people to do the work that the board creates.
8. Processing times are long. (6)
9. Slow to respond. Slow to complete tasks. (2)

### General

1. The board does an excellent job of taking everyones annual license fees but what does it actually "do" for us contractors? Not a whole lot that I see but they take our money very well. (2)
2. Being political and phony. Apparently, they are good at pretending to be protecting the consumer. I receive the emails where they ticket 10 illegal construction workers out of thousands and make it look like they are doing something useful. That is a good con job.
3. the people working as contractors who are not are rampant
4. Board should be more diverse within the construction industry and not heavily weighted with unions.
5. The agency needs better funding.
6. Jury is still out. Stay tuned!
7. resolving complaints
8. Too quick to judge.
9. More input from licensees?
10. Once again, illegal aliens competing in the economy unchecked as this State's elected officials desire!
11. not adequately having an agenda.
12. Lack of enforcement - consumer information contacts are poor
13. Ineffective (2)
14. It is seen as just another privileged government bureaucracy. (2)
15. Please lower our fees.
16. Less paper work

## Board Member Comments

### Staff

1. Maybe a weakness is to retain staff and not have a lot of turnover in management and also in support staff.
2. We have a new registrar who was focused on enforcement day and night, I'm sure coming in to this more broader scope of oversight has not been a slam dunk for him and because of that I'm concerned about any further shake up in our executive staff because we have already lost so many.

# Administration - Weaknesses

## Board Member Comments

### Board Members

1. Board members should not be penetrating the administration function. I worry that board members that have a strong voice are trying to put forth their own agenda. I see that slipping in in two areas, the politically divisive ones, industry and labor. Past registrars had insight to be able to keep these things in check and I want the new registrar to be able to do that as well.
2. We need more information as to what our role as a board member is; using the policy and procedure manual and getting advice from legal counsel.
3. We used to have a lot more tutorials, it seems that there's not as much tolerance for questions.

### Outreach

1. As a building official: reaching out more to building officials and local jurisdictions, we need to work a little bit better and build a better relationship. This is one of the things we are working on but in the past, it has been a bit of a weakness. They haven't really completed it yet, so it's all talk right now but if they can pull it off and make it work it will be a strength but until it's in effect it's a weakness.

### General

1. The registrar just needs to do it, sometimes gets into paralysis by analysis.
2. I do hope they will be able to work as a team, haven't seen that they haven't but they are all new, so it will take a while to form together as a team. What will help them is their passion and commitment to the organization.
3. The areas that need improvement are happening.
4. The turnover with executive staff, less experienced folks, and certain new board members, there's been a lot of shake up at the board.
5. It is a very frustrating process to work with administration.

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Staffing

1. We have an inability to fill some of our positions timely. We don't have an applicant pool in many areas of the state to select from. We try to promote from within but creates another vacancy.
2. We are on the enforcement representative and supervisor series not the special investigators series for hiring, so we have a lower pay scale; Cannabis Bureau is hiring our good staff because they can offer more money. We need to establish a recruitment pool, identify someone to go out to schools/colleges and let the graduating classes know about our employment opportunities.
3. Recruitment/retention in specific classifications (e.g. enforcement). (5)

## Administration - Weaknesses

### Staff, Managers, Chief Deputy Registrar, and Registrar Comments

#### Guidance

1. We need to, at times, focus on not being the one to request the information but be part to help formulate the information (e.g. when someone has a request, we could be part of the problem solving and providing real examples and information to help staff to formulate their request). We could be more of a resource to staff.
2. Direction. Direction to staff about problem resolution, dealing with problem employees.

#### Timeliness

1. Slow payment process/contract process. This may be more having to do with FisCal.
2. The hiring process is slow. (3) May have to do with DCA/FisCal, but you can lose a candidate to someone else who is quicker at approving an applicant. (2)
3. Long processing times for adverse actions. If we don't address issues timely we don't give the employee their due justice or a chance to reform, we can lose the window of opportunity to take that action.
4. Human resources takes too long to process everything, supervisors don't want to write anyone up because they are not backed up. N one looks at the bigger scale of things.
5. Board personnel analysts don't have access to essential hiring information that can help streamline the application and interview process
6. Untimely personnel actions and responses to inquiries. incomplete responses to inquiries.
7. Personnel actions are not processed in a timely manner. Hiring is therefore very difficult.
8. BSO facilities staff has had very poor communications with the Units. Hopefully, this will now change with new hires from AGPA on down."
9. I don't think it is a problem with CSLB, but from what we understand working with DCA severely delays the hiring process.
10. Personnel seems overworked - could use another PY.
11. DON'T MAKE IT SO HARD TO APPROVE SUPPLIES ORDER, IF THERE'S EXPECTATION FOR STAFF TO DO THEIR JOB, THERE SHOULD BE AMPLE SUPPLIES AND RESOURCES TO DO IT. SAVING MONEY ON SUPPLIES AND RESTRICTION SHOULD BE REVISITED.

## Administration - Weaknesses

### Staff, Managers, Chief Deputy Registrar, and Registrar Comments

#### Communication

1. better communication
2. Administration is removed from licensing and unaware of how it should operate

#### Accountability

1. Responsiveness and accountability

2. The Board fails to equate the actual work of the employees with what is trying to be achieved and management fails to bridge the gap. The board wants more criminal filings, but won't let go of the 10 closures per ER and 20 for CSR. Unfortunately, investigations only take place Monday to Friday. A good criminal report takes at least 2-3 days to write. If a peace officer is expected to do 10 of them, you're looking at 20 days of writing. Where is the time for investigating?? An typical ER has citations and administrative actions as well as criminals. there are 30 days in the month. 20 of them are typically working days. You won't pay OT and you won't let us adjust our schedules. Your expectations of us are too high and that is why we are losing ERs and CSRs.
3. Personnel staff are not knowledgeable about disability and are not held accountable for mistakes that affect staff's livelihood.

### **General**

1. The personnel liaison is not the final decision maker, it falls to DCA. (2)
2. Some board members may not understand their role is in policy and not in the day-to-day operation of the board. Registrar may not have confidence to say "no" to board members.
3. It's the things we don't have control over that slow us down. the interactions with DCA that take two or three weeks to get a response especially.

# Information Technology - Strengths

## Stakeholder Comments

### Communication

1. Communications
2. online transferring and relating news and information
3. accessibility
4. Keeping licensees and public very informed with social media
5. Information available (2)

### Customer Service

1. They provide great services and are very prompt at addressing issues, which come up rarely. They are very knowledgeable as well.
2. Your people need enough tech support and equipment to handle the amount of calls they receive daily.

### License Lookup

1. I am a retired cop and like the check a license. Found out how others are making so much not paying federal payroll taxes (felony) or workers comp
2. Online verification is great (8)
3. I like that they keep current on licensing status and insurance certificate posting on the website.
4. Able to verify Active licenses. Good feature along with various forms and renewal steps for license.
5. The website normally works very well as far as licensing information

### Technology Usage

1. Communication using digital technology and staff education has reduced the need for paper consumption and allows for same-day replies.
2. What I've observed, the CSLB seems to be effectively utilizing technology by being efficient and keeping things simple and understandable.
3. As far as I can see the board is keeping up with the Technology as it comes out. That make for good relations with consumers and contractors.
4. I believe the technology in this area is soaring with possibilities for the future.

### Website

1. Better now that Agents can go in and put WC renewal info on line
2. You are on line. Technology past being on line I have no idea.
3. The boards website is very user friendly and checking a license is easy to do.
4. The website is a great portal. (19)
5. the web site has been upgraded beautifully! Good job!
6. Website is not great but it is adequate
7. ok website, but it changes too often
8. I currently receive all of my information through emails and the website (although I do miss the printed information formerly mailed out by the CSLB).

# Information Technology - Strengths

## Stakeholder Comments

### Website continued

9. The CSLB web site has improved over the years.
10. email
11. You are efficient and fast in processing and updating CSLB website info.
12. Website, social media, etc.

### General

1. If you can comprehend where you need to go, then the auto answering can help you.
2. Trying to go forward
3. Bond filing and providing contractor data. Is there a way to share the bond filing process and online license check with other CA departments.
4. Should improve your image even more
5. Given that it's a large state agency I think it's doing well.
6. Better than use to be

## Board Member Comments

### Staff

1. Under the new head of IT they have been able to make enough improvements in the last year that they have been effective. They have taken initiative to make improvements for internal workings as well as for the consumer and contractor.
2. They are continually trying to advance IT, making it more electronically available for the contractors so that they can pull up their license to make sure they are current, have workers compensation, etc. They are very sensitive to HIPPA laws but at the same time advance where they can.
3. A great team here, good, young, brilliant type of people.

### General

1. We are utilizing technology as far as the state will allow us to use it. Our IT staff have been very responsive to any changes that are required, and the website is easy to navigate.
2. The board continues to operate and create workarounds to keep moving along even with the IT system isn't working correctly.
3. I assume they are doing a good job, but it's one of the least concerns with board members. (2)
4. The board is able to log on to the board remotely during the disasters to drive us in to different areas.
5. We are looking for a product and have people who work with DCA and BreEZe to find out what will work, we try to salvage anything we can from BreEZe to make our system work better. They are always looking out for better things (telephones that can do on the spot check to verify licenses).
6. We are going into the automatic application process with accepting credit cards which makes things much faster.
7. The statistical information they provide us is good.
8. Historically they have been ahead of the Department in terms of technology. It kind of runs itself.

# Information Technology - Strengths

## Board Member Comments

### Resources

1. We do well with keeping up with technology. Providing ways to make adjustments. Listening to staff to provide them with the resources to help them better perform their duties.

### Website

1. There's a lot of new information on the website to communicate with the public.
2. They are doing the website, checking the site.

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Customer Service

1. Whenever I call due to an issue, on the rare occasion my call is not immediately answered, it is returned promptly and my issue resolved. I believe I have the technology, minus a program or two, to do my job effectively and our system uptime is impressive.
2. fantastic division. Quick friendly help and very effective
3. For the amount of exams administered by all test sites, very little problems.
4. If there is an issue, it is usually resolved fairly quickly. The new online fillable forms are incredible.

### Staff

1. We have dedicated and helpful staff in that unit. (2)
2. Amy Cox, she knows the business really well and is a real strength as a retired annuitant.
3. We do our own testing and scoring, and IT manages that, they do a great job.
4. The new chief's perspective and willingness to ask "why not?".
5. They are experienced, responsive, and adaptable. (6)
6. The individuals that work in our IT are very knowledgeable and helpful with regards to the tools/programs we have to work with
7. heavy staffed.
8. staff
9. Our Help Desk is proactive in ensuring our systems are safe and that staff has access to resources both through our Intranet and the Internet. They maintain our website and update it with the latest information for the public. Working on ways to modernize the on-line application processes helps to reduce some of the workloads staff face, while streamlining the experience for the applicant.
10. STAFF IS VERY HELPFUL, AND RESPONSE TO OPEN TICKETS ARE QUICK. THEY ARE TRYING TO KEEP UP WITH THE CHANGING TECHNOLOGY.

# Information Technology - Strengths

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Flexibility

1. Since we have our own standalone system we have the ability to make changes, implement new laws, rules, and processes quickly (e.g. zip code search feature, online forms). Having our own IT shop is a strength. We work directly with the department of Information Technology.
2. We have a large IT shop so we can handle most of our IT needs internally. We've been able to retain our TEAL system and not go into another system that wouldn't work for us. We are being very careful about what we should do.

### Website

1. The website is helpful for forms
2. Good website with quality info, finally getting an interactive map out there for consumers!

### Technology Usage

1. Cutting edge technology.
2. Good management of our in house technology
3. They provide up to date technology (software).
4. CSLB has its own IT system and IT staff. IT can quickly implement changes.
5. Effort is made to update processes and improve applications

### General

1. They are quick to address problems.
2. A good resource for business solutions.
3. The help desk and secure network. (2)
4. Almost very poor, but the recent Workers Comp uploads have helped. We should have had the technology for contractors to renew and make changes to their licenses a decade ago. Other government agencies have online payments available, there's no reason we should not as well.

# Information Technology - Weaknesses

## Stakeholder Comments

### New Tech Programs

1. System is still slowwww
2. Using early 1980s technology. Need to seriously update their computers and their abilities! (5)
3. It could use some upgrading including a "similar name" search
4. The process seems to take way too long to evolve into the 21st century.
5. Could use more up to date on new technology building products and uses
6. The Board needs faster technology to report unlicensed contractors immediately, please do this.
7. Nothing you do is technologically proficient, you are in the dark ages, demanding long trails of paper
8. Provide more for contractor, to standardize business practices that enhance professional reputations of the industry at large
9. It may not be completely fair is I'm not up to speed and don't check the websites. But overall it seems to be a decade behind the technology sectors of other arenas such as real estate and hospitality

### Online Availability

1. Provide online process and educational exam readiness. (2)
2. Limited online (2)
3. You have a list of contractors that are listed in good status and bad status and that is nice but that's about it. How about a simple online form to fill out or a app that track down contractors that are not playing by the rules.
4. If you can comprehend where you need to go, then the auto answering can help you. Otherwise, you can't get anywhere - just go in circles until you go crazy and hang up. There should always be a way to get to a live person. (2)
5. Renewals and applications should be online. (4) It is crazy that to renew a license you need to have a paper application mailed to your address. If your address is not current, (as is the case with many expired licenses), you are out of luck, or waiting a bit longer.
6. No Online payment methods (5)
7. Let us pull over the counter building permits on line.
8. I think it would be a great improvement if consumers could use a SEARCH FEATURE to find LICENSED CONTRACTORS NEAR THEM, and work backwards from their. [e.g. What license would you like to search? PAINTER What zip code? 90001 Here are 20 licensed painting contractors within 10 miles of you.] Review their records and understand that this is not an endorsement. Do your own due diligence. THAT WOULD MAKE IT EASIER TO AVOID SCAMMERS.
9. Consider a mobile phone app to make license verification more available to consumers.
10. Checking the status of licenses on the web site is not always an easy task. Often it is necessary to "drill-down" and check multiple methods of searching to find the information desired. Additionally, when seeking any disciplinary action or law suits against a license holder that too is not fully informative.

# Information Technology - Weaknesses

## Stakeholder Comments

### Online Availability Continued

11. Like all other State of CA too slow for up grades Apps or Software available faster to IT staffs of many Contractors management teams. If the Contractor/s small single person or soil operators. That up to large Company that may employee large support IT Staff faster up grade for new Permits,Fees, Employee rules Bonds, changes to Joint partnerships, Home Improvement agents rules.
12. I have no experience (other than with this survey request) that Board is using modern technology to disseminate information.

### Outreach

1. New and more current publications on products and procedures should have more emphasis (2)
2. With almost 1000 "new" laws in CA. for 2018, the board should make sure each contractor classification that will be affected by a new law is notified electronically including payroll changes.
3. Informing the public of the resources that are available and how to access that information. (2)
4. I think the board can provide more industry specific information as the products and methods improve. (3)
5. no real way to interact effectively with the board, 75 miles for Silicon Valley, yet light years away...
6. I am not aware of any technology you are implementing to communicate with me. I don't even receive you newsletter any longer for some reason. The renewal bills find there way to me but nothing else.
7. automate more of the reporting illegal license, Something like advertisement on side of truck and license plate enter on your site and flag if the business hasn't registered the truck for applied advertisement (should be a simple entry on our info). Temporary signs (magnetic) wouldn't apply. It wouldn't be a crime for us to use another truck. But if a truck has painted advertisement on it and the license isn't of a licensed contractor, all the work was done for you to inquire.
8. The technology is out there to educate the public but it's no being used to it's full extent
9. Board could be better at getting out in front of consumers. (2)
10. I seldom see much info in this area generated by board. normally county or city tries to keep us updated
11. Maybe get your info out to new or recent home buyers.

### Website

1. Looking up Licenses by names etc is bad. Poorly designed search. Can it find Names unless spelling is incomplete
2. The Board computer system ar a Board Office does not meet the minimum needs of the staff. Staff have to make phone calls and/or find another staff that can provide requested information that should be available on-line. The Board Staff need better real time information technology to do their jobs
3. Web site is still difficult to navigate (8)
4. Lag time between updates of current information being posted. (2)

# Information Technology - Weaknesses

## Stakeholder Comments

### Website Continued

5. need to draw the consumer to the web site, something along the line of requiring them to login to the consumer section and review the law, requirement, etc, before their permit is effective.
6. The website has limited information available and I often see many discrepancies or inaccurate data. It's not up to date. (5)
7. Need to make information more easily found on web site. Should display information about complaints on web site on contractors and the disposition of such complaints.
8. The other issue is the application alert feature which although has been set to send an alert of someone applying for a license proved to be ineffective.
9. It isn't only about the CSLB website. More information has to go out to Consumers via other means.
10. Better utilize the Website and internet capacity for renewable resources scan email submissions
11. I think it's time to update the website. For example, it would be nice to be able to search by region and / or classifications like on other state's websites. Also it is difficult to validate a license for companies that use initials.
12. Have you ever tried to email CSLiB? Where would you find the address? Would you conclude that inquiries on unwelcome?
13. I had a hard time finding the minimum requirements for a home improvement contract. It should be more prominent. Also can you put into a conspicuous spot in the website who needs to have a license? It's easier to find it on a site of a license school.

### General

1. I think you are relying to heavily on technology in some areas. Trying to get definitive answers on the website can be difficult, and people on the phone don't want to be liable...
2. What technology! (4)
3. between effective and poor with the contractors (3)
4. I don't know if it is still up, but within the last few years the CSLB made a HIC contract available for contractors to use, but it was not compliant with the HIC law. Perhaps that was by design since the board will utilize petty and minimal contract violations to force contractors to give up rights, even where there is no harm to consumers or departure from workmanship standards.
5. speed up license updates for bond, etc and revocations
6. A Contractor also needs counsel and access directly with CSLB.
7. Not everybody has I-phones with apps. More media options should be used, INCLUDING paper copies being made available.
8. I have recognized that the Board places a tremendous amount of rules and regulations on contractors which fly above the fact that they are not effective at doing their job. I hear and see nothing from the Board that is worthy of applaud.
9. Can we have uniform code s for all city's in California .
10. Anything that we should learn from or look into, has to be bought, there's no info or training.

# Information Technology - Weaknesses

## Board Member Comments

### BreEZe

1. We are limping along, it seems like we have initiatives that start and stop, and we don't meet deadlines.
2. CSLB could work more with other agencies to share information. BreEZe gummed it up.
3. Part of what's happened is the whole BreEZe and DCA thing and everything getting wrapped up they couldn't move some of their initiatives forward quickly because there were decisions being made outside. There was a lot of waiting with decisions on BreEZe; there wasn't always a lot to update because we were in limbo, but now a decision is that BreEZe is not going to happen and now we can have more input and make the decisions, maybe develop our own thing.
4. They are struggling with the breeze program and trying to find an alternative.

### Enforcement

1. We could do more as far as enforcement area, if they can give them on the spot verification without coming in to the office, they were talking about it but not sure how far along this is.

### Upgrade Technology

1. It's probably impossible, but maybe try to make sure we are using the better technology to perform. Using the necessary tools and resources that are catered to our board and not DCA to better perform for the board.

### General

1. We could make some improvements on how IT is reported to the board, sometimes we have an assistant IT report and sometimes it's the Chief Deputy registrar.
2. All the programs we are required to use aren't helpful.
3. Budget, we want to move quickly but may not have the budget to get there. I haven't heard any complaints but I'm sure it's something that holds them back.
4. I don't have a lot of info as to how they relate to the overall organization. What are they doing to enhance the operation of the organization? What do they do with the stats they provide and what role do they play in implementing some of the goals and objectives?
5. Administration needs to give a little bit more to IT, since the feedback is that board members aren't aware of the details.

# Information Technology - Weaknesses

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Staff

1. Some of our most seasoned people are retiring, the new IT chief doesn't know the background. We need to ensure the knowledge is transferred from people who have worked here 20-30 years to the new people. Glenda needs to start training some other people. (4)
2. Understaffing, specifically for SCORE.
3. Lack of cross-training for IT staff. There's only one or two people that can handle any inquiries about the testing system (SCORE).
4. not enough staff which results in slow responses to programming requests
5. Slow
6. IT is always understaffed I suppose, because staff are rarely assigned to our Unit's needs.
7. retaining qualified staff that are willing to listen and work with us regarding issues seems to be a problem.
8. Attrition - staff are retiring and leaving key IT positions leaving a gap in knowledge and skills. IT system is on an older platform and may not be as agile for making changes.
9. They definitely need more staff to make CSLB current with the public's expectation to have everything online - applications, license changes, payments, etc.

### Documentation

1. Ensuring that we have appropriate protocols in place and documentation. They are quick to make changes but may not be the best at documenting and having that for historical information, for when you have a problem down the line.

### Available Technology

1. Old technology (9) TEALE and IWAS.
2. We need a better way to be able to access data and analyze that data for process analysis and performance measures
3. While not everyone would benefit from Adobe Acrobat Professional, it is a program that people who know to ask for it would benefit from. It allows manipulation and better utilization of PDF files and it would be a huge asset to me in my day to day duties.
4. Elimination of mundane processing should be priority, IE renewals, workers' comp, change of addresses ect. then staff can be reallocated to other backlogs such as license application processing
5. The programs don't always seem to have applicable ways of doing the job and seem outdated to me (DOS based programs seem old to me but maybe they are the best at doing what we need - I don't know enough about it).
6. THIS DEPARTMENT CAN ONLY TRY SO HARD IF THEY ARE NOT PROVIDED A BUDGET TO KEEP UP WITH THE NEW TECHNOLOGY. NEW TECHNOLOGY IS NOT JUST TO KEEP UP WITH THE CONSUMERS BUT ALSO TO PROTECT INFORMATION. WE ARE STILL BEHIND, THE CONSUMERS THAT WE HELP HAVE ACCESS TO ALL THESE NEW TECHNOLOGIES WHILE WE OFFER THEM FAXES AND SNAIL MAILS. THE USE OF EMAIL IS DISCOURAGED BECAUSE IT MIGHT CONTRACT A VIRUS FROM THE OUTSIDE, WE DON'T HAVE ENOUGH PROTECTION. WE SHOULD INVEST ON THAT.

# Information Technology - Weaknesses

## Staff, Managers, Chief Deputy Registrar, and Registrar Comments

### Online Availability

1. Lack of online options for applicants and licensees. (10)
2. Lack of movement towards online payments. (5)

### Website

1. As I stated, the website is not as user friendly as it could be. When asking for specific information, I rarely find the information I am looking form. I just cant seem to find the word that IT deemed appropriate "Keyword"
2. The online site is not easy manage and finding forms and applications is confusing.

### Culture

1. The culture (2). It's improving but it has been a culture of chaos, favoritism, and overall demoralizing for some folks.

### Worker's Compensation

1. Workers comp upload was a HUGE addition to help out our staff and contractors that we serve.
2. With so many workers compensation claims for carpel tunnel; they should provide better ergonomic equipment to all staff without having to get a doctors note. CSLB should provide ergonomic equipment for the employees that request it because they are feeling discomfort before they get to the point of filing a workers compensation claim.

## Appendix B – Opportunities and Threats

There are many factors that may impact the future direction of the construction industry. These opportunities and/or threats may be areas in which the CSLB would like to capitalize on (opportunities) or mitigate (threats).

External stakeholders, board members, Chief Deputy Registrar, Registrar, managers, and staff were asked to list potential opportunities and threats external to the CSLB that they felt could impact the profession and the Board's regulatory role.

This appendix contains the qualitative data relating to the CSLB opportunities and threats collected during the staff, manager, and stakeholder survey, the executive management focus group, board member interviews and Registrar and Chief Deputy Registrar interviews.

*The comments in this appendix are shown as provided by participants. Comments that appear similar or on a specific topic have been organized into categories. The comments have not been edited for grammar or punctuation in order to preserve the accuracy, feeling and/or meaning the participant intended when providing the comment.*

# Opportunities

## Legislation

### Stakeholder Comments

#### Law and Regulation

1. The marketplace needs to be free and open without over-regulation. (7) We need to have an emphasis on efficiency and honesty and I think the trend is finally moving toward some deregulation, increasing a more efficient marketplace.
2. New laws and rules on water waste (8)
3. We all need to be more mindful of environmental issues and being a part of developing regulations and passing laws that deal with the environment can only be beneficial to all.

### Board Member Comments

#### No Comments Provided

### Staff, Managers, Chief Deputy Registrar, and Registrar Comments

#### General

1. Making the licensure process easier to address the underground economy. Many applicants feel they have the experience but it's difficult to prove.
2. Trends in politics and media can allow for capitalizing on board goals (e.g. legislature response to fire or road/dam construction devastation, it covers a lot of industries but it's a good time to review CSLB legislative goals.
3. Legislature appears open to agencies charged with responding to disasters, especially for solutions for disaster survivors.

# Opportunities

## Technology

### Stakeholder Comments

#### Forward Thinking

1. There are a lot of technological changes coming to construction, along with a lot more psychology being used in construction. We need laws that are extremely forward thinking to handle these issues. (4) Things we haven't much thought of in the past such as computer controlled heating and cooling that draws outside air for refrigerators in the winter and dryer heat in the summer, energy storage that might be explosive, like the problems the airlines are having with laptops and phones catching on fire, as battery compactness and efficiency goes up, not to mention the mre technical things like Nest thermostats, which might need safety limits to prevent fires or broken pipes in snow areas.
2. Emerging technologies are creating new types of work and dramatically changing the character of our work. The intersection between technology and the built environment has been and continues to change how and what we build. The controls and operation of buildings is changing at an increasing rapid pace. (2)
3. Wearable technology is being developed and worn by tradesmen in the field (much of it in the service industry) to allow high level Journeymen in the office or elsewhere to walk lesser skilled technicians through their jobs. This is a good thing for the industry but it is a direct result of the lack of skilled tradesmen.

#### Environmental Protection

1. GIS imaging will allow agencies to assign a water budget to any property. This will simplify enforcement of water restrictions.
2. The new technology in our industry has made water management from your desk possible. This has great potential to save water but often does not have this effect. (2)

### Board Member Comments

#### General

1. The board needs to evaluate the licensing categories to make sure we are staying appropriate for the evolution of the industry.

# Opportunities

## Technology

### Staff, Managers, Chief Deputy Registrar, and Registrar Comments

#### General

1. Creating a better marketplace with more information to consumers. Connecting consumers with licensed contractors via technology helps both the consumer and the market.
2. Evolving technology gives CSLB a chance to communicate directly with stakeholders, especially licensees.

## Consumer Protection

### Stakeholder Comments

#### No Comments Provided

### Board Member Comments

#### General

1. The fires in Napa and Ventura are huge. There are so many people desperate to rebuild their homes and find a place to live or clean up, etc., in any other time it would be part of a contract and people would be licensed but now there's desperate people and with that comes an opportunity for scam artists; how can we speed up the process to help those qualified people get licensed or provide a short-term license or different license types to get people working legally. When we have disasters, we have to be nimble to look for opportunities to get ahead of individuals taking advantage of people. Could be temporary arrangements or situations.

### Staff, Managers, Chief Deputy Registrar, and Registrar Comments

#### General

1. We have an opportunity to create videos, public affairs could take the lead, to develop some type of online course and require those that are found to have violated the law to take that online course as part of the correction (e.g. someone could take a course on the need to have workers comp or how to write a contract appropriately) otherwise we will have to take on CE, which is fine with the right resources. Other agencies are trying to give us more work, lead abatement from toxic substance. We need to leverage our resources with the construction industry that wants to work with us on consumer protection.

# Opportunities

## Professional Trends

### Stakeholder Comments

#### Education

1. Cooperate and integrate industry credential programs.
2. There is an increased emphasis on standards and certifications. This needs to be embraced by CSLB.
3. Trade Unions have apprentice programs for their apprentices. Why not make it manitory for non union trades send there apprentices to school to properly train their apprentices, as long as they chip in for their apprentices.
4. More training to please the consumer.
5. More technical training at schools encouraged, due to lack of skilled labor. (9)

#### Water Conservation

1. INCORPORATE WATER USE FOR LANDSCAPING AND USE OF DIFFERENT RESOURCES ACCORDING TO STATE LAW (3)
2. Building and no water it doesn't work
3. MWEL0 must be considered. make contractors get onboard with saving water, certifying its members with ceu's and technical certificates to obtain and maintain (3)
4. trend towards sustainable landscapes. (4)

#### Energy Efficiency

1. Solar (2)
2. need for greener technologies (2)
3. Technology is changing so quickly in relation to energy efficiency the board should focus on promoting training technicians to understand the new technology also his companies that advertise on the Internet or not contractors but sometimes they promote themselves as contractors. Or promote training to keep up with new technology but do not require more training on license renewal

# Opportunities

## Professional Trends

### Stakeholder Comments

No Comments Provided

### Board Member Comments

#### General

1. There are big opportunities coming in terms of some of the work that's out there, changes with the electrical grid, but it could also be a threat, if we don't handle it properly there will be issues.
2. There's an opportunity to improve with exam surveys, it is more of a burden than it's worth. Streamline the contractor surveys for exam development.
3. When the economy crashed around 2011 (it was a 2-3-year lag from everything else) it brought way more people into the underground economy. It will crash again, it always does, but being aware of the underground economy, the board has to look at this maybe even have staff think about emerging technologies and what that will do for licensing. We need to make sure the licenses keep up with these changing technologies and the testing to be reflecting these new trends. All this stuff needs to be incorporated into the license as it comes into play. If we had a committee or something look at those things we can make sure we drop it in to the right license category.

### Staff, Managers, Chief Deputy Registrar, and Registrar Comments

#### General

1. We need to revisit our classification structure and scope of duties. There are 44 classifications but there's some that crossover, so more clearly delineating those lines.

# Opportunities

## Economy

### Stakeholder Comments

#### Increase fees

1. Hopefully the rise in demand for new construction & remodel will continue. This maybe a good time to increase fees.
2. RIGHT NOW, CALIFORNIA IS ON THE TOP OF GOOD ECONOMY. WE NEED MORE INVESTIGATORS AND MORE PERSONNEL THAT CAN DO THE WORK. THE BETTER THE ECONOMY, MORE CONSTRUCTION WILL HAPPEN, AND POSSIBLY MORE COMPLAINTS FOR ENFORCEMENT AND MORE LICENSE APPLICANTS.

### Board Member Comments

No Comments Provided

### Staff, Managers, Chief Deputy Registrar, and Registrar Comments

No Comments Provided

## National or State Politics

### Stakeholder Comments

#### Reciprocity

1. There are many USA Federal Government projects that will not accept a CA License B contractor - they will accept a Nevada license B. The Board needs to test for skill.
2. Work towards having a State License Board in every state so that licensees can work anywhere in country and be held to a higher standard. (2)

### Board Member Comments

No Comments Provided

### Staff, Managers, Chief Deputy Registrar, and Registrar Comments

No Comments Provided

# Threats

## Legislation

### Stakeholder Comments

**No Comments Provided**

### Board Members Comments

#### General

1. Being precluding by the state make more money through raising fees. If we could bring in more money to fund programs and pay people more the board could do a lot more.
2. The board performs under the direction of DCA, and DCA is subject to budgeting and whatever comes down from the legislature and governor. With new admin you never know exactly what might happen.

### Staff, Managers, Chief Deputy Registrar, and Registrar Comments

#### Law and Regulation

1. The 7031B, the disgorgement statute, it's a huge problem for the industry. I'm not sure how the Board would address it, we've tried to no avail.
1. The over-regulation and not wanting to be perceived as over-regulating the construction industry (e.g. North Carolina dental decision, little Hoover report), this is a threat if we don't react to it.
2. There are a lot of legislators and industry associations that are trying to give us more responsibility as it relates to certification and continuing education which has never been our mandate. We need to watch this because it takes away from our core function.
3. Over-regulation. The difficult path to licensure may turn good contractors away from CA.

## Technology

### Staff, Managers, Assistant Registrar, and Registrar Comments

#### General

1. CSLB could share data with other agencies to better do enforcement.
2. CSLB does not have sufficient numbers of staff dedicated or trained to address the threats to our website and IT systems.
3. Developing technology, it's easier for candidates to cheat on exams, specifically recording the test items.
4. Ensure IT staff are trained and software is current to avoid any breach of system.
5. Emerging technology in the industry lessens the need for licensees (e.g. pre-manufactured homes, digitally controlled buildings, energy storage and transmission).

# Threats

## Consumer Protection

### Stakeholder Comments

#### Contractor Scams

1. Remodeling will reach great highs in 2018 into 2025 with predictions of \$350 billion in spending by consumers. With that, greater incidences of contractor scams and consumer fraud will likely occur. Focus on consumer protection and education is imperative.
2. watch for people gouging customers with all the fires
3. More cheating and less accountability and unscrupulous tradesmen taking advantage to innocent, vulnerable people with little or no education and with no idea that they are being cheated

### Board Member Comments

#### General

1. With disasters coming up the way they have we might have to rethink this and the consumer and what we do and how we can protect homeowners and even contractors, is there more training or education or anything we could be doing more or providing them to help them.

### Staff, Managers, Chief Deputy Registrar, and Registrar Comments

#### General

1. In a powerful, vocal industry, there may be concerns about whether the consumer is adequately represented.

## Professional Trends

### Stakeholder Comments

#### Modular Construction

1. Due to the lack of skilled, available tradesmen in California, there is a big push to build projects using a modular concept in a factory setting. This will ultimately reduce the number of skilled tradesmen in California as well as the need for skilled tradesmen and may cause more of them to leave the State or change professions. We cannot afford any more losses of skilled tradesmen.
2. Need to address modular construction in all of its aspects from housing to industrial. The need for workers who are supervised by a licensed contractor does not change just because the construction process location does. It is CONSTRUCTION.
3. Commercial market seems to be trending toward more modular building. Is there going to be more regulation with modular? I would hope somebody doing the electrical and plumbing would still have to be trained and certified.
4. Pre-fabricated residential modules, hay bail, tiny houses and other non-traditional methods and materials. Strong eco-friendly trends.
5. More pre-finished materials

# Threats

## Professional Trends

### Stakeholder Comments

#### Lack of Licensees

1. There will be a lot of unlicensed contractors because of all the recent fires, we may not have enough enforcement staff to handle it all.
2. With all the natural disasters we've had, the contractors available for work has thinned out and it can be harder for consumers with smaller jobs to get a contractor. We have to review our policies on what needs to be changed in order to license the people who want to do a good job but don't have enough supervised hours to qualify; is there anything else we can accept to get them license? We have to walk carefully in deciding how we want to approach this because we also don't want to flood the market with subpar contractors. We have to decide where we are going loosen standards which could upset people in the industry because they want quality people.
3. There is a real need to meet the demand for new licensees in many fields with all the disasters that have happened in this past year. We need to fill behind a lot of old licensees that will retire, to meet the construction needs of rebuilding all the homes that have been destroyed or need to be repaired. I don't think there are enough licensees to do all the work.

#### Unqualified labor pool

1. Need for well trained people (training standards to include union and not union curriculum).
2. there is a shortage of individuals knowledgeable in the trades. A focus on enticement, training, is needed (20)
3. The reduction in skilled labor in the market as it relates to quality of construction will continue. (2)

### Board Member Comments

#### No Comments Provided

### Staff, Managers, Chief Deputy Registrar, and Registrar Comments

#### Licensing

1. We have a lower number of licensees than we did ten years ago but more Californians, we need to look at what's happening in licensing or look at addressing the underground economy.
2. With the industry, we are restricting those from coming into the marketplace thereby not leaving enough licensees available to serve the population of California. The state is growing but the licensing population has decreased. The unlicensed population appears to be growing, the public will have to choose someone unlicensed because there aren't enough licensees.
3. Number of licensees without workers compensation, they are not insuring their licensees.
4. The trade classifications and legal descriptions are not easily updated to reflect how trades evolve.

# Threats

## Economy

### Stakeholder Comments

#### Affordability

1. Cost of living is high, need more affordable homes (7)
2. It's California, the government is regulating businesses out of the state. Taxes are extreme, employers are overly burdened which will push people out (3)
3. Pressure on wages adds additional incentive for consumers to DIY/YouTube solutions that should be done by a professional. (8)
4. The Board must address the importance of entrepreneurship and small business to make it easier for individuals and business entities to enter into the construction industry. Small business is the economic heart and sole of America. There is an inherent need to eliminate "red tape" and costs that limit and oppress business growth in California and across America today. (2)
5. The fee structure is too high and the requirement for contractors to pay fees every few years for the privilege to keep their licenses is cruel. Charge less. (9)

#### Good Economy

1. the economy is great; this creates a atmosphere for unlicensed work. get out there and start doing some enforcement. (43)
2. two more years of growth, then 2-3 years flat before it slows

#### Not Enough Licensees

1. Natural disasters. Lack of labor. (4)
2. When economy is good more workers are going to want their license. Need to streamline the process and make sure intakes less than 8 weeks
3. Staffing is difficult when the economy is booming. Finding workers interested in the trades is a challenge. (11)
4. Extreme shortage of contractors has allowed costs to increase significantly thus attracting more unscrupulous scoundrels to the business (3)

#### Recession

1. Competition for work in times of economic slow down.
2. The economy is cyclical and therefore we need to realize a next recession will be around the corner and a lot of quality contractors will be forced out of business, the CSLB needs to be prepared to assist contractors when that starts to happen by more stringent enforcement against unlicensed and unscrupulous contractors. (10)
3. If the economy deteriorates, there will likely be a marked increase in people "renting out" their licenses, as well as sharp increase in applicants who have no real world experience (regardless of what the attestation form may say).

# Threats

## Economy

### Stakeholder Comments

#### Underground Economy

1. there will be more micro companies, pieceworkers. these will raise the construction defect issue. which will further strain your resources. however this could be controlled if get to the source before the budget busting action occurs.
2. Bring people out of the "underground" economy. Educate and license. Bring in more fees. Fine unlicensed individuals. On the spot fines like "tickets", follow up, to get them licensed.

### Board Member Comments

#### No Comments Provided

### Staff, Managers, Chief Deputy Registrar, and Registrar Comments

#### Underground economy

1. The underground economy, it's there, it's strong, it's active. We could be a threat to ourselves in overvaluing the contractor's license.

# Threats

## National or State Politics

### Stakeholder Comments

#### National Agenda

1. President Trump's budget proposal
2. Nationally, comprehensive immigration reform to assist labor market. CTE legislation to create more pathways for entry into trades. Increased funding for CSLB especially in areas of public education and enforcement
3. A trend toward removing market barriers-- finally! The coming housing boom (via legislative action) will mean jobs, jobs, jobs. Who will be there to do them? The scare tactics of the national administration will mean fewer available workers.

#### State vs. Federal Law

1. California is a State of the USA. Unfortunately, we have some leaders who do not understand they took an oath to enforce the laws of the land, not break the laws. Their actions have created an environment of lawlessness and danger for the citizens, and should not be tolerated. The leaders not doing their jobs need to be removed and replaced. The trend in national and state politics can be seen in the bullish markets. California needs to get on boards and stop the pettiness. (2)
2. California has created a catch-22 for contractors with the sanctuary city legislation. All employers, but heavily those in the construction industry, are now forced with making a determination of violating state law or federal law if ICE decides to perform an i9 form audit. Federal law requires employers to give access to ICE authorities to perform employee audits. While an employer can ask ICE for 3 days notice, it cannot force ICE to obtain a warrant. Doing so puts the employer at risk of criminal and financial penalties. With California's asinine immigration policies, an employer that follows federal law is now subject to financial and criminal penalties if it complies with federal law. It is unfair for California to drag businesses into the dispute between Governor Brown's administration and the Trump administration.
3. California will continue to have a democrat as governor while a republican president and there will be clashes in goals and methods of accomplishing the goals. This will cause some issues with all industries
4. California's ongoing battle with the Federal Government over energy efficient technology/climate change.

#### Immigration

1. Immigration policies are wreaking havoc both in terms of lack of legal workforce and competition from unlicensed (5)

# Threats

## National or State Politics

### Board Member Comments

#### Administration

1. Donald Trump. The national immigration discussion could lead to the construction industry taking advantage of illegal immigrants and immigrants don't have the protections that they need. The federal discussion about immigration breeds contempt from unscrupulous contractors that then take advantage of immigrants (legal or illegal) for safety, etc.
2. Politics right now is a little unsettling and how that will all play out, governor and president aren't on the same page. You never know what might happen with that. Could indirectly affect the board.

#### General

1. We have retired contractors that are still licensed, managing employees for contracting companies that couldn't get a license on their own, could be a danger, not super prevalent but it does happen. If this started to get out of hand it could be a problem.

### Staff, Managers, Chief Deputy Registrar, and Registrar Comments

No Comments Provided

# Threats

## Professional Relationships

### Stakeholder Comments

#### Board Members

#### Board Member Comments

##### Relationships

1. DCA can be a challenge, it is not always clear what they want and the processes that need to be followed in order to get things accomplished that require DCA approval or support.
2. During disaster handling we have to work with the Office of Emergency Services, we need to be mindful of this. Our ability to handle, report, and work with other agencies, and understanding how the state responds to disasters, what part we play and how we work within that infrastructure.
3. The board's relationship with DCA, we need to make sure we have a strong relationship and see more of our legal counsel.
4. Board members getting involved in the administrative function and putting forth their own agenda. It's one thing to be persuasive with information you have based on your neutral influence in the industry, it's another thing to be persuasive on your influence in the industry based on your own business/personal agenda.

#### Staff, Managers, Chief Deputy Registrar, and Registrar Comments

##### General

1. There is pressure on CSLB to favor one group/industry over another for reasons other than consumer protection.
2. Registrar is too willing to take on issues instead of delegating to staff. This allows too many outside individuals and groups to have direct influence on board operations and procedures.
3. Outside forces/stakeholders put pressure on CSLB to take on issues important to them, but either not within CSLB's jurisdiction or mission.
4. Classicism within the licensee population. Licensed contractors constitute a large range of socioeconomic representation in each of the license classes. When hearing issues from the industry, not all voices are heard or represented, especially those without direct access to agency and staff.

## Appendix C – Data Collection Method

Information for this survey was gathered by surveying external stakeholders, board members, the Chief Deputy Registrar, Registrar, managers, and staff using the following methods:

- Interviews conducted with 13 Board Members, the Chief Deputy Registrar, and Registrar completed during the months of January and February 2018.
- Focus group including 8 chiefs in February 2018.
- Online surveys (qualitative and quantitative) sent to the CSLB managers, staff, and stakeholders (via the Board’s internal Interested Parties list) in January and February 2018, to identify the strengths, weaknesses, opportunities, and threats of the Board from an internal and external perspective.
  - 860 stakeholders completed the survey, however respondents were able to select multiple options to identify themselves leading to 917 responses. The below table shows how stakeholders identified themselves in the online survey.

<b>Stakeholders Breakdown</b>	<b>Number</b>	<b>% of Total</b>
Licensee	605	66%
Consumer/Member of the Public	94	10%
Professional Association	104	11%
School/College	23	3%
Board Staff Member	81	9%
Board Manager	10	1%
<b>TOTAL:</b>	<b>917</b>	<b>100%</b>

## Appendix D - Survey Data Reliability

Based on 860 online survey respondents, we can be 95% confident their opinions represent all California licensees plus or minus four percent. For example, 72% of stakeholders rated the Boards' overall Legislative effectiveness as Effective or Very Effective. Based on the response rate, we can be 95% confident between 68% and 76% of stakeholders would rate the Board's effectiveness the same way.<sup>1</sup>

To help improve data integrity, the online survey did not provide a neutral option when asking about overall effectiveness. Instead, stakeholders completing the survey chose between a positive choice (excellent or good) and a negative choice (poor or very poor). This allows the Board to better understand whether stakeholders have a positive or negative view of the Board in various areas.

### Notes

---

---

---

---

---

---

---

---

---

---

---

<sup>1</sup> Source: <http://www.surveysystem.com/sscalc.htm>



---

SOLID Planning Solutions is dedicated to your continual improvement and organization development. We offer a wide array of services and programs to Boards, Bureaus, Committees and Divisions.

Strategic Planning • Process Improvement • Planning Sessions • Meeting Facilitation  
Contact us to learn more about how we can help your organization achieve a successful future.  
916-574-8316 • [SOLID@dca.ca.gov](mailto:SOLID@dca.ca.gov)

## AGENDA ITEM D

# Development of Strategic Objectives

1. Enforcement
2. Legislation
3. Licensing and Testing
4. Public Affairs
5. Administration
6. Information Technology





## AGENDA ITEM E

# Review and Possible Update of Mission, Vision, and Value Statements







# CONTRACTORS STATE LICENSE BOARD

## MISSION, VISION, AND VALUE STATEMENTS

### **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 Board accomplishes this by:

- Ensuring that construction is performed in a safe, competent, and professional manner;
- Licensing contractors and enforcing licensing laws;
- Requiring licensure for any person practicing or offering to practice construction contracting;
- 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 they can make informed choices.

### **Vision**

CSLB is a model consumer protection agency, integrating regulatory oversight of the construction industry as necessary for the protection of consumers and licensed contractors.

### **Values**

CSLB provides the highest quality throughout its programs by:

- Being responsive and treating all consumers and contractors fairly;
- Focusing on prevention and providing educational information to consumers and contractors;
- Embracing technology and innovative methods to provide services; and
- Supporting a team concept and the professional development of staff.



## AGENDA ITEM F

# Overview of Process for Finalizing Strategic Plan for Adoption by the Board—Department of Consumer Affairs, SOLID Planning Solutions





## AGENDA ITEM G

# Review, Discussion, and Possible Action on Revisions to the Board Member Administrative Procedure Manual





2017

BOARD MEMBER ADMINISTRATIVE  
**PROCEDURE MANUAL**



**CONTRACTORS STATE  
LICENSE BOARD**



## Table of Contents

	Page
<b>Chapter 1. Introduction</b>	
Overview .....	1
Mission, Vision, and Values .....	2
General Rules of Conduct .....	2
<b>Chapter 2. Board Meeting Procedures</b>	
Bagley-Keene Open Meeting Act.....	3
Frequency of Meetings .....	3
Location .....	3
Board Member Attendance at Board Meetings .....	3
Quorum.....	3
Agenda Items.....	4
Notice of Meetings .....	4
Notice of Meetings to be Posted on the Internet .....	4
Record of Meetings .....	4
Voting on Motions.....	5
Audio/Visual Recording .....	5
Meeting Rules.....	5
Public Attendance at Board Meetings.....	5
Public Comment .....	6
Closed Session .....	7
Other types of Board Meetings .....	8
Teleconference Meetings.....	8
Special Meetings .....	8
Emergency Meetings.....	8
<b>Chapter 3. Committee Meetings</b>	
Committee Appointments.....	9
Attendance at Committee Meetings.....	10
Participation at Committee Meetings.....	10
Committee Meetings Quorum .....	10
<b>Chapter 4. Selection of Officers</b>	
Officers of the Board.....	11
Nomination of Officers.....	11
Election of Officers .....	11
Officer Vacancies.....	11



**Chapter 5. Travel and Salary Policies and Procedures**

Travel Approval ..... 12  
 Travel Arrangements ..... 12  
 Concur ..... 12  
 Lodging ..... 12  
 Out-of-State Travel..... 12  
 Travel Reimbursements ..... 13  
 Salary Per Diem ..... 13

**Chapter 6. Board Administration and Staff Responsibilities**

Board Administration..... 15  
 Board Budget..... 15  
 Strategic Planning ..... 15  
 Legislation..... 15  
 Registrar Evaluation ..... 16  
 Board Staff ..... 16

**Chapter 7. Representations on Behalf of the CSLB**

Communication, Other Organizations and Individuals..... 17  
 Public or News Media Inquiries ..... 17  
 Stationery ..... 17  
     Business Cards ..... 17  
     Letterhead..... 17

**Chapter 8. Training**

Board Member Orientation Training ..... 18  
 Board Member Ethics Training ..... 18  
 Sexual Harassment Prevention Training ..... 18  
 Defensive Drivers Training..... 18

**Chapter 9. Other Policies and Procedures**

Board Member Disciplinary Actions..... 19  
 Removal of Board Members ..... 19  
 Resignation of Board Members ..... 19  
 Conflict of Interest..... 20  
 Financial Disclosure ..... 20  
 Incompatible Activities..... 21  
 Contact with License Applicants..... 22  
 Gifts from License Applicants ..... 22  
 Request for Records Access..... 22  
 Ex Parte Communications..... 22

**Abbreviations and Acronyms Glossary..... 23**



## Chapter 1. Introduction

---

### Overview

The Contractors State License Board (CSLB) was created by the California Legislature in 1929 as the Contractors License Bureau under the Department of Professional and Vocational Standards to safeguard the public's health, safety, and welfare. Today, CSLB is one of the boards, bureaus, commissions, and committees within the Department of Consumer Affairs (DCA), part of the Business, Consumer Services and Housing Agency under the aegis of the Governor. The Department is responsible for consumer protection and representation through the regulation of licensed professions and the provision of consumer services. While DCA provides administrative oversight and support services, CSLB has policy autonomy and sets its own policies and procedures, and initiates its own regulations.

The Board is comprised of 15 members. By law, nine are public members (eight non-contractors and one local building official), five are contractors, and there is one labor representative. Eleven appointments are made by the Governor. The Senate Rules Committee and the Speaker of the Assembly each appoint two public members. Board members may serve up to two full four-year terms. Board members fill non-salaried positions, but are paid \$100 per day for each meeting day or day spent in the discharge of official duties (see Section entitled "Salary Per Diem") and are reimbursed for travel expenses.

This Board Member Administrative and Procedures Manual is provided to Board members as a ready reference of important laws, regulations, DCA policies, and Board policies to guide the actions of Board members and ensure Board effectiveness and efficiency.

## **Mission, Vision, and Values**

### ***Mission***

CSLB protects consumers by regulating the construction industry through licensure, enforcement, and education.

### ***Vision***

CSLB is a model consumer protection agency, providing regulatory oversight of the construction industry as essential to the protection of consumers and licensed contractors.

### ***Values***

CSLB provides the highest quality throughout its programs by:

- Being responsive and treating all consumers and contractors fairly;
- Focusing on prevention and providing educational information to consumers and contractors;
- Embracing technology and innovative methods to provide services; and
- Supporting a team concept and the professional development of staff.

## **General Rules of Conduct**

- Board Members shall not speak or act for the Board without proper authorization from the Board Chair.
- Board members shall maintain the confidentiality of confidential documents and information.
- Board members shall commit the time to prepare for Board responsibilities.
- Board members shall recognize the equal role and responsibilities of all Board members.
- Board members shall act fairly, be nonpartisan, impartial, and unbiased in their role of protecting the public.
- Board members shall treat all applicants and licensees in a fair and impartial manner.
- Board Members' actions shall serve to uphold the principle that the Board's primary mission is to protect the public.
- Board members shall not use their positions on the Board for personal, familial, or financial gain.

## Chapter 2. Board Meeting Procedures

### Bagley-Keene Open Meeting Act

All meetings of the CSLB are subject to the Bagley-Keene Open Meeting Act ("Act"), which governs meetings of the state regulatory boards and committees of those boards. The Act specifies meeting notice and agenda requirements, and prohibits discussing or taking action on matters not included on the agenda.

This Act is summarized in the "Guide to the Bagley-Keene Open Meeting Act" developed by DCA's Legal Affairs Division, available on-line at [www.dca.ca.gov](http://www.dca.ca.gov) and distributed to Board Members at the beginning of each calendar year.

### Frequency of meetings

*(Business & Professions Code sections 7006)*

The Board shall meet at least once each calendar quarter for the purpose of transacting such business as may properly come before it. Regular Board Meeting dates are established by fiscal year (July 1 through June 30).

### Location

*(Board Policy)*

CSLB chooses meeting locations that are ADA (The Americans with Disabilities Act) compliant and easily accessible to the public. CSLB will hold board meetings in different locations throughout the state. CSLB also recognizes its responsibility regarding the public's concern for the judicious use of public funds when choosing meeting facilities and overnight accommodations.

### Board Member Attendance at Board Meetings

*(Board Policy)*

Board Members shall attend each meeting of the Board. If a member is unable to attend, he or she must contact the Board Chair or the Registrar and ask to be excused from the meeting for a specific reason. Should a member miss two consecutive meetings, the CSLB Chair may notify the Director of the DCA.

### Quorum

*(B&P Code section 7007)*

Eight Board members constitute a quorum for the transaction of business. The concurrence of a majority (more than one-half of the entire body) who are present and voting at a meeting shall be necessary to constitute an act or decision of the Board.

**Agenda Items**

*(Board Policy)*

The CSLB Chair, with the assistance of the Registrar, shall prepare the agenda and tentative meeting timeframe. Any Board member may submit items for a Board meeting agenda to the Registrar 15 days prior to the meeting.

**Notice of Meetings**

*(Government Code section 11120 et seq.; Business and Professions Code section 101.7)*

Meeting notices (including agendas for Board meetings) shall be sent to persons on the Board's mailing or email list at least 10 calendar days in advance. The agenda mailing list shall include a staff person's name, work address, and work telephone number who can provide further information prior to the meeting. The mailing list shall include all CSLB Board Members, as well as those parties who have requested notification.

**Notice of Meetings to be Posted on the Internet**

*(Government Code Section 11125 et seq.)*

Unless the meeting meets the requirements for a special or emergency meeting under the Act, notice shall be given and also made available on the Internet at least 10 calendar days in advance of the meeting, and shall include the name, address, and telephone number of a staff person who can provide further information prior to the meeting, but need not include a list of witnesses expected to appear at the meeting. The written notice shall additionally include the Internet address where notices required by the Act are made available.

**Record of Meetings**

*(Board Policy)*

The minutes are a summary, not a transcript, of each Board meeting. They shall be prepared by Board staff and submitted for review by Board members before the next Board meeting. The minutes must contain a record of how each member present voted for each item on which a vote was taken. Board minutes shall be approved at the next scheduled meeting of the Board. When approved, the minutes shall serve as the official record of the meeting.

**Voting on Motions**

All votes must be taken publicly. Secret ballots and proxy votes are prohibited. A majority of the board or committee vote is determined by the votes actually cast. Abstentions are recorded, but not counted, unless a law provides otherwise.

Options for Board members:

- 1) Support / in Favor / Yes / Aye
- 2) Oppose / No / Nay
- 3) Abstain (not counted as a vote)
- 4) Recused (not counted as a vote)

**Audio/Visual Recording**

*(Board Policy)*

The meeting may be audio/video recorded and/or broadcast live via the Internet. Recordings may be disposed of upon Board approval of the minutes; broadcasts may be available in perpetuity. If a webcast of the meeting is intended, it shall be indicated on the agenda notice.

**Meeting Rules**

*(Board Policy)*

The Board will use Robert's Rules of Order, to the extent that it does not conflict with state law (e.g., Bagley-Keene Open Meeting Act), as a guide when conducting the meetings.

**Public Attendance at Board Meetings**

*(Government Code section 11120 et seq.)*

All meetings are open for public attendance.

**Public Comment***(Board Policy)*

Discussion of items not on a noticed agenda violates the Act's advance notice provision. However, the Board may accept public testimony on an item not on the agenda, provided that the Board takes no action or does not discuss the item at the same meeting. For items not on the agenda that the Board wishes to address, the Chair may refer a member of the public to staff or the Registrar, or refer the matter for placement on a future agenda. The Board cannot prohibit public criticism of the Board's policies or services. The Chair may set reasonable time limitations.

Public comment must be allowed on open session agenda items before or during discussion of each item and before a vote, unless the public was provided an opportunity to comment at a previous committee meeting of the Board, where the committee consisted exclusively of Board members. If the item has been substantially changed since the Committee meeting, the Board must provide another opportunity for comment at a later meeting.

Due to the need for the Board to maintain fairness and neutrality when performing its adjudicative function, the Board shall not receive any substantive information from a member of the public regarding matters that are currently under or subject to investigation, or involve a pending or criminal administrative action.

1. If, during a Board meeting, a person attempts to provide the Board with substantive information regarding matters that are currently under or subject to investigation or involve a pending administrative or criminal action, the person shall be advised that the Board cannot properly consider or hear such substantive information and the person shall be instructed to refrain from making such comments. The Board may ask or direct a staff member to speak with the person directly outside the confines of the meeting room.
2. If, during a Board meeting, a person wishes to address the Board concerning alleged errors of procedure or protocol or staff misconduct involving matters that are currently under or subject to investigation or involve a pending administrative or criminal action, the Board will address the matter as follows:
  - a. Where the allegation involves errors of procedure or protocol, the Board may designate either its Registrar or a Board employee to review whether the proper procedure or protocol was followed and to report back to the Board.
  - b. Where the allegation involves significant staff misconduct, the Board may designate one of its members to review the allegation and to report back to the Board.

3. The Board may deny a person the right to address the Board and have the person removed if such person becomes disruptive at the Board meeting.

**Closed Session**

*(Government Code Section 11126)*

Examples of types of Closed Session meetings include:

- Discuss and vote on disciplinary or enforcement matters under the Administrative Procedure Act (APA);
- Prepare, approve, or grade examinations;
- Discuss pending litigation; or;
- Discuss the appointment, employment, or dismissal of the Registrar unless the Registrar requests that such action be taken in public.

If the agenda contains matters which are appropriate for closed session, the agenda shall cite the particular statutory section and subdivision authorizing the closed session.

No members of the public are allowed to remain in the meeting room for closed sessions. At least one staff member must be present at all closed sessions to record topics discussed and decisions made. Closed session must be specifically noticed on the agenda (including the topic and legal authority). Before going into closed session the Board Chair should announce in open session the general nature of the item or items to be discussed. If the item involves the Registrar's employment, appointment, or dismissal, and action is taken in closed session, CSLB must report that action and any roll call vote that was taken at the next public meeting.

## OTHER TYPES OF BOARD MEETINGS

### Teleconference Meetings

*(Government Code Section 11123)*

Special Rules for Notice of Teleconference Meetings are as follows:

- Same 10-day notice requirement as in-person meetings.
- Notice and agenda must include teleconference locations.
- Every teleconference location must be open to the public and at least one Board Member must be physically present at every noticed location. All Board Members must attend the meeting at a publicly noticed location.
- Additional locations may be listed on the agenda that allow the public to observe or address the Board by electronic means.

### Special Meetings

*(Government Code Section 11125.4; Business and Professions Code Section 7006)*

Four members can call a special meeting held with 48 hours' notice in specified situations (e.g., consideration of proposed legislation) and a meeting can be held where two-thirds of the Board members find that there is a "substantial hardship on the state body or immediate action is required to protect the public interest."

### Emergency Meetings

*(Government Code Section 11125.5)*

An emergency meeting may be held after finding by a majority of the Board at a prior meeting or at the emergency meeting that an emergency situation exists due to work stoppage or crippling disaster. [A quorum is required for the Board to meet in the event of emergency, such as a work stoppage or crippling disaster.] Emergency meetings require a one hour notice.

## Chapter 3. Committee Meetings

---

Standing Committees of the Board:

- Enforcement
- Licensing
- Legislative
- Public Affairs
- Executive

The Board Chair appoints each Committee Member, with the exception of the Executive Committee, which shall be comprised of the current Board Chair, the Vice Chair, the Secretary, and the immediate past Board chair.

Each Committee shall have a Chairperson, designated by the Board Chair, and who is tasked with:

- Running committee meetings
- Opening and adjourning committee meetings
- Coordinating the creation of the summary reports with staff
- Presenting committee meeting reports and minutes to the Board

### Committee Appointments

*(Board Policy)*

At the beginning of each fiscal year, the newly appointed Board Chair will ask CSLB Board Members if they wish to participate on a committee for the following year. The Registrar's Executive Assistant will compile a list of interested parties and supply it to the Chair. The Chair shall establish or abolish additional committees, as he or she deems necessary. Composition of the committees and the appointment of the members shall be determined by the Board Chair in consultation with the Registrar. When committees include the appointment of non-Board members, all interested parties should be considered. Committee Officers term lengths are for one year, beginning July 1 of the next fiscal year.

**Attendance at committee meetings**

*(Board Policy)*

If a board member wishes to attend a committee meeting of which he or she is not a member, the Board member shall obtain permission to attend from the Board Chair and shall notify the committee chair and staff. Board members who are not members of the committee that is meeting cannot vote during the committee meeting. If there is a quorum of the Board at a committee meeting, Board members who are not members of the committee must sit in the audience and cannot participate in committee deliberations.

**Participation at Committee Meetings**

*(Government Code section 11122.5 et seq.)*

When a majority of the members of the Board are in attendance at an open and noticed meeting of a standing committee, members of the Board who are not members of the standing committee may attend only as observers. Board members who are members of a committee where a majority of the members of the Board are present, cannot ask questions, talk or sit with the members of the committee at the meeting table.

**Committee Meetings Quorum**

A quorum is majority (more than one-half) of those committee members appointed by the Board Chair. Committees can include no more than seven members in order to avoid a full quorum of the Board, which would constitute a full Board meeting.

## Chapter 4. Selection of Officers

---

### Officers of the Board

*(B&P Code section 7005)*

The Board shall elect from its members a Chair, a Vice Chair, and a Secretary to hold office for one year or until their successors are duly elected and qualified.

### Nomination of Officers

*(Board Policy)*

The Board Chair shall appoint a Nominations Committee prior to the last meeting of the fiscal year and shall give consideration to appointing a public and a professional member of the Board to the Committee. The Committee's charge will be to recommend a slate of officers for the following year. The Committee's recommendation will be based on the qualifications, recommendations, and interest expressed by the Board members. A survey of Board members may be conducted to obtain interest in each officer position. A Nominations Committee member is not precluded from running for an officer position. If more than one Board member is interested in an officer position, the Nominations Committee will make a recommendation to the Board and others will be included on the ballot for a runoff if they desire. The results of the Nominations Committee's findings and recommendations will be provided to the Board members. Notwithstanding the Nominations Committee's recommendations, Board members may be nominated from the floor at the meeting.

### Election of Officers

*(B&P Code section 7005)*

The Board shall elect the officers at the last meeting of the fiscal year. Officers shall serve a term of one year, beginning July 1 of the next fiscal year. All officers may be elected on one motion or ballot as a slate of officers unless more than one Board member is running per office. An officer may be re-elected and serve for more than one term.

### Officer Vacancies

*(Board Policy)*

If an office becomes vacant during the year, an election shall be held at the next meeting. If the office of the Chair becomes vacant, the Vice Chair shall assume the office of the Chair. Elected officers shall then serve the remainder of the term.

## Chapter 5. Travel and Salary Policies and Procedures

### Travel Approval

*(DCA Memorandum 96-01)*

Board Members shall have Board Chair approval for all travel except for regularly scheduled Board and Committee Meetings to which the Board Member is assigned.

### Travel Arrangements

*(Board Policy)*

Board Members are encouraged to coordinate with the Registrar's Executive Assistant for any Board-related travel arrangements, including air or train transportation, car rental, and lodging through Cal Travel Store's online booking tool, Concur. The Registrar's Executive Assistant will setup Board Members' Concur accounts.

CSLB Board Members must also utilize the most economic source of transportation available. For example, if the hotel provides a shuttle from the airport to the hotel it is not fiscally responsible to rent a car or take a taxi. Reimbursements may be reduced or denied if the most economical sources are not used.

### Concur

All Board-related travel must be booked using Cal Travel Store's self-service reservation system, Concur, if a Board member seeks reimbursement.

### Lodging

In advance of Board and Committee Meetings, the Registrar's Executive Assistant will provide Members information detailing the name and address of the chosen hotel where a room block has been established for lodging. The Registrar's Executive Assistant is available to assist in making these travel reservations, or Board Members may coordinate them on their own.

### Out-of-State Travel

*(SAM Section 700 et seq.)*

Out-of-state travel for all persons representing the state of California is controlled and must be approved by the Governor's Office.

**Travel Reimbursements**

*(SAM section 700 et seq. and DCA Memorandum 96-01)*

Rules governing reimbursement of travel expenses for Board Members are the same as for management-level state staff. Board members must submit the originals of all receipts, with the exception of meals, and, when applicable, a copy of the airline itinerary and hotel receipt showing the balance paid, to the Registrar's Executive Assistant. Reimbursement requests for personal vehicle mileage must include where the trip originated from, where it ended, and the license plate number of the vehicle driven. All travel must be booked through Concur if the Board Member seeks reimbursement.

The Registrar's Executive Assistant completes Travel Expense Claim reimbursements in CalATERS Global and maintains copies of these reports and submitted receipts. It is advisable for Board Members to submit their travel expenses immediately after returning from a trip and not later than two weeks following the trip.

**Salary Per Diem**

*(B&P Code section 103)*

Compensation in the form of salary per diem and reimbursement of travel and other related expenses for Board Members is regulated by B&P Code section 103.

In relevant part, this section provides for the payment of salary per diem for Board members "for each day actually spent in the discharge of official duties," and provides that the Board member "shall be reimbursed for traveling and other expenses necessarily incurred in the performance of official duties."

Accordingly, the following general guidelines shall be adhered to in the payment of salary per diem or reimbursement for travel:

1. No salary per diem or reimbursement for travel-related expenses shall be paid to Board members except for attendance at official Board or committee meetings, unless a substantial official service is performed by the Board Member. Attendance at gatherings, events, hearings, conferences or meetings other than official Board or committee meetings in which a substantial official service is performed shall be approved in advance by the Board Chair. The Registrar shall be notified of the event and approval shall be obtained from the Board Chair prior to Board Member's attendance.

2. The term “day actually spent in the discharge of official duties” shall mean such time as is expended from the commencement of a Board Meeting or Committee Meeting to the conclusion of that meeting. Where it is necessary for a Board Member to leave early from a meeting, the Board Chair shall determine if the member has provided a substantial service during the meeting and, if so, shall authorize payment of salary per diem and reimbursement for travel-related expenses.

For Board-specified work, Board Members will be compensated for actual time spent performing work authorized by the Board Chair. That work includes, but is not limited to, authorized attendance at other gatherings, events, meetings, hearings, or conferences, and NASCLA or CLEAR committee work. That work does not include preparation time for Board or committee meetings. Board Members cannot claim salary per diem for time spent traveling to and from a Board or Committee Meeting.

## Chapter 6. Board Administration and Staff Responsibilities

### Board Administration

*(DCA Reference Manual)*

Board members should be concerned primarily with formulating decisions on Board policies rather than decisions concerning the means for carrying out a specific course of action. It is inappropriate for Board members to become involved in the details of program delivery. Strategies for the day-to-day management of programs and staff shall be the responsibility of the Registrar.

### Board Budget

*(Board Policy)*

The Secretary shall serve as the Board's budget liaison with staff and shall assist staff in the monitoring and reporting of the budget to the Board. Staff will conduct an annual budget briefing with the Board with the assistance of the Secretary.

The Registrar or the Registrar's designee will attend and testify at legislative budget hearings and shall communicate all budget issues to the Administration and Legislature.

### Strategic Planning

*(Board Policy)*

The Executive Committee shall have overall responsibility for the Board's Strategic Planning Process. The Vice Chair shall serve as the Board's strategic planning liaison with staff and shall assist staff in monitoring and reporting of the strategic plan to the Board. The Board will conduct a biennial strategic planning session and may utilize a facilitator to conduct the strategic planning process.

### Legislation

*(Board Policy)*

In the event that time constraints preclude Board action, the Board delegates to the Chair of the Legislative Committee for the authority to take action on legislation that would change Contractors State License Law that impacts a previously established Board policy or affects the public's health, safety, or welfare. Prior to taking a position on legislation, the Registrar shall consult with the Chair of the Legislative Committee. The Board shall be notified of such action as soon as possible.

**Registrar Evaluation***(Board Policy)*

Board members shall evaluate the performance of the Registrar of Contractors on an annual basis. The Board Chair will use Board Members' surveys to complete a written summary of the evaluations and then meet with the Registrar to discuss his/her performance during a closed session of a Board Meeting. The original evaluation is signed by the Board Chair and the Registrar and sent to the DCA Human Resources Office for placement in the Registrar's Official Personnel File.

**Board Staff***(DCA Reference Manual)*

Employees of the Board, with the exception of the Registrar, are civil service employees. Their employment, pay, benefits, advancement, discipline, termination, and conditions of employment are governed by civil service laws, regulations, and collective bargaining labor agreements. Because of this complexity, it is most appropriate that the Board delegate all authority and responsibility for management of the civil service staff to the Registrar. Board Members shall not intervene or become involved in specific day-to-day personnel transactions or matters.

## Chapter 7. Representations on Behalf of the CSLB

### Communication, Other Organizations and Individuals

*(Board Policy)*

All communication relating to any Board action or policy to any individual or organization, including, but not limited to, NASCLA and CLEAR, shall be made only by the Chair of the Board, his or her designee, or the Registrar. Any Board member who is contacted by any of the above should immediately inform the Board Chair or Registrar of the contact. All correspondence shall be issued on the Board's standard letterhead and will be created and disseminated by the Registrar's office.

### Public or News Media Inquiries

*(Board Policy)*

All technical, licensing, or disciplinary inquiries to a CSLB Board or committee member from applicants, licensees, or members of the public should be referred to the Registrar. Contact of a Board or committee member by a member of the news media should be referred to the Chief of Public Affairs.

### Stationery

*(Board Policy)*

- **Business Cards**

Business cards will be provided to each Board Member with the Board's name, address, telephone and fax number, and website at the Board Member's request.

- **Letterhead**

Only correspondence that is transmitted directly by the CSLB office may be printed or written on CSLB letterhead stationery. Any correspondence from a Board or committee member requiring the use of CSLB stationery or the CSLB logo should be transmitted to the CSLB office for finalization and distribution.

## Chapter 8. Training

---

Once a Board Member is appointed, the Registrar's Executive Assistant will send an email containing a list of all the required trainings, their due dates, and instructions about their completion. Board Members should send the certificate of completion or signature page to the Registrar's Executive Assistant who maintains Board Members records. For additional information, Board Members may refer to DCA's online Board Member Resource Center which may be found at: [www.dca.boardmembers.ca.gov](http://www.dca.boardmembers.ca.gov)

### **Board Member Orientation Training**

*(Business and Professions Code section 453)*

Newly appointed and reappointed Board Members must attend a Board Member orientation training course offered by DCA within one year of assuming office. The orientation covers information regarding required training, in addition to other topics that will ensure a members' success, including an overview of DCA.

### **Board Member Ethics Training**

*(AB 2179)*

With the passage of AB 2179 (1998 Chapter 364), state appointees and employees in exempt positions are required to take an ethics orientation within the first six months of their appointment and every two years thereafter. To comply with that directive, Board or committee members may take the interactive course provided by the Office of the Attorney General, which can be found at [www.oag.ca.gov/ethics](http://www.oag.ca.gov/ethics).

### **Sexual Harassment Prevention Training**

*(Government Code section 12950.1)*

Board members are required to undergo sexual harassment prevention training and education once every two years, in odd years. Staff will coordinate the training with the Department of Consumer Affairs.

### **Defensive Drivers Training**

*(SAM section 0751)*

All state employees, which includes board and committee members, who drive a vehicle (state vehicle, vehicles rented by the state, or personal vehicles for state business) on official state business must complete the Department of General Services (DGS) approved defensive driver training (DDT) within the first six months of their appointment and every four years thereafter.

## CHAPTER 9. Other Policies and Procedures

---

### **Board Member Disciplinary Actions**

*(Board Policy)*

A member may be censured by the Board if, after a hearing before the Board, the Board determines that the member has acted in an inappropriate manner.

The Chair of the Board shall sit as chair of the hearing unless the censure involves the Chair's own actions, in which case the Vice Chair of the Board shall sit as hearing chair. In accordance with the Bagley-Keene Open Meetings Act, the censure hearing shall be conducted in open session.

### **Removal of Board Members**

*(Business and Professions Code sections 106, 106.5, 7005)*

The Governor has the power to remove from office at any time any member of any board appointed by him or her for continued neglect of duties required by law or for incompetence or unprofessional or dishonorable conduct. The Governor also may remove from office a Board member who directly or indirectly discloses examination questions to an applicant for examination for licensure.

### **Resignation of Board Members**

*(Government Code section 1750)*

In the event that it becomes necessary for a Board member to resign, a letter shall be sent to the appropriate appointing authority (Governor, Senate Rules Committee, or Speaker of the Assembly) with the effective date of the resignation. Written notification is required by state law. A copy of this letter also shall be sent to the director of the Department, the Board Chair, and the Registrar.

**Conflict of Interest**

*(Government Code section 87100)*

No Board Member may make, participate in making, or in any way attempt to use his or her official position to influence a governmental decision in which he or she knows or has reason to know he or she has a financial interest. Any Board member who has a financial interest shall disqualify him- or herself from making or attempting to use his or her official position to influence the decision. Any Board Member who feels he or she is entering into a situation where there is a potential for a conflict of interest should immediately consult the Registrar or the Board's legal counsel. The question of whether or not a CSLB Member has a financial interest that would present a legal conflict of interest is complex and must be decided on a case-by-case review of the particular facts involved. For more information on disqualifying yourself because of a possible conflict of interest, please refer to the Fair Political Practice Committee's manual on their website: [www.fppc.ca.gov](http://www.fppc.ca.gov).

**Financial Disclosure**

The Conflict of Interest Code also requires CSLB Board Members to file annual financial disclosure statements by submitting a Form 700 – Statement of Economic Interest. New CSLB Board Members are required to file a disclosure statement within 30 days after assuming office or, if subject to Senate confirmation, 30 days after being appointed or nominated. Annual financial statements must be filed no later than April 1 of each calendar year.

A "leaving of office statement" must be filed within 30 days after an affected CSLB Board Member or other official leaves office.

CSLB Board Members are not required to disclose all of their financial interests. Government Code Section 87302 (b) explains when an item is reportable:

An investment, interest in real property, or income shall be made reportable by the Conflict of Interest Code if the business entity in which the investment is held, the interest in real property, or the income or source of income may foreseeably be affected materially by any decision made or participated in by the designated employee by virtue of his or her position.

Refer to DCA's Conflict of Interest Code to determine what investments, interests in property, or income must be reported by a CSLB Member. Questions concerning particular financial situations and related requirements should be directed to DCA's Legal Office.

### **Incompatible Activities**

*(Government Code Section 19990)*

Following is a summary of the employment, activities, or enterprises that might result in or create the appearance of being inconsistent, incompatible, or in conflict with the duties of state officers:

- Using the prestige or influence of a state office or employment for the officers or employees private gain or advantage, or the private gain or advantage of another.
- Using state time, facilities, equipment, or supplies for the officers or employees private gain or advantage, or the private gain or advantage of another.
- Using confidential information acquired by the virtue of state employment for the officer's or employee's private gain or advantage or advantage of another.
- Receiving or accepting money, or any other consideration, from anyone other than the state for the performance of an act which the officer or employee would be required or expected to render in the regular course or hours of his or her state employment or as a part of his or her duties as a state officer or employee.
- Performance of an act other than in his or her capacity as a state officer or employee knowing that such an act may later be subject, directly or indirectly, to the control, inspection, review, audit, or enforcement by such officer or employee of the agency by which he or she is employed. (This would not preclude an "industry" member of CSLB from performing normal functions of his or her occupation.)
- Receiving or accepting, directly or indirectly, any gift, including money, any service, gratuity, favor, entertainment, hospitality, loan, or any other thing of value from anyone who is seeking to do business of any kind with the state or whose activities are regulated or controlled in any way by the state, under circumstances from which it reasonably could be inferred that the gift was intended to influence him or her in his or her official duties or was intended as a reward for any official action on his or her part.

The aforementioned limitations do not attempt to specify every possible limitation on employee activity that might be determined and prescribed under the authority of Section 19990 of the Government Code. DCA's Incompatible Work Activities Policy and Procedure OHR 10-01 are included in Appendix A.

### **Contact with License Applicants**

Board Members shall not intervene on behalf of an applicant for licensure for any reason; they should forward all contacts or inquiries to the Registrar.

**Gifts from License Applicants**

Gifts of any kind to Board Members or staff from license applicants shall not be permitted.

**Request for Records Access**

No Board Member may access the file of a licensee or applicant without the Registrar's knowledge and approval of the conditions of access. Records or copies of records shall not be removed from CSLB's office.

**Ex Parte Communications**

*(Government Code section 11430.10 et seq.)*

The Government Code contains provisions prohibiting ex parte communications. An "ex parte" communication is a communication to the decision-maker made by one party to an enforcement action without participation by the other party. While there are specified exceptions to the general prohibition, the key provision is found in subdivision (a) of section 11430.10, which states:

"While the proceeding is pending, there shall be no communication, direct or indirect, regarding any issue in the proceeding to the presiding officer from an employee or representative of an agency that is a party or from an interested person outside the agency, without notice and an opportunity for all parties to participate in the communication."

Board members are prohibited from ex parte communications with Board enforcement staff while a proceeding is pending.

Occasionally, an applicant who is being formally denied licensure, or a licensee against whom disciplinary action is being taken, will attempt to directly contact Board members.

If the communication is written, the person should read only far enough to determine the nature of the communication. Once he or she realizes it is from a person against whom an action is pending, they should reseal the documents and send them to the Chief of Enforcement.

If a Board member receives a telephone call from an applicant or licensee against whom an action is pending, he or she should immediately tell the person that discussion about the matter is not permitted; that he or she will be required to recuse him or herself from any participation in the matter; and continued discussion is of no benefit to the applicant or licensee. The Board member should end the conversation in a firm and cordial manner.

If a Board member believes that he or she has received an unlawful ex parte communication, he or she should contact the Board's assigned legal office counsel.

## Abbreviations and Acronyms Glossary

ALJ	Administrative Law Judge
ACD	Automated Call Distribution system
ACT	Bagley-Keene Open Meeting Act
ADA	The Americans with Disabilities Act
ADR	Alternative Dispute Resolution
AG	Office of the Attorney General
AGENCY	Business, Consumer Services and Housing Agency
AMCC	Arbitration Mediation Conciliation Center
APA	Administrative Procedure Act
APP	Application for contractor license or Home Improvement Salesperson registration
App Fee	Application Fee Number
ASB	Asbestos Certification
B&P	Business and Professions Code
BCP	Budget Change Proposal
BQI	Bond of Qualifying Individual
Cal/OSHA	DIR Division of Occupational Safety & Health
CAT	Computer Assisted Testing CB Contractor's Bond
CCCP	California Code of Civil Procedure
CCR	California Code of Regulations Cite Citation
CLC	California Licensed Contractor newsletter
CLEAR	Council on Licensure Enforcement and Regulations
CP/CORP	Corporation
CSLB	Contractors State License Board
CSR	Consumer Services Representative
DAG	Deputy Attorney General
DB	Disciplinary Bond
DBA	Doing Business As
DCA	Department of Consumer Affairs
DDT	Defensive Drivers Training
DGS	Department of General Services
DIR	Department of Industrial Relations
DLSE	Division of Labor Standards Enforcement
DOI	Department of Insurance
DOL	Department of Labor
DOSH	DIR Division of Occupational Safety & Health (also referred to as Cal/OSHA)
EDD	Employment Development Department

EO	Executive Officer / Registrar of Contractors
ER	Enforcement Representative
ES	Enforcement Supervisor
FSR	Feasibility Study Report
FTA	Failure to Appear
FTB	Franchise Tax Board
HAZ	Hazardous Substances Removal Certification
HIS	Home Improvement Salesperson
IC	Investigative Center
IE	Industry Expert
IEP	Industry Expert Program
IMC	Intake and Mediation Center
IT	Information Technology
IVR	Interactive Voice Response system (automated telephone system)
JV	Joint Venture
LEG	State Legislature, legislative
LETF	Labor Enforcement Task Force
MARB	Mandatory Arbitration Program
MOU	Memoranda(um) of Understanding MSC Mandatory Settlement Conference
NASCLA	National Association of State Contractors Licensing Agencies
NTA	Notice to Appear
OA	Occupational Analysis
OSN	On-Site Negotiation Program
PAO	Public Affairs Office
PD	Proposed Decision
PT	Partnership
QPT	Qualifying Partner
RFP	Request for Proposal
RME	Responsible Managing Employee
RMO	Responsible Managing Officer
SAM	State Administrative Manual
SCIF	State Compensation Insurance Fund
SME	Subject Matter Expert
SOI	Statement of Issues
SSN	Social Security Number
SWIFT	Statewide Investigative Fraud Team
TVDS	Test Validation and Development Specialist
VARB	Voluntary Arbitration Program





**CONTRACTORS STATE LICENSE BOARD**

P.O. Box 26000  
SACRAMENTO, CA 95826-0026

9821 BUSINESS PARK DRIVE  
SACRAMENTO, CA 95827  
800.321.CSLB (2752)

*[www.cslb.ca.gov](http://www.cslb.ca.gov)*

*[CheckTheLicenseFirst.com](http://CheckTheLicenseFirst.com)*

*[SeniorScamStopper.com](http://SeniorScamStopper.com)*

## AGENDA ITEM H

Pursuant to Government  
Code Section 11126(a)(1) the Board  
Will Move Into Closed Session  
to Conduct an Evaluation of the  
Performance of the Registrar





# AGENDA ITEM I

Recess



