

Statewide Vision: An Arizona for everyone.

Agency Vision: To be a premier contractor licensing agency, wisely managing our resources and effectively building external relationships to further our mission.

Agency Mission: To 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.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

FY	FTEs	Funding Types:				Total
		GF	AF	NAF	FED	
23	109.7	\$0	\$11,225,900	\$5,851,800	\$0	\$17,077,700
24	109.7	\$0	\$14,067,800	\$4,666,800	\$0	\$18,734,600
25	109.7	\$0	\$14,067,800	\$7,366,800	\$0	\$21,434,600

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

The Arizona Registrar of Contractors (ROC) is committed to upholding its core values while achieving specific objectives that benefit homeowners, contractors, and the environment. Our core values guide our actions and we strive to focus on policies that benefit homeowners, licensed contractors, and the people of Arizona.

- **Safeguard the Public:** A key duty is to protect the public. By 2029, we aim to enhance the effectiveness of the residential recovery fund. Our goal is to narrow the gap between homeowner damages and awarded compensation by 20%.
- **Promote Quality Construction through Education and Outreach:** Education is key to improving construction practices. We are dedicated to increasing the number of new licensees from rural and tribal communities. By promoting educational programs and outreach initiatives, we strive to highlight construction standards and highlight communities.
- **Foster Community Relationships:** Strong community ties can lead to better outcomes. Our objective is to convert ROC-investigated unlicensed entities into licensed contractors. Engaging with these entities to emphasize compliance, our goal is to enhance professionalism and trust within communities.
- **Support Professional Development:** Continuous learning is essential for growth. The ROC is committed to seek opportunities for education and training for our team members.

The ROC remains steadfast in its mission. With the economic challenges of today we will continue our efforts to build a safer, more resilient construction industry for Arizona’s future.

Registrar of Contractors

2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	By 2029 increase the effectiveness of the Residential Contractors' Recovery Fund by closing the gap between homeowner damages and awards by 20%	2025	Housing and Human Services	ROC is making efforts to close the gap between what homeowners are owed in damages and what they receive.
2	By 2029 increase the number of new licensees from rural/tribal communities by 10%	2024	Affordable and Thriving Economy	ROC would like to increase licenses from rural and tribal communities to support job growth. This will begin with outreach and then target supports.
3	By 2029 convert 10% of ROC investigated unlicensed entities to licensed contractors	2024	Housing and Human Services	ROC would like to focus on proper licensure and increase outreach to unlicensed operators to convert them to licensed.
4	Reduce paper usage by 5% over the next 5 years	2024	Resilience, Water, and the Environment	In an effort to reduce cost and waste, ROC will reduce paper usage through a combination of conversion to digital and reduction in print.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
<p>1. By 2029 increase the effectiveness of the Residential Contractors' Recovery Fund by closing the gap between homeowner damages and awards by 20%</p>	<p>1. By 2025, conduct a comprehensive study to optimize the Residential Contractors' Recovery Fund</p>	<p>1.1. % of comprehensive study completed</p> <p>1.2. % difference of the \$ amount of payments provided to approved recipients versus actual damages to property/item</p> <p>1.3. % difference of the \$ amount paid by contractors into the fund versus cost of project/item</p>	<p>1.1.1. Conduct an analysis of each aspect of the cost of running the Residential Contractors' Recovery Fund</p> <p>1.2.2. Complete a study for right sizing the Residential Contractors' Recovery Fund</p> <p>1.3.3. Develop draft legislation for correcting the amount allowed to administer the Residential Contractors' Recovery Fund</p>
<p>2. By 2029 increase the number of new licensees from rural/tribal communities by 10%</p>	<p>2. Establish 6 new non-compliance/outreach & engagement tribal relationships by the end of 2025</p>	<p>2.1. Increase % of tribal engagements and outreach events</p> <p>2.2. % of employees that completed cultural sensitivity training</p>	<p>2.1.1. Develop and improve outreach regarding veteran and low income fee waivers</p> <p>2.1.2. Create baseline to include guidelines for rural/tribal licensure</p>
<p>3. By 2029 convert 10% of ROC investigated unlicensed entities to licensed contractors</p>	<p>3. By January 2026, create pathway to licensure for unlicensed entities *Breakthrough*</p>	<p>3.1. Increase % of unlicensed entities from settlement conferences that opt into pathway to licensure</p> <p>3.2. # of unlicensed entities identified</p> <p>3.3. # unlicensed entities seen in informal settlement conference</p>	<p>3.1.1. Develop process to establish baseline for unlicensed entity data collection</p> <p>3.2.2. Create specialized program/process to provide additional education and outreach</p>
<p>4. Reduce paper usage by 5% over the next 5 years</p>	<p>4. By the end of FY 2025, achieve a 1% reduction in paper usage across all departments</p>	<p>4.1. \$ saved in printing and postage line items</p> <p>4.2. Decrease % of paper renewals mailed</p> <p>4.3. # of documents and forms converted to electronic format and added to the portal</p>	<p>4.1.1. Phase out paper mailings to licensees</p> <p>4.2.2. Update mandatory mailed letters verbiage to include links for additional information</p>

Stakeholder Engagement Plan (Summary):

Internal:

The internal stakeholder engagement plan ensures regular meetings with team members, assistant chiefs and ROC leadership. These engagements allow all levels of stakeholders to communicate, support one another, and provide inputs that are used to develop the strategic plan. Examples include, but are not limited to the following:

- Monthly operation reviews
- Weekly leadership team meetings
- Gemba walks

External:

The external stakeholder engagement plan ensures regular meetings with construction industry leaders, homeowners, licensed contractors. These engagements allow all levels of stakeholders to provide valuable inputs that are used to develop the strategic plan. Examples include, but are not limited to the following:

- Customers (Licensees, Applicants, General Public, Property Owners)
- Industry Advisory Council
- Vendors (Salesforce, PSI, etc)
- Office of the Governor
- Trade Associations and Labor Organizations

Communication Plan (Summary):

Internal:

The strategic plan is communicated internally through multiple means. Examples include, but are not limited to the following:

- Webpage with published strategic plan published <https://roc.az.gov/strategic-plan>
- Operational reviews
- ROC virtual all hands
- Regular visits to different locations to speak to staff
- Team huddles
- One-on-One

External:

The strategic plan is communicated externally through multiple means. Examples include, but are not limited to the following:

- Webpage with published strategic plan published <https://roc.az.gov/strategic-plan>
- Various construction industry associations and vendors
- AZ counties' attorney generals and law enforcement
- Press releases as necessary from our media team
- Outreach community engagements
- Newsletter