

CONSTRUCTION CONTRACTORS BOARD

Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)

Original Submission Date: 2014

Finalize Date: 11/7/14

2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
1	Tested Contractors – Reduce the percent of CCB tested contractors that have a final order for damages that remain unpaid after 60 days, or that are discharged in bankruptcy.
2	Homeowner Awareness – Percent of homeowners who are aware of their rights and responsibilities and the services of CCB.
3	Unlicensed Recidivism Rate – Percent of offenders who recidivate by performing work without a CCB license within three years of first offense.
4	Contractors Who Fail to Pay Damages – Percent of licensed contractors operating in Oregon that fail to pay in full final Dispute Resolution (claims) final orders for damages.
5	Enforcement Investigations – Average days to close an enforcement investigation.
6	Dispute Resolution Final Orders – Average days to issue a dispute resolution (claims) final order.
7	Fair and Impartial Dispute Resolution Process – Percent of parties to claims who perceive claims process to be fair and impartial.
8	License and Renewal Processing – Percent of contractors satisfied with the agency’s processing of license and renewal information.
9	Customer Service - Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall, timeliness, accuracy, helpfulness, expertise, availability of information
10	Best Practices – Percent of best practices met by the Board.

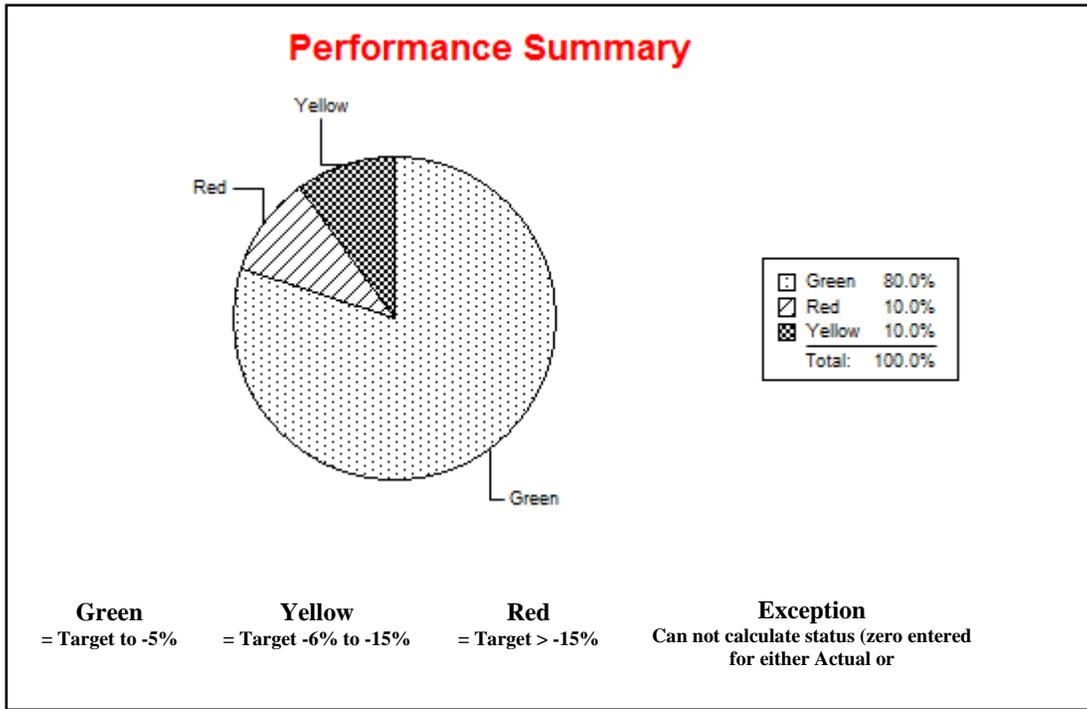
New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
	Title: Rationale:

CONSTRUCTION CONTRACTORS BOARD	I. EXECUTIVE SUMMARY
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Agency Mission: The Construction Contractors Board protects the public's interest relating to improvements to real property. The Board regulates construction contractors and promotes a competitive business environment through education, contractor licensing, dispute resolution, and law enforcement.

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1. SCOPE OF REPORT

All agency programs are covered by key performance measures. The Oregon Construction Contractors Board (CCB), the state agency that regulates construction contractors, protects consumers through its four major programs: . Consumer Education and Contractor Education and Testing (KPM #1 and 2). Licensing and Customer Service (KPM #8 & 9). Enforcement (allegations of license law violations) (KPM #3 and 5). Dispute Resolution (complaints involving contract disputes) (KPM #4, 6, and 7)

2. THE OREGON CONTEXT

CCB regulation affects Oregon's economy and the financial security of most Oregon citizens' largest investment - their home.

Oregon's regulatory structure is a model for other states. The State of Rhode Island patterned its contractor licensing program after Oregon's. Oregon has been singled out by leaders in the insurance and bonding industries as a model for other states (NASCLA 2011). Oregon's unique dispute resolution program also has been studied by other states.

A report several years ago to Washington state legislators highlighted Oregon as having both:

- Annual performance reports addressing critical performance metrics.
- Formal complaint resolution with enforcement powers.

Oregon contractors must understand and comply with many laws that protect the public. The CCB oversees compliance in areas including: basic business competency training and testing, Oregon tax, workers' compensation and employment tax, building codes and permits, contract law, environmental law, liability insurance, and bonding.

Current law mandates that agency programs protect consumers and ensure safe structures in Oregon. Legislative mandates established as a result of the 2005 Taskforce on Construction Claims in 2007 include mandatory continuing education and increased bond and insurance requirements.

Links to Oregon Benchmarks: None. CCB programs do not directly link to Oregon Benchmarks. With help from the Oregon Progress Board, the agency developed two high level outcomes (HLOs) to measure the agency's contribution to moving Oregon forward.

HLO1. Percent of all licensed contractors that discharge CCB complaint final orders in bankruptcy, which significantly damage other Oregonians.

HLO2. Percent of homeowners who understand and highly rate the value of hiring a properly licensed contractor.

3. PERFORMANCE SUMMARY

1. KPMs making progress at or trending toward target achievement: (Green).

- KPM 1: Tested Contractors,
- KPM 3: Unlicensed Recidivism Rate.
- KPM 4: Contractors Who Fail to Pay Damages,

- KPM 6: Dispute Resolution Final Orders,
- KPM 7: Fair and Impartial Dispute Resolution Process,
- KPM 8: License and Renewal Processing,
- KPM 9: Customer Satisfaction, and
- KPM 10: Best Practices.

2. KPMs with progress unclear: (Yellow):

- KPM 2: Homeowner Awareness.

3. KPMs not making progress and not trending toward target achievement: (Red).

- KPM 5: Enforcement Investigations.

Total Number of Key Performance Measures (KPMs): 10

4. CHALLENGES

The agency faces the challenges of improving compliance with Oregon's contractor licensing laws, and providing consistently high quality services in the aftermath of the recession which saw a large decrease in the number of licensees and in agency revenues. The agency continues to seek ways to streamline services and increase the effectiveness of enforcement activities with a reduced staff. The agency is exploring opportunities to coordinate and share resources with other agencies, particularly the Building Codes Division.

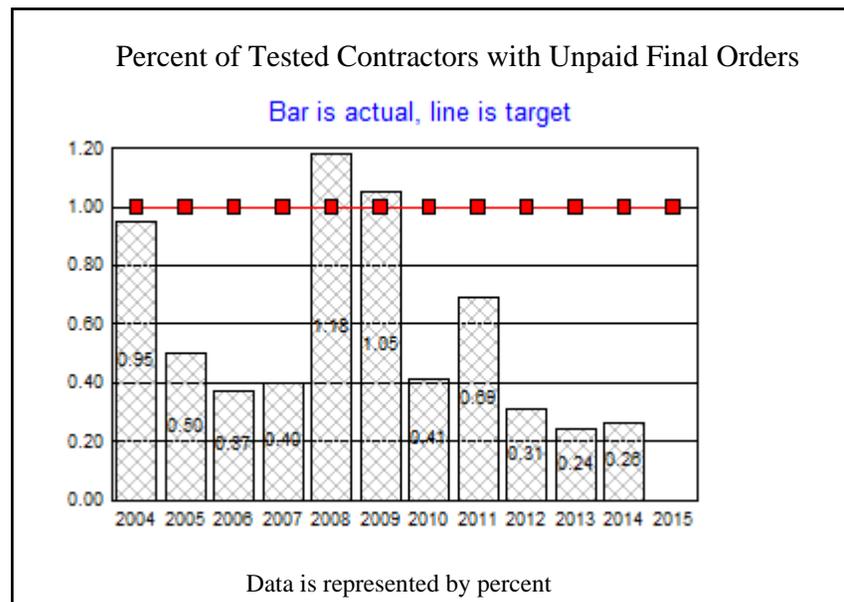
5. RESOURCES AND EFFICIENCY

The agency's budget for the 2011-13 biennium was \$15,944,713. These monies are spread among the agency's four major programs:

- . Contractor/Consumer Education
- . Licensing
- . Enforcement
- . Dispute Resolution Services

Two of the agency's KPMs measure efficiency (KPM 5 and 6).

KPM #1	Tested Contractors – Reduce the percent of CCB tested contractors that have a final order for damages that remain unpaid after 60 days, or that are discharged in bankruptcy.	2007
Goal	Goal 1: To protect Oregon consumers of construction related services. Objective 1b: Contractor Education: To ensure that all licensed contractors have an adequate level of business competency.	
Oregon Context	HLO1 Percent of all licensed contractors that discharge CCB claims final orders in bankruptcy, which significantly damages other Oregonians.	
Data Source	CCB Licensing Program Quarterly Report and Dispute Resolution Quarterly Report.	
Owner	Cheryl Martinis, Education Manager (503) 934-2195 and Stan Jessup Dispute Resolution Manager (503) 934-2218.	



1. OUR STRATEGY

During the 2007 Legislative Session, the Legislature directed the agency to revise this performance measure. With the help of legislative staff, the agency developed a new KPM based upon unpaid final orders that result from the CCB's dispute resolution services. The new performance measure tracks the number of tested contractors that have a final order for damages that remain unpaid after 60 days, or that is discharged in bankruptcy. However, economic conditions or family issues such as divorce also cause financial problems so this KPM may not accurately measure agency education performance.

The agency uses its pre-licensure training and testing requirements to train and provide a measurable level of business competency for new contractors obtaining a new, or first-time license. Responsible managing individuals (RMIs) must demonstrate completion of agency-approved training. Testing is conducted by an agency-approved vendor selected through a competitive bidding process.

Based upon the above, the agency measures the level of success of its business competency requirement (test) by measuring the rate of failures to timely paying agency Dispute Resolution Services final orders in two classes of current licensees:

- Tested contractors 17,433 – July 1, 2014
- Untested contractors 17,158 – July 1, 2014

The rationale is that tested contractors will have the "business competency" to avoid poor business practices and decisions that lead to business failure, bankruptcy, and unrecoverable damages to consumers.

Simple bankruptcies were determined to be an unreliable method of determining business failure due to lack of business competency. Although still an indicator, bankruptcies were determined to be the result of many other factors, and therefore, this measure was measuring business training and testing success was replaced with the current KPM.

2. ABOUT THE TARGETS

The target for this measure is 1 percent.

3. HOW WE ARE DOING

The agency exceeded its target in 2014. The performance measure was actually achieved on a year to year comparison, 0.26% (2014) v .24% (2013).

4. HOW WE COMPARE

No comparative information exists.

5. FACTORS AFFECTING RESULTS

Numerous factors lead to contractors not paying their debts, including poor economic conditions, family changes such as divorce, and emergency expenditures. Two programs may influence this KPM, the mediation service and the enforcement license suspension/revocation authority.

The mediation service offers parties alternative ways to resolve disputes, sometimes involving no, or minimal cost to licensees. By doing so, contractors who may not be able to pay a large debt, have the opportunity to take care of the dispute in a way that preserves their license. On the other hand, the enforcement license suspension/revocation penalizes contractors who fail to pay their debts.

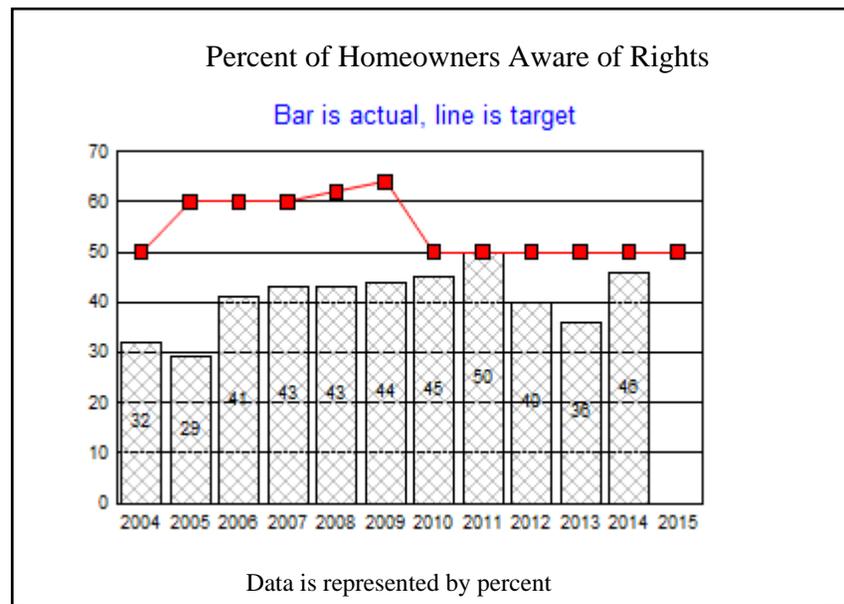
6. WHAT NEEDS TO BE DONE

The Board recommends elimination of this KPM. It does not measure the effectiveness of the pre-licensure or continuing education. Additionally, the measurement is statistically insignificant.

7. ABOUT THE DATA

This data is calculated per quarter by the agency's Dispute Resolution Services and Information Technology Sections. The reported data represents fiscal years ending June 30 of the reported year. For example, data reported for the year 2014 represents data gathered from July 1, 2013 through June 30, 2014.

KPM #2	Homeowner Awareness – Percent of homeowners who are aware of their rights and responsibilities and the services of CCB.	2002
Goal	Goal 1: To protect Oregon consumers of construction related services. Objective 1c: Consumer Education: To educate consumers of their rights and responsibilities and the services and authority of the CCB.	
Oregon Context	HLO2 Percent of homeowners who understand and highly rate the value of hiring a properly licensed contractor.	
Data Source	CCB-sponsored scientific random sample survey among Oregon homeowners.	
Owner	Cheryl Martinis, Education Manager (503) 934-2195.	



1. OUR STRATEGY

Each year, the CCB commissions a statewide survey to measure homeowner awareness of CCB services and their use of licensed contractors. This plan helps form the agency’s consumer outreach.

The survey results note that while 46 percent of all those sampled are aware of the CCB, 57 percent of those who actually completed a remodeling or home improvement project in the past five years are aware of the agency. This reinforces the agency's strategy to focus outreach on attendance at home/remodeling shows to reach consumers most interested in building or making home improvements.

We continue to partner informally with state agencies and consumer/construction industry groups interested in consumer protection and to develop relationships with media to share our messages. In mid-2014, the agency launched a statewide radio campaign reminding homeowners to use licensed contractors for their home projects. The CCB works closely with the Environmental Protection Agency to get the word out to contractors and homeowners about the requirements for handling lead-based paint on pre-1978 homes. In the third quarter of 2014, the CCB, for example, distributed nearly 10,000 lead-safe postcards to home repair and painting outlets. The survey showed that approximately 60 percent of homeowners knew that homes built before 1978 need a specially trained and licensed contractor. The CCB also posted a list of contractors licensed to handle lead paint on its website for the first time in 2014.

2. ABOUT THE TARGETS

A higher number shows greater awareness of the CCB. Over the past several years, the agency set awareness targets ranging from 60 percent in 2006 to 64 percent in 2009. Due to the loss of funding in consumer education outreach, the Legislature lowered the target to 50 percent beginning in 2010.

3. HOW WE ARE DOING

The agency did not reach the target of 50 percent during FY 2014, scoring 46 percent, which is an increase over 2013.

We believe that the agency does a solid job of reaching consumers at home building and improvement shows, and needs to find ways to broaden its outreach within the limits of staffing. Additionally, we need to fine-tune our message to remind homeowners not just to use licensed contractors but to actually verify the license with the CCB. The survey showed that while 81 percent of homeowners agree that it is important to use a licensed contractor, only about a third (37 percent) of homeowners who built homes or completed a major project actually verified that their contractor was licensed.

Two-thirds, or 66 percent, of all homeowners report they would verify the contractor with the CCB if they were to hire anyone for future home projects.

4. HOW WE COMPARE

Comparative data is not available.

5. FACTORS AFFECTING RESULTS

CCB outreach varies, depending on budgets. Although the survey company (Issues & Answers Network, Inc.) was new in 2014, most survey questions remained the same as in years past and key numbers were in line with those of past years.

6. WHAT NEEDS TO BE DONE

The agency will work with industry partners to develop and implement new strategies and review best practices in other states. The CCB expects to have revamped its website by the end of 2014, and that will give us a foundation to build better consumer materials. The agency needs to make information more understandable for consumers who come to its website to look up a contractor's complaint record.

7. ABOUT THE DATA

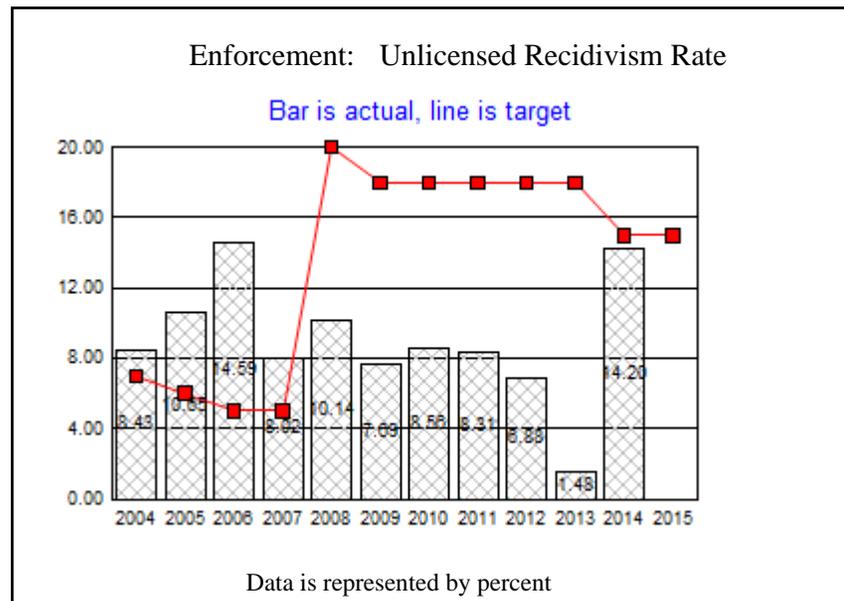
This data is collected each calendar year by a research company.

The question used in the survey for this KPM is "awareness of the CCB".

CONSTRUCTION CONTRACTORS BOARD

II. KEY MEASURE ANALYSIS

KPM #3	Unlicensed Recidivism Rate – Percent of offenders who recidivate by performing work without a CCB license within three years of first offense.	2002
Goal	Goal 1: To protect Oregon consumers of construction related services. Objective 1d: Enforcement: To provide timely and effective investigations of unlawful acts and sanction appropriately.	
Oregon Context	HLO1 Percent of all licensed contractors that discharge CCB complaints final orders in bankruptcy, which significantly damages other Oregonians.	
Data Source	CCB Enforcement Program Quarterly Report.	
Owner	Stan Jessup, Enforcement Program Manager (503) 934-2188.	



1. OUR STRATEGY

The agency's disciplinary program is structured to deter construction businesses from operating without a proper CCB license. The likelihood of detection and the potential for penalties drive the effectiveness of the agency's efforts to deter illegal activity. A low rate of the recidivism indicates that the agency's disciplinary program deters unlawful conduct.

2. ABOUT THE TARGETS

The lower the number, the better. The agency target is a recidivism rate of 18 percent, or lower. The agency seeks to have the lowest possible rate of recidivism.

3. HOW WE ARE DOING

The agency is doing well and exceeds the target on this KPM.

4. HOW WE COMPARE

The agency is unaware of any other administrative enforcement agency that provides recidivism data.

5. FACTORS AFFECTING RESULTS

The agency met the target on this KPM.

The 2007 Legislature authorized increased resources to perform random jobsite checks, giving CCB the ability to more rapidly respond to complaints and to follow-up on those complaints within days or even hours.

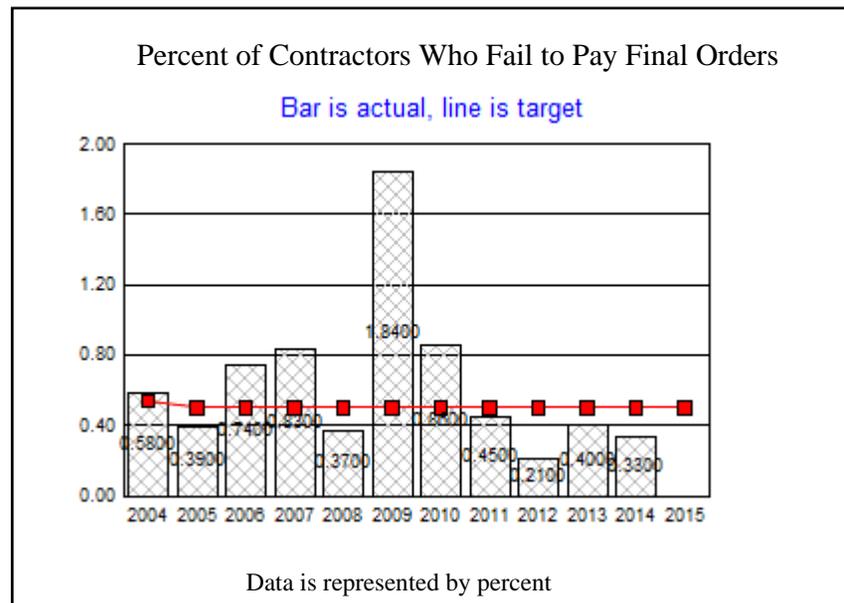
6. WHAT NEEDS TO BE DONE

The agency must maintain an effective and robust enforcement program to deter unlicensed activity.

7. ABOUT THE DATA

This data is gathered quarterly by the CCB enforcement section and represents cumulative data for the fiscal year ending June 30 of each year. Additional data may be obtained by requesting copies of agency program quarterly reports. For purposes of this measure, a repeat offender is a construction business that has an owner or officer in it, or a previous construction business, that was found to have worked without a CCB license within the three years preceding the beginning of the subject fiscal year reporting period.

KPM #4	Contractors Who Fail to Pay Damages – Percent of licensed contractors operating in Oregon that fail to pay in full final Dispute Resolution (claims) final orders for damages.	2002
Goal	Goal 1: To protect Oregon consumers of construction related services. Objective 1e: Dispute Resolution: To hold contractors financially accountable for their business practices.	
Oregon Context	HLO1 Percent of all licensed contractors that discharge CCB complaints final orders in bankruptcy, which significantly damages other Oregonians.	
Data Source	CCB Dispute Resolution Quarterly Report statistics. By measuring the number of contractors per year that fail to pay in full, Dispute Resolution (complaint) final orders for damages divided by the number of CCB licensees per year at the end of the fiscal year.	
Owner	Stan Jessup, Dispute Resolution Services Manager (503) 934-2188.	



1. OUR STRATEGY

The agency's programs hold individuals and construction businesses accountable for their business practices. The licensing section identifies owners and officers of licensed construction businesses. The Dispute Resolution Services (DRS) section determines construction debts. The enforcement section suspends the licenses of those businesses that have owners or officers with current or past unresolved construction debts.

This performance measure tracks the number of current licensees responsible for unpaid debt compared to the total number of licensed contractors.

The Oregon court system is an important partner in holding contractors accountable for construction debt. This KPM measures a negative indicator of this goal, that being whether the agency is working well to make contractors pay their debts by putting pressure on the owners of these companies.

During times of economic stress, this measure will likely spike, despite agency programs.

2. ABOUT THE TARGETS

The target for 2014 has been constant over the last five years. The target for this KPM is 0.050 percent.

3. HOW WE ARE DOING

The agency exceeded the target. For 2014 the agency achieved .33 percent.

4. HOW WE COMPARE

No comparison data is available.

5. FACTORS AFFECTING RESULTS

Numerous factors lead to contractors not paying their debts, including poor economic conditions, emergency expenditures, and family changes such as divorce. Two programs affect this KPM.

The agency's mediation service offers parties alternative ways to resolve disputes involving minimal cost to licensees. By doing so, contractors who may not be able to pay a large debt have the opportunity to take care of the dispute in a way that preserves their license.

On the other hand, the agency's ability to suspend or revoke licenses penalizes contractors who fail to pay their debts. This takes away a contractor's ability to perform work legally until the debt has been paid or settled.

6. WHAT NEEDS TO BE DONE

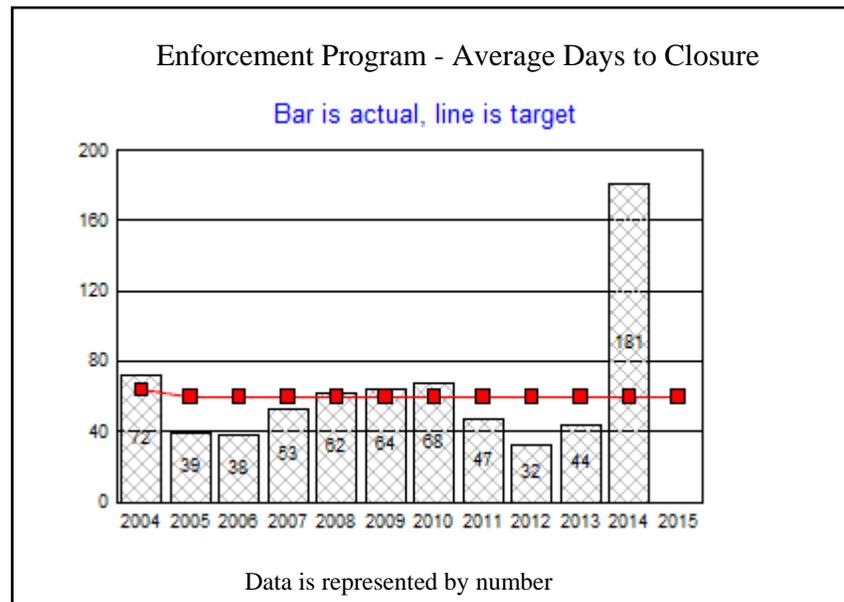
We recommend elimination of this KPM and a determination of meaningful ways to measure the agency's ability to hold contractors accountable for the business practices.

The agency will continue its efforts to identify and discipline contractors and businesses that are owned by individuals responsible for unpaid construction debts.

7. ABOUT THE DATA

This data is determined once a year in July based upon reports run for the fiscal year ending June 30. The data is based upon the number of Dispute Resolution Services "closed" files where there is any amount left unpaid by the contractors.

KPM #5	Enforcement Investigations – Average days to close an enforcement investigation.	1994
Goal	Goal 2. Provide excellent customer service to all who wish to use our services. Objective 1d: Enforcement: To provide timely and effective investigations of unlawful acts and sanction appropriately.	
Oregon Context	HLO1 Percent of all licensed contractors that discharge CCB complaints final orders in bankruptcy, which significantly damages other Oregonians.	
Data Source	CCB Enforcement Quarterly Reports.	
Owner	Stan Jessup, Enforcement Program Manager (503) 934-2188.	



1. OUR STRATEGY

To effectively deter unlicensed and other illegal activity in the construction industry, the agency must process enforcement (disciplinary) complaints promptly.

Enforcement investigations often lead to disciplinary actions, which deter illegal activity when properly administered. This KPM is an efficiency-based performance measure, and is designed to measure the timeliness of the CCB enforcement process.

2. ABOUT THE TARGETS

The lower the number, the better. Targets have been set to reflect rapid processing of citizen complaints alleging illegal activity. The 2014 target was an average of 60 days to process, from beginning of investigation to closing the file, excluding collection process. Given the time allowed for initial investigation, hearings, and appeals, this is an ambitious target.

3. HOW WE ARE DOING

In 2014, we did not meet the target.

4. HOW WE COMPARE

No comparative data is currently available.

5. FACTORS AFFECTING RESULTS

During a full agency reorganization and management change that began at the beginning of 2014, a significant number of case files were located that were never closed. Some of these cases were four and five years old. Closing these cases caused the data to indicate a large spike in the time it takes to close cases. There was also a significant backlog of unresolved cases, which has also been resolved, but this added to the data spike as well. We believe all of these old cases have been dealt with and this is a one-time occurrence.

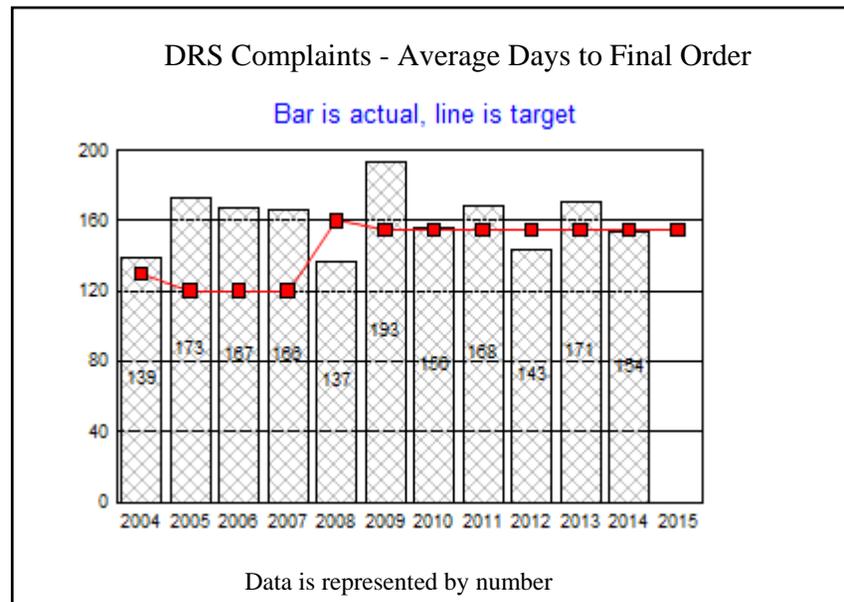
6. WHAT NEEDS TO BE DONE

No adjustment needs to be made. The 60-day target remains a good target given the potential for hearings and appeals that are part of any disciplinary proceeding.

7. ABOUT THE DATA

This data is gathered quarterly and reported by the agency's enforcement section. Additional information may be obtained by requesting the reports. Data for this report represents fiscal year totals, with the fiscal year ending June 30 of the subject year.

KPM #6	Dispute Resolution Final Orders – Average days to issue a dispute resolution (claims) final order.	1994
Goal	Goal 2. Provide excellent customer service to all who wish to use our services. Objective 2a: Dispute Resolution: To efficiently process complaints.	
Oregon Context	HLO1 Percent of all licensed contractors that discharge CCB complaints final orders in bankruptcy, which significantly damages other Oregonians.	
Data Source	CCB Dispute Resolution Section Quarterly Reports.	
Owner	Stan Jessup, Dispute Resolution Manager (503) 934-2188.	



1. OUR STRATEGY

To hold contractors accountable for their business practices, the agency offers construction contract Dispute Resolution Services (DRS) for contractors and

their customers. Consumers, other contractors, employees, and material suppliers may file construction complaints with the agency. The agency seeks to mediate as efficiently as possible to hold contractors accountable for their business practices and to improve customer satisfaction with the service.

2. ABOUT THE TARGETS

The target for 2014 was 155 days. Targets were developed based upon obtainable goals in 2003. The 2007 Legislature adjusted the targets downward from 160 days in 2008 to 155.

3. HOW WE ARE DOING

The agency met its target for 2014. The agency improved the measure by 11 percent versus 2013.

4. HOW WE COMPARE

There is no comparative data.

5. FACTORS AFFECTING RESULTS

As the result of legislation, the Dispute Resolution Services program changed significantly. As of July 1, 2011 the program stopped providing contested case hearing/arbitrations for parties to a complaint.

The current program offers mediation to the parties in an attempt to reconcile the dispute. If the parties cannot come to an agreement, the complaining party must file a complaint in court. If a judgment is awarded, the complaining party may file the judgment with the agency seeking payment from the contractor's bond.

One factor that contributes to the timeliness of our services is the time it takes for a court, or arbitration to issue a ruling for parties that choose to file actions outside the agency. This may partially explain a 19 percent decrease in the complaints filed, and a 20 percent increase in the amount of time it takes to close a complaint in 2013 versus 2012.

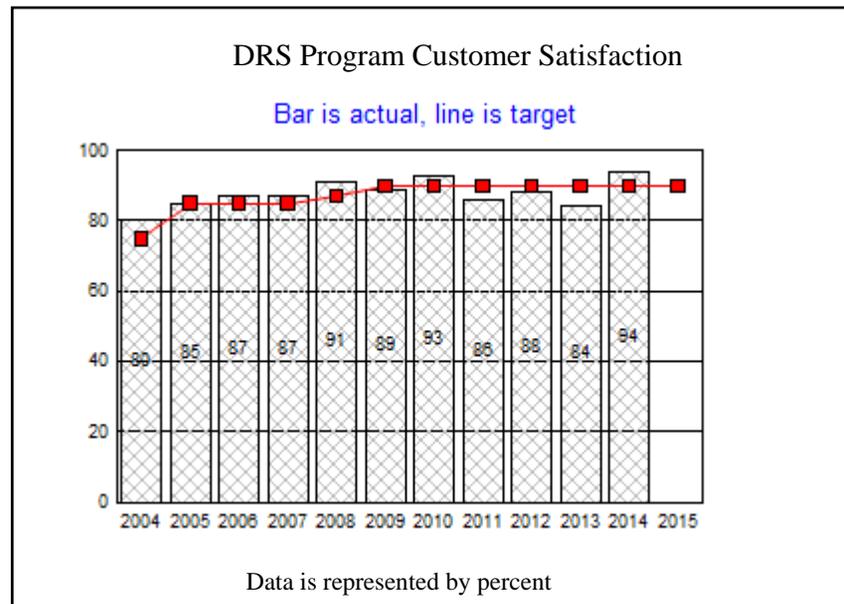
6. WHAT NEEDS TO BE DONE

The agency needs to reexamine this KPM given changes made to the dispute resolution program. A measurement of mediation outcomes may be appropriate.

7. ABOUT THE DATA

The data is based upon fiscal year results for years ending June 30. Additional data is available from the agency's Dispute Resolution Services quarterly reports.

KPM #7	Fair and Impartial Dispute Resolution Process – Percent of parties to claims who perceive claims process to be fair and impartial.	2002
Goal	Goal 2. Provide excellent customer service to all who wish to use our services. Objective 2b: Dispute Resolution: To maximize participants perception of fairness given the requirements of due process under the law.	
Oregon Context	HLO1 Percent of all licensed contractors that discharge CCB complaint final orders in bankruptcy, which significantly damages other Oregonians.	
Data Source	CCB Dispute Resolution Section (DRS) Customer Satisfaction Survey reported in the DRS Quarterly Reports.	
Owner	Stan Jessup, Dispute Resolution Services Manager (503) 934-2188.	



1. OUR STRATEGY

It is imperative that the public perceive the agency's dispute resolution program as trustworthy and fair to both consumers and contractors.

The agency strives to satisfy all parties. This is difficult since mediation often ends up with a "winner and a loser." Here, the agency measures its performance by whether parties perceive the Dispute Resolution Services process to be fair and impartial.

2. ABOUT THE TARGETS

The higher the number, the better. The target is 90 percent.

3. HOW WE ARE DOING

The agency exceeded its target for 2014.

4. HOW WE COMPARE

There is no comparative data.

5. FACTORS AFFECTING RESULTS

The agency will continue to evaluate ways to increase the survey results. This includes increasing the number of responses returned. The most efficient way to increase responses would be to allow customers to enter their survey responses online.

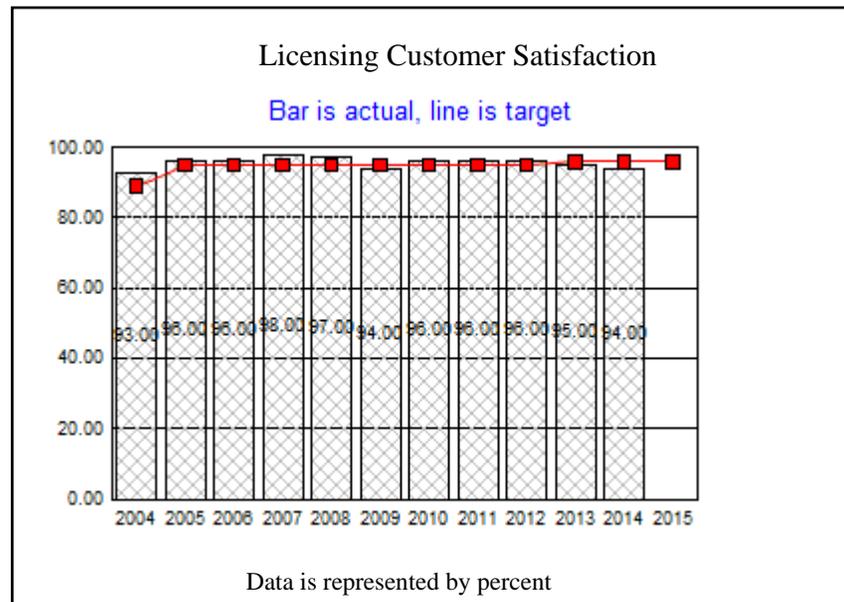
6. WHAT NEEDS TO BE DONE

Although a significant percentage of respondents do believe that mediation is fair and impartial, the section has failed to meet the target in six out of the last eight reporting periods. The agency must determine if the target is reasonable. If the target is reasonable, the agency must critically examine processes to improve.

7. ABOUT THE DATA

The data sample should be increased, if possible. The higher the survey's rate of response, the greater the reliability of the data. Additional data is available from the agency's Dispute Resolution Services quarterly reports. The data is from Question 7 on the survey.

KPM #8	License and Renewal Processing – Percent of contractors satisfied with the agency’s processing of license and renewal	2002
Goal	Goal 3. To regulate in a manner that supports a fair, honest, and competitive business climate in the construction industry. Objective 3a.: Licensing: To efficiently license and renew all construction businesses required by law in a business friendly manner.	
Oregon Context	HLO1 Percent of all licensed contractors that discharge CCB complaints final orders in bankruptcy, which significantly damages other Oregonians.	
Data Source	CCB Licensing Quarterly Reports and survey conducted by CCB during license renewals.	
Owner	Laurie Hall, Licensing Manager, Laurie Hall (503) 934-2199.	



1. OUR STRATEGY

Provide superior service in a timely manner. The agency strives to make licensing and renewals an efficient and trouble-free experience for construction

contractors. Contractors that supply all the necessary renewal information with their renewal application receive their license very quickly. The strategy of the agency is to clearly explain what a contractor needs to obtain a license and process applications within hours, or days, of receiving them. In 2013, a new online renewal system enabled the agency to process license renewals online.

Licenses are renewed every two years. Today the agency serves 34,000-35,000 licensed contractors.

2. ABOUT THE TARGETS

The higher the number, the better. The target was increased by 1 percent in 2013 to 96 percent.

While the agency strives to satisfy 100 percent of its customers, it set an ambitious goal of 96 percent for this performance measure.

3. HOW WE ARE DOING

The agency's performance was 94 percent overall customer satisfaction in 2014, which is slightly lower than the 95 percent for the previous year. The agency consistently enjoys a high level of satisfaction with customers. The agency has met or exceeded its target every year since 2002, with the exception of 2009 and 2014. In 2014, the agency fell below its target by only 2 percent.

4. HOW WE COMPARE

There is no comparative data available at this time.

5. FACTORS AFFECTING RESULTS

Increased regulations that became effective in 2008 resulted in a slight decrease in customer satisfaction in in 2009. During 2009, 2010, 2011, and 2014 the licensing and education staff worked hard to ensure that contractors understood the changes. The agency continued to improve its website, revised forms and instructions based on customer survey comments, updated Customer Service Unit questions and answers, and provided ongoing staff training about the new legislation, particularly continuing education. The licensing staff also worked hard with bonding and insurance agents to help educate them on the new requirements.

6. WHAT NEEDS TO BE DONE

The agency continuously looks for ways to improve its services to customers despite reduced staffing.

7. ABOUT THE DATA

The data reflects quarterly information for fiscal years ending June 30. This data is limited to the first three quarters of the years because this section surveyed contractors for the statewide customer results during the fourth quarter of fiscal year. The data is from Question 7 on the agency's licensing satisfaction survey.

For FY 2004 and 2005, Question 2 of the survey was inadvertently used rather than Question 7. The correct percentages should have been reported as follows: 2004-96% and for 2005-97%. The charts have not been changed to correct this mistake.

KPM #9	Customer Service - Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall, timeliness, accuracy, helpfulness, expertise, availability of information	2006
Goal	Agency Overall Satisfaction Percent of customers rating their overall satisfaction with the agency above average or excellent and Customer Satisfaction Percent of customers rating satisfaction with agency services above average or excellent for: A: Timeliness; B: Accuracy; C; Helpfulness; D: Expertise; E: Information Availability.	
Oregon Context	CCB has no primary links to the Oregon Benchmarks.	
Data Source	Customer Service surveys completed and returned April 1 through June 30 of each year and reported in the Licensing Quarterly Report.	
Owner	Licensing Manager, Laurie Hall, (503) 934-2199.	



1. OUR STRATEGY

The agency strives to provide prompt, courteous service that is responsive to our customers' needs and public protection.

2. ABOUT THE TARGETS

The higher the number, the better. Targets were developed based upon 2006 data and represents incremental improvements sought by the agency over 2006 results.

3. HOW WE ARE DOING

The agency's performance in fiscal year 2014 has increased between one to six percentage points in all categories. The agency is proud of its performance considering the change in licensing and continuing education requirements, and is continuously committed to finding ways to improve its service levels and customer satisfaction levels.

In 2014, the agency met all its targets for customer satisfaction except for timeliness.

4. HOW WE COMPARE

The agency's performance on this KPM of 94 percent compares favorably to that of the Department of Consumer and Business Services (DCBS) of 92.8 percent (2011).

5. FACTORS AFFECTING RESULTS

As CCB continues to implement important consumer protections, we also have to learn how to more effectively communicate about and implement new regulation.

Beginning with the fiscal years 2006-07, the "I don't know" responses were taken out of the survey result calculations due to the high rate of "I don't know" responses. This distorted the survey results.

6. WHAT NEEDS TO BE DONE

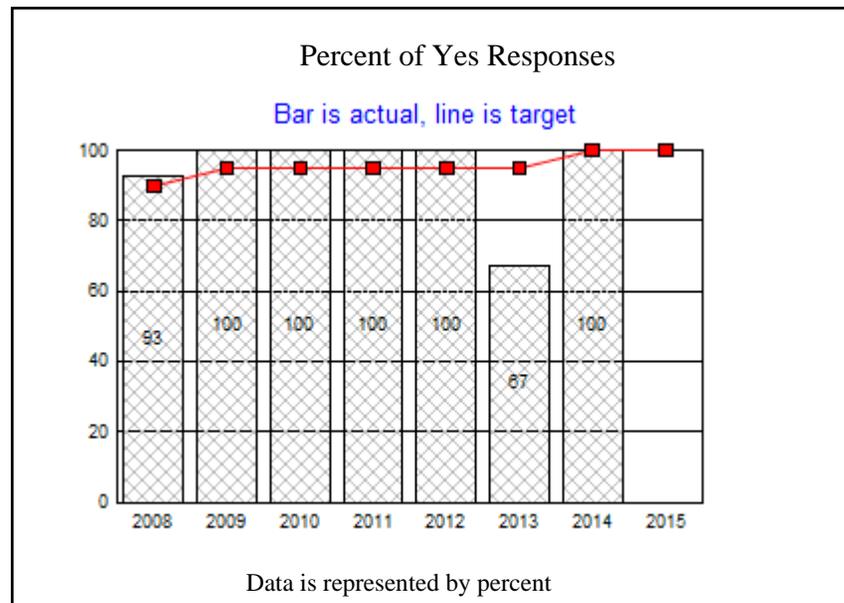
The agency must find ways to improve customer service. Of particular concern is better communication to help contractors understand education and other requirements to maintain their license.

7. ABOUT THE DATA

The following is information on the CCB survey:

- a. Survey Name: Customer Service.
- b. Surveyor: Staff of the Construction Contractors Board.
- c. Date Conducted: April, May, and June 2014.
- d. Population: Active and inactive licensed contractors.
- e. Sampling Frame: Contractors who received a license card during the three-month period of April, May, and June 2014.
- f. Sampling Procedure: The survey form was sent to each contractor who received a license card during the three-month period of April, May, and June 2014.
- g. Sample Characteristics: Data from each survey received was entered by CCB staff into the agency's database and tracked. Responses to each question are available individually as well as cumulatively.
- h. Weighting: No weighting was applied.

KPM #10	Best Practices – Percent of best practices met by the Board.	2007
Goal	Best Practices Percent of best practices met by the Board.	
Oregon Context	CCB has no primary links to the Oregon Benchmarks.	
Data Source	During Board meeting(s), Board Members individually voted on each of the 15 Best Practices as they perceived them for the fiscal year. Data is contained in Board meeting minutes.	
Owner	Administrator James Denno (503) 934-2184.	



1. OUR STRATEGY

To develop and implement recommended statewide "Best Practices" for boards and commissions to improve governance. This statewide measure for boards and commissions was instituted by the Construction Contractors Board in fiscal year 2008. The agency administrator reviewed the measure's 15 Best

Practices with Board members throughout the year, and discussed each of them individually.

2. ABOUT THE TARGETS

The target for 2014 was 100 percent.

3. HOW WE ARE DOING

The agency met its target.

4. HOW WE COMPARE

We shall look at comparables for the FY 2014 report when they become available.

5. FACTORS AFFECTING RESULTS

Agency transition issues impacted some of these results.

6. WHAT NEEDS TO BE DONE

Strive to maintain a 100 percent performance.

7. ABOUT THE DATA

In 2014, Board members individually evaluated group performance and met to discuss their observations. A collective score was determined based upon the individual evaluations. The Construction Contractors Board strives to perform its internal functions according to DAS policies and procedures and other appropriate guidelines. During a Board meeting in October 2014, Board members individually voted on each of the 15 best practices as they perceived them for the fiscal year 2014.

CONSTRUCTION CONTRACTORS BOARD	III. USING PERFORMANCE DATA
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Agency Mission: The Construction Contractors Board protects the public's interest relating to improvements to real property. The Board regulates construction contractors and promotes a competitive business environment through education, contractor licensing, dispute resolution, and

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Alternate: Kimberlee Ayers, Administrative Services Manager	Alternate Phone: 503-934-2237
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The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY	<p>* Staff : Several methods were used to obtain input by staff, including discussions during monthly management and program unit meetings. The agency management team worked with the Oregon Progress Board to examine the agency's mission, goals and performance measures.</p> <p>* Elected Officials: Legislators reviewed the agency's performance measures during the 75th Legislative Assembly and recommended changes for the next biennium.</p> <p>* Stakeholders: The agency management team worked with stakeholders and Board members, to review and discuss the agency's performance measures.</p> <p>* Citizens: The agency's performance measures are available on the agency's website for citizen review and comment. Citizens are encouraged to provide public comment at monthly agency public meetings.</p>
2 MANAGING FOR RESULTS	<p>The agency uses its performance measures to gauge agency progress, effectiveness, efficiencies, and levels of customer satisfaction. Program managers review individual section performance and customer satisfaction survey results to fine tune programs. Board members receive annual performance measure results. They are used to develop agency efficiencies and evaluate policy issues. The agency's management team continues to analyze performance measures in an effort to ensure the measures represent meaningful management tools.</p>
3 STAFF TRAINING	<p>Agency staff participated in training offered by DAS. This training was instrumental in the agency's efforts to develop, monitor, and report its performance measures. Agency managers have reviewed measures with program staff who, in turn, have offered suggestions on fine tuning and perfecting reliable methods of collection and interpretation of data.</p>
4 COMMUNICATING RESULTS	<p>* Staff : Results are reported during public Board meetings and at staff meetings.</p> <p>* Elected Officials: Results are reported at legislative committee meetings.</p>

* **Stakeholders:** Stakeholder meetings are held and performance measure results are reported.

* **Citizens:** Agency web address: www.oregon.gov/CCB. Each agency program's quarterly report reflects statistical data relating to its program. Statistics are reviewed to determine if the measure indicates cost effectiveness. The reports are located in the Board packet materials on the agency's website and are discussed quarterly at Board meetings.