

**Vision:** To be the premier contractor licensing agency, wisely managing our resources and effectively navigating external relationships to further our mission. *Esse Quam Videri - To be, rather than to seem*

**Mission:** Protect the health, safety and welfare of the public through a regulatory system designed to promote quality construction by Arizona contractors.

**Agency Description:** The Arizona Legislature established the Registrar of Contractors in 1931.

A.R.S. § 32-1104 enumerates the powers and duties of the Registrar to issue and maintain contractor licenses, investigate and cite violators, adopt construction standards, educate the public and contractors regarding such standards and rules/policies, and assist in dispute-resolution.

### Executive Summary:

With the continued growth of construction in Arizona, we showcase the benefits of hiring licensed construction businesses and warn of the significant risk of hiring unlicensed entities.

We promote awareness of economically viable Construction Science Technology careers through events and collaborations.

We continue to seek innovative processes and services and leverage technology to minimize efforts to obtain and maintain a license.

We continue to find ways to reduce regulatory burden and streamline processes to benefit our customers.

We look to recruit, develop, and retain a workforce that delivers exceptional customer service and operational excellence.

### Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Increase construction industry awareness and outreach programs	2022	Territory management programs, new licensees and agency outreach efforts reached over 585,000 individuals to educate on agency and services in FY22. This was highlighted by our Inaugural Construction Science Technology Apprenticeship Fair at Chase Field with the D-backs. 250 students, & service members and 200 members of the public participated along with 56 exhibitors & 60 VIPs.
2	Make it easier for people to get licensed in Arizona	2019	Implemented 24/7 customer-centric online portal for licenses and compliant processes, streamlined online payment process, created self-paced Statute & Rules Exam Training Course, and an Artificial Intelligence response "Chatbot" capability on website to assist in answering Frequently Asked Questions.
3	Reduce regulatory burden and scope confusion for improved government outcomes	2020	Completed 5 year rule review.  Reduced the administrative burden for customers and bond companies on active licenses by ensuring 84% of contractor bonds are manageable through the bond vendor portal.
4	Modernize employee recruitment, training, and development to align with today's workforce	2022	Expand and update employee recruitment, training, education, development, and retention

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
#1	Increase # of community outreach events	# of outreach events	Expand outreach to include new license applications, unlicensed complaint reporting and Construction Science Technology education
#2	<ol style="list-style-type: none"> <li>Increase the % of customer engagement with online tools</li> <li>Decrease # of incomplete or incorrect items within applications</li> <li>Decrease # of calls related to status updates for applications and complaints (Breakthrough)</li> </ol>	<ol style="list-style-type: none"> <li>% of customer online engagement</li> <li>% of incomplete or incorrect items received within applications</li> <li>% of calls requesting license or complaint status update</li> </ol>	<ol style="list-style-type: none"> <li>Improve Customer Portal - Enhance customer portal and website</li> <li>Improve Customer Portal - Make it easier for people who are already licensed or residing in another state to get licensed in Arizona</li> <li>Improve visual communication for status updates</li> </ol>
#3	<ol style="list-style-type: none"> <li>Decrease the # of processing days for a Recovery Fund payment (Breakthrough)</li> <li>Preserve the structural capacity of the Registrar of Contractors' general fund</li> </ol>	<ol style="list-style-type: none"> <li>average # of days to process recovery fund claims</li> <li>% difference of monthly revenue and expenditures</li> </ol>	<ol style="list-style-type: none"> <li>Implement a Recovery Fund processing solution</li> <li>Create, develop and implement process that evaluates and corrects revenue and expenditure deviations to the structural capacity for the Registrar of Contractors' general fund</li> </ol>
#4	Increase employee skill set	# of employees that completed advanced or upgraded training	Enhance employee opportunities for training