

Overview

Agency Background

The Oregon Construction Contractors Board protects and serves Oregon consumers, supports responsible licensed contractors and promotes a positive business climate in the construction industry. The CCB was originally established in 1971 regulating only residential homebuilders. In the 1990's regulation of commercial contractors was added. Changes and modifications to structure and approach have occurred over the years but the agency's core mission of protecting consumers and supporting a level playing field for construction businesses remains unchanged. The agency achieves this mission by providing the following services:

- **Licensing Construction Businesses:** CCB licenses approximately 50,000 Oregon businesses ensuring minimum qualifications and minimum financial protections (insurance and bond) are in place.
- **Statewide Enforcement:** CCB enforces licensing requirements statewide, visiting approximately 8,000 construction sites each year and citing and penalizing violations.
- **Dispute Resolution:** CCB acts as a mediator in resolving disputes between contractors and consumers.
- **Educating Consumers:** CCB provides ongoing outreach and education to consumers about how to protect their most valuable investment, avoid common scams and have successful construction projects.
- **Educating Contractors:** CCB also provides ongoing continuing education to contractors on regulatory compliance and business best practices to help build strong compliance throughout the industry.

Outlook-- Considerations

Over the next several years CCB will be heavily focused on financial stability, IT modernization and workforce development – all with the ongoing focus of continuing to provide accountable services to the consumers and contractors of Oregon. These areas of focus are embedded throughout our strategic plan, our DEIB Plan and our IT Strategic Plan. The agency has not consolidated these three documents. However, the values, focus and considerations are consistent throughout, and each reflect a solid and consistent throughline of ***who we are, where we are going and how we plan to get there.***

The following external factors are key considerations in the development of the agency's plan:

1. **Financial Picture:** As an Other Fund agency, relying solely on contractor license fees the agency must be thoughtful and strategic in managing the rising cost of operating state programs in a manner that ensures adequacy of services, without financially harming the regulated community.
2. **Critical Demand to Modernize Systems:** The agency's core license database is old (developed in 1990), unsupported and inefficient. It holds the agency back in terms of being able to provide modern and streamlined services to our customers. It is also costly because it was built to rely on manual and paper processes. These processes are labor-intensive, costly and inefficient.
3. **Need to Develop Workforce:** Both CCB's efforts to stabilize our financial picture and CCB's modernization efforts (see 1 and 2 right above) will also significantly affect the type of worker needed for the future:
 - a. In order to support financial stability, the agency needs to continue to develop and train workers to be **cross-functional**. Cross functional workers improve the efficiency of service delivery and are long-term more cost effective.
 - b. IT modernization will demand that our workforce **evolve and adapt** to operate in a modern and electronic system with new operational standards and requirements.
4. **Building Engagement with Diverse Populations:** As recently as three years ago the agency had very little outreach or materials available that reflected the needs of the diverse populations we serve. Significant headway has been made but more is left to do to reflect the need of the diverse populations of both consumers and contractors that rely on CCB services.

CCB Core Mission, Vision and Values

Mission

To protect and serve Oregon consumers, support responsible licensed contractors and promote a positive business climate.

Vision

Deliver customer-focused, outcome-based programs that support robust consumer protections and a fair and competitive construction industry.

Agency Objectives

CCB's administration of licensing, enforcement, dispute resolution as well as contractor and consumer education programs are focused on the following objectives:

1. Provide robust protections for Oregon consumers of construction services.
2. Promote a fair and competitive business climate in the construction industry.
3. Delvers valuable programs and services to consumers and contractors.
4. Provide timely and efficient customer service to all Oregonians.

CCB Regulatory Philosophy

The CCB is committed to the following principles when adopting, administering and enforcing regulatory standards:

1. **Well-defined purpose:** The reason for the regulation is clearly established and articulated.
2. **Clear Standard:** The requirements are easily understood – those subject to the regulation know how to comply.
3. **Consistent Enforcement:** Standards are administered and enforced in a consistent and predictable fashion.
4. **Eliminate Barriers to Compliance:** Provide tools and resources that promote compliance while ensuring that standards are met.

CCB Approach

In striving to achieve our strategic priorities, CCB leadership and staff work to function as a cohesive and collaborative team, supporting the work of one-another and unified around the following principles:

1. **“One Agency” Focus**
2. **Clear Priorities**
3. **Transparent Communication**
4. **Empowered Staff**
5. **Ongoing Evaluation**

CCB Strategic Focus Areas and Associated Goals & Strategies

I. DURABLE FINANCIAL STABILITY

BASIS: Efficient utilization of financial resources supports positive outcomes for consumers and contractors and ensures long-term viability of programs and services.

STRATEGIC GOAL: Work with board and stakeholders to study and adopt revenue structure(s) that will provide sustainable support for service delivery and improve the predictability and equity of future adjustments.

RELATED INTERIM ACCOMPLISHMENTS:

- Successfully adopted first fee increase in 14 years through robust public process.
- Established financial credibility with industry by holding fees down amidst rising agency costs.
- Rebuilt reserves to support modernization project after critical financial challenges in recent biennia.
- Began engagement with board and industry on establishing predictable and equitable revenue plan.

CORE STRATEGIES IN SUPPORT OF GOAL:

- Review Revenue Structure:
 - Conduct a long-term review of agency revenue structures.
 - Work with industry advisory group to advise on desired service levels and assess alternatives.
 - Establish desired service levels that reflect changing need, given modernization.
- Propose revenue structure that meets desired outcomes.
- Work with board, industry and policy makers to adopt structural changes.

II. SYSTEM & SERVICE DELIVERY MODERNIZATION

BASIS: Current systems are old, inefficient and at risk of critical failure. Replacing existing systems with modern, secure and supported systems will provide better service to customers and allow staff to function more efficiently, reducing long-term costs.

STRATEGIC GOAL(S):

- Conduct competitive procurement to replace existing system with a modern commercial licensing product that meets long-term needs of CCB.
- Successfully implement new system and incorporate product into agency operations, identifying and implementing changes needed to ensure continuity of service delivery.

RELATED INTERIM ACCOMPLISHMENTS:

- Obtained Stage Gate 1 approval of Business Case in support of license system replacement.
- In progress on Stage Gate 2 authorization as well as data clean-up and process documentation.
- Implemented agency-wide change management plan to build staff engagement in project.

CORE STRATEGIES IN SUPPORT OF GOAL:

- Obtain legislative approval of Policy Option Package during 2025-2027 budget authorization.
- Conduct competitive RFP in coordination with DAS (EIS and Procurement) and DOJ to select commercial vendor.
- Continue significant outreach to other Oregon agencies with recent similar experience in order to support a successful implementation.
- Identify and implement new system.

III. STAFF & ORGANIZATIONAL DEVELOPMENT

BASIS: Current staffing and training reflect older labor-intensive processes, leading to increased long-term costs. CCB's organizational structure and staff development approach must evolve and adapt to align with long-term strategic efforts around financial stability and modernization.

STRATEGIC GOAL: Identify and implement organizational and staffing structures that will align with ongoing fiscal responsibility and modernization efforts in support of improved efficiency and service delivery.

RELATED INTERIM ACCOMPLISHMENTS:

- Reclassed several positions (zero budget impact) to better align classifications with current need.
- Incorporated cross-training of mediators and field investigators.
- Initiated succession plan focused on critical positions and high priority staffing areas.

CORE STRATEGIES IN SUPPORT OF GOAL:

- **Expand Existing Workforce Capacity:**
 - Promote cross-training and cross-functionality throughout the organization.
 - Complete or review and update desk manuals for all positions to support succession.
 - Improve efficiency through data utilization and ongoing assessment and improvement.
- **Engage Staff in Modernization and Change Management:**
 - Active agency-wide engagement and communication on modernization efforts.
 - As modernization proceeds, identify needed skills and abilities to support changes.
 - Identify and address skill gaps through training, development or reorganization.
- **Review Staffing and Align with Service Delivery Demands**
 - Engage with stakeholders to determine desired service levels.
 - Assess costs of achieving desired service levels.
 - Align with planned financial structure (See Goal 1: Durable financial stability).
 - Develop a plan and propose changes.

IV. ACCOUNTABLE SERVICE DELIVERY

BASIS: CCB has a number of data metrics that are regularly tracked and reviewed, including at public board meetings, that help the agency remain accountable to the customers that rely on our services.

STRATEGIC GOAL: Review data collected through surveys and performance measures and regularly identify and implement small achievable enhancements to service delivery throughout the organization.

RELATED INTERIM ACCOMPLISHMENTS:

- Deployed *call-back feature* to improve call center service when wait times increased.
- Moved to electronic surveys in order to improve response rate and obtain better data.
- Streamlined process to deal with insurance lapse when data showed minimal risk of actual lapse.

CORE STRATEGIES IN SUPPORT OF GOAL:

- Deploy electronic new application process based on data showing increased processing times.
- Improve pre-license examination process:
 - Use Exam Proctor Vendor contract renewal to improve service delivery.
 - Expand utilization of alternative path pilot program in partnership with SBDC's.
- Continue efforts to implement Senate Bill 228 (2023) around improved enforcement and improved dispute resolution process.

V. COMMUNITY & STAKEHOLDER ENGAGEMENT

BASIS: The protections we offer to consumers and the support we provide to contractors are only functional if we reach and engage all Oregonians in ways that allow them to put our resources and support into action.

STRATEGIC GOAL: Continue to identify and expand opportunities for community and stakeholder engagement that honor the diverse populations we serve.

RELATED INTERIM ACCOMPLISHMENTS:

- Significant expansion of consumer and contractor resources available in Spanish.
- Significantly expanded rate of engagement through utilization of webinars.
- Initiated ongoing Spanish-only live contractor education courses.

CORE STRATEGIES IN SUPPORT OF GOALS:

- Continue to expand outreach opportunities that support and reach underserved communities by partnering with community groups that support those communities.
- Deploy live translation service (through contract) to support field and call center support for non-English speaking consumers and contractors.
- Establish partnerships with community groups that support underserved communities.
- Hold regular forums with agencies that have cross-over interests for both consumers and contractors.
- Continue work to improve the passage rate for Spanish-language pre-license examinees.