



Nevada State Contractors Board

2011-2012 Strategic Plan

July 2011



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letter from the board chair

Nevada's construction industry is facing serious challenges that impact contractors, builders and all of our residents. While daunting, these dynamics also present exciting opportunities for improving the services the Board provides its customers in order to better meet the needs of our constituents.

This Strategic Plan is based on a thorough assessment of the climate in which we operate today, with an eye to the future. It is intended as a "roadmap" that includes specific objectives for the Board to accomplish this year and positions it to be a more efficient and responsive agency going forward. Special attention is given to issues that have arisen during the recession and the most acute needs of our customers.

This Plan was developed collaboratively with Board and staff members and emphasizes concrete action items, responsibility and timelines. It will help improve Board operations and focus our efforts where they are most needed. Ultimately, it will help NSCB promote the integrity of the construction industry and protect public safety and welfare of Nevada's residents.

I hope you will support us as we pursue our goals.

Kevin E. Burke

Nevada State Contractors Board Chairman



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I. introduction

The Nevada State Contractors Board (NSCB) was created by the legislature in 1941 to license and regulate contractors. Nevada requires licensure for all aspects of residential and commercial contracting. The Board is also responsible for enforcement, public awareness and administering a homeowner recovery fund.

The Board is empowered with determining applicant qualifications and establishing license conditions, including a monetary limit and types of work that may be performed. The Board is also empowered to promulgate rules and regulations necessary for implementing and enforcing the enabling statute, NRS 624, and to discipline licensees found in violation of the statute.

The Governor appoints the seven members of the Board to three year terms. Six are licensed contractors, and one member is a representative of the public.

The Board established a public awareness program to provide informational material for consumers and contractors. Board employees give presentations and work with media to provide public information concerning contractor responsibilities and the role of the Board.

The Board administers the Residential Recovery Fund, which was established in 1999 and provides financial assistance to single-family homeowners who have suffered damages in certain cases.

II. overview

The primary purpose of the NSCB is to ensure consumer protection and the general health, safety and welfare of the public.

The State of Nevada was the fastest growing state for 20 of the 21 years ending in 2007. This unprecedented rate of growth created an atmosphere of high demand for homes and commercial construction. The Board's workload increased accordingly during this period in order to meet the demand of contractor licensing and investigation of workmanship complaints.

Since the onset of the recession, construction industry circumstances have changed considerably. There is great uncertainty about the long-term impact of the economic downturn on the State and its political subdivisions, including the NSCB. The Board is facing challenges of a magnitude such as has not been experienced in many years.

While the current economic conditions have created hardships for many contractors, the Board has not seen a significant decrease in the number of licensed contractors. However, there has been an increase in the number of contractors who are unable to meet their financial responsibility, with resulting business failures. In addition, the proliferation of unlicensed contractors has



“Whatever the issue, Contractors Board has always been a valued ally.”

—Robert's Roof & Floor

increased investigator workload.

This Strategic Plan and Implementation Action Program reflects the goals and priorities of the Board and identifies specific actions and responsibilities to help the organization achieve its mission while it faces these challenges.

While regulators are often viewed as impediments to growth, the NSCB strives to be a catalyst for change, contributing to the betterment of the construction industry and its licensees, and helping to build more trusting relationships with the public. In doing so, the NSCB will protect the health, safety and welfare of the citizens of Nevada while serving the public quickly and efficiently.

III. summary of recent accomplishments

The Board's many accomplishments are summarized here. A more detailed list of activities is included as Appendix B.

Licensing

NSCB staff made many improvements to licensing and renewal programs, including enhanced background and fingerprint requirements for applicants. Policies and procedures were updated to streamline the application process, and many technical upgrades were completed to improve ease and efficiency for both staff and licensees.

Enforcement

Investigation Department staff focused on improving enforcement in rural areas and began investigating unlicensed activity using online services including Craigslist. Regular sting operations as well as consumer awareness programs were instituted, and many updates to policies and procedures were made as needed. Most disciplinary hearings were conducted within 60 days from the day the complaint was signed.

Public Awareness and Information

Television, radio, online and print media covered NSCB stories and ran PSAs. Public awareness campaigns were launched on

topics including unlicensed contractors. These campaigns included quarterly newsletters, information packets and eNews bulletins.

Partnering

NSCB staff began hosting a series of interactive sessions with construction industry and consumer group representatives to advance shared interests and board goals and strengthen partnerships.

Board Development

The Board initiated a strategic planning process as well as a management and reporting system to better monitor department operations. The Board also adopted performance measures to track its progress.

Administrative Efficiency

In addition to updating policies and procedures in many departments, several upgrades to information technology were completed. These include creating electronic forms, using document imaging and creating electronic versions of popular resources.

IV. strategic issues and priorities

Board members identified the following key issues that are most acutely affecting the NSCB. They describe the current conditions of the environment in which the Board works. These issues affect NSCB's day-to-day operations as well as its long-term forecast.

State Fiscal Crisis

Nevada has been particularly hard-hit by the ongoing economic recession and has seen a sharp drop in construction activity. These factors affect the Board's operating budget as well as the financial stability of its licensees.

Rise In Unlicensed Activity

In response to economic conditions, there has been a marked increase in unlicensed construction activity. This has significantly increased the Investigations Department workload and threatens the well-being of legitimate contractors.

Consumers At Risk

Property and home-owners are vulnerable to illegal and unethical contractor behavior. Many populations, including seniors, are of particular concern.

Demand For High-Quality Customer Experience

Applicants and licensees expect efficient and effective service from NSCB staff. Improving internal and external operations and communications is critical to delivering a high-quality consumer experience.

Need For Increased Public Awareness Of NSCB's Role And Function

An increased level of awareness within the construction industry and among property owners is critical for the Board to effectively fulfill its mission. Outreach to and education of contractors and other partners in the industry will help the NSCB reach its goals. The Board also seeks to raise the profile of the Residential Recovery Fund, a unique benefit available to Nevada homeowners.

V. NSCB strategic plan framework

The NSCB Strategic Plan is organized according to the framework illustrated below and is described on the following pages.

Each year the Board reviews progress on the strategic plan and establishes a new set of specific objectives with assignments and timelines to ensure implementation.



VI. mission, vision and values

Mission

The Nevada State Contractors Board is committed to promote the integrity and professionalism of the construction industry in Nevada.

The Nevada State Contractors Board has the responsibility to promote quality construction by Nevada licensed contractors through a regulatory licensing system designed to protect the health, welfare, and safety of the public.

Vision

“Striving to Be a Model Regulatory Agency”

The Nevada State Contractors Board strives to be a model regulatory agency, integrating regulatory efficiency with consumer protection. We are committed to exceptional customer service, fair and efficient licensure, and innovative educational and enforcement programs that promote public and industry confidence. Our empowered employees are committed to public service and professional development, and work to promote a fair and competitive marketplace.

Values

The Nevada State Contractors Licensing Board strives for the highest possible quality throughout its programs. We commit to uphold the following values as we pursue our mission and vision:

Fairness and Respect

We will treat all customers and each other in a fair and impartial manner with dignity and compassion.

Honesty and Integrity

We conduct ourselves at all times in a professional and ethical manner. We align our values, words and actions. We are honorable, trustworthy and sincere. We consistently go the extra mile in helping people and beyond the legal minimum to do what is right.

Trust

We are reliable, dependable and accountable for our actions. We are responsible to one another, our work and the public as a whole. Building and maintaining the public's trust and our trust in each other requires honesty, sincerity and playing by the rules.

“Your investigator was very helpful to me as I have a hearing disability. Thank you for the great service you provided.”

—Myrtle Frazier



Excellence and Exceptional Customer Service

The way we conduct business is as important as the business we conduct. We deliver the best service possible and we are committed to quality outcomes. We strive to exceed expectations and to bring out the best in each other.

Innovation and Creativity

We encourage innovation and promote excellence through continuous learning and increased knowledge and development. We are flexible and adaptive to the ever-changing needs of our customers. We are willing to seek non-traditional solutions and we embrace creativity.

Open, Clear and Frequent Communication

We believe in open communication and partnership. We seek shared understanding with our customers. We are engaged and our interactions are meaningful. We believe in participatory governance and transparent processes.

Education

We promote and encourage education of consumers, contractors and our employees.

VII. goals

The NSCB has established six goals which provide the framework of its mission:



Goal 1: Licensing

Ensure that all applicants and licensees are qualified to provide construction services and provide licensing services in a timely and professional manner.



Goal 2: Enforcement

Reduce, and prevent unlicensed activity and unprofessional conduct that poses a threat to public safety and threatens legitimate business activity.



Goal 3: Public Awareness and Information

Enhance the visibility of the NSCB and ensure accurate information is available to the public and professionals through a variety of media.



Goal 4: Partnering

Partner with other public and private organizations to better serve customers and leverage resources.



Goal 5: Board Development

Organize Board training and activities to focus on governance and policy issues while ensuring the execution of the Strategic Plan.



Goal 6: Administrative Efficiency

Improve agency operations and technology to achieve regulatory efficiency, customer service and consumer protection.

VIII. implementation action plan

The following section includes a list of actions currently underway and strategic objectives that will help NSCB meet each of its goals. These objectives were updated based on Board review of the original initiatives outlined in the 2010-2012 Strategic Plan. Performance measure categories and desired outcomes are also provided. Additional detail on performance measures is included in Appendix A: Performance Measure Framework.

“Nevada State Contractors Board were very proficient and professional. My license renewal process was smooth as silk.”

—Mike Beckman





Goal 1: Licensing

Ensure that all applicants and licensees are qualified to provide construction services and provide licensing services in a timely and professional manner.

ongoing responsibilities	lead responsibility
Ensure all applicants meet experience and financial responsibility requirements, pass required examinations and complete background checks	Licensing Staff

specific objectives 2011-2012		lead responsibility	completion date
1.A	Develop and implement online application and renewal service	Licensing Staff	September 2011
1.B	Consider revisions to licensing classifications and make recommendations for how to proceed	Licensing Staff	October 2011
1.C	Explore the feasibility of implementing contractor identification cards to improved customer confidence	Licensing Staff	March 2012

performance measures	desired outcomes
Timeliness	Qualified and licensed professional contractors
Customer Experience	Satisfied licensees



Goal 2: Enforcement

Reduce or prevent illegal activity and unprofessional conduct that poses a threat to public safety and threatens legitimate business activity. Ensure appropriate and efficient responses to complaints and recovery claims.

ongoing responsibilities	lead responsibility
Respond to complaints from the public and perform enforcement actions needed to protect the public health, safety and welfare	Enforcement Staff
Prioritize cases to facilitate early intervention on serious life safety complaints	Enforcement Staff
Ensure disciplinary processes are effective and fair	Enforcement Staff

specific objectives 2011-2012		lead responsibility	completion date
2.A	Explore innovative solutions to reduce unlicensed contracting activities	Enforcement Staff	July 2012
2.B	Strengthen efforts to prevent and prosecute elder abuse	Enforcement Staff	July 2012
2.C	Explore options to improve enforcement in rural areas	Enforcement Staff	January 2012
2.D	Develop a complaint triage system to achieve faster case resolution	Enforcement Staff	January 2012



Goal 2: Enforcement

Reduce or prevent illegal activity and unprofessional conduct that poses a threat to public safety and threatens legitimate business activity. Ensure appropriate and efficient responses to complaints and recovery claims.

performance measures	desired outcomes
Timeliness	Satisfied claimants
Customer Experience	Clear resolution of claims
Quality of Enforcement	Reduction of unlicensed activity
Value of the Contractor License	Fair and competitive marketplace
Fiscal Management of Recovery Fund	Recovery Fund sustainability



Goal 3: Public Awareness and Information

Enhance the visibility of the NSCB and ensure accurate information is available to the public and professionals through a variety of media.

ongoing responsibilities	lead responsibility
Maximize public awareness of NSCB services and benefits of hiring a licensed contractor through continued public outreach initiatives	Public Information Officer
Enhance online services	Public Information Officer

specific objectives 2011-2012	lead responsibility	completion date
3.A Develop and implement a comprehensive update to public information and collateral materials	Public Information Officer	July 2011
3.B Expand outreach programs to educate consumers of their rights and responsibilities and the services and authority of the NSCB, including the distinction between business and contractor licenses	Public Information Officer	December 2011
3.C Explore the feasibility of implementing a public opinion survey	Public Information Officer	December 2011
3.D Increase information dissemination in rural areas	Public Information Officer	March 2012
3.E Explore possibilities for establishing a voluntary continuing education program for applicants and licensees	Public Information Officer	March 2012



Goal 3: Public Awareness and Information

Enhance the visibility of the NSCB and ensure accurate information is available to the public and professionals through a variety of media.

specific objectives 2011-2012		lead responsibility	completion date
3.F	Enhance the NSCB newsletter and website to provide information on changes to statutes and regulations	Public Information Officer	September 2011
3.G	Target outreach and public information to seniors	Public Information Officer	September 2011
3.H	Expand customer awareness of the Residential Recovery Fund	Public Information Officer	September 2011
3.I	Increase contractor awareness of general business and legal principles and practices	Public Information Officer	January 2012
3.J	Develop a contractor recognition program	Public Information Officer	February 2012

performance measures	desired outcomes
Timeliness	Accurate, relevant, readily available information for professional and the general public
Customer Experience	Satisfied customers



Goal 4: Partnering

Partner with other public and private organizations to better serve customers and leverage resources.

ongoing responsibilities	lead responsibility
Improve Board effectiveness through partnering and intergovernmental relationships	Executive Team Members
Improve communication with stakeholders	Executive Team Members
Seek opportunities to leverage resources through creative partnerships	Executive Team Members
Partner with District Attorney's office to aggressively prosecute elder abuse	Executive Team Members
Survey partners on a regular basis to obtain feedback	Executive Team Members
Convene a task force consisting of contractor associations, law enforcement, building officials and governmental agencies to address the underground economy	Executive Team Members



Goal 4: Partnering

Partner with other public and private organizations to better serve customers and leverage resources.

specific objectives 2011-2012		lead responsibility	completion date
4.A	Identify potential partners to help NSCB address top priorities and develop an interface plan for each partner	Executive Team Members	October 2011
4.B	Work with industry partners to explore potential changes to licensing classifications, evolving technology and construction methods	Executive Team Members	October 2011
4.C	Clarify areas of overlapping jurisdiction between the Board and other agencies	Executive Team Members	October 2011

performance measures	desired outcomes
Partnering Activity	Increase in the number of productive partnerships



Goal 5: Board Development

Organize Board training and activities to focus on governance and policy issues while ensuring the execution of the Strategic Plan.

ongoing responsibilities	lead responsibility
Improve Board training and development	Executive Team Members
Focus Board efforts and activities on policy, governance and strategic plan implementation	Executive Team Members
Implement a new Board member orientation and training program	Executive Team Members



Goal 5: Board Development

Organize Board training and activities to focus on governance and policy issues while ensuring the execution of the Strategic Plan.

specific objectives 2011-2012		lead responsibility	completion date
5.A	Establish a performance snapshot for each department and protocol for reporting on benchmarks at Board meetings	Executive Team Members	October 2011
5.B	Develop and implement decision and order guidelines to enhance best practices for hearings	Executive Team Members	October 2011
5.C	Partnering with contractor associations, law enforcements, building officials and governmental agencies to address mutual concerns and/or issues	Executive Team Members	October 2011
5.D	Complete enhanced reporting and staff presentation system	Executive Team Members	October 2011

performance measures	desired outcomes
Board Engagement	Board members are active and engaged, providing clear direction to staff



Goal 6: Administrative Efficiency

Improve agency operations and technology to achieve regulatory efficiency, customer service and consumer protection.

ongoing responsibilities	lead responsibility
Provide excellent customer service to all agency clients and stakeholders	Executive Team Members
Survey peer agencies on periodic basis for administrative and operations best practices, benchmark NSCB performance and re-engineer and refine processes as needed	Executive Team Members
Track performance measures and target outcomes and focus on improving processes that fall below their targets or exceed budgets	Executive Team Members
Maintain state-of-the-art IT systems and update the IT plan periodically	Executive Team Members
Increase use of document imaging system	Executive Team Members
Continue to develop and modify programs to improve customer experience	Executive Team Members
Foster a team-building culture	Executive Team Members
Develop an annual strategic plan based on data and performance measures and budget and update the plan quarterly	Executive Team Members



Goal 6: Administrative Efficiency

Improve agency operations and technology to achieve regulatory efficiency, customer service and consumer protection.

specific objectives 2011-2012		lead responsibility	completion date
6.A	Define targets for each adopted performance measure	Executive Team Members	October 2011
6.B	Ensure all Board staff are aware of employment policies and procedures	Executive Team Members	October 2011
6.C	Complete the Employee Recognition Program	Executive Team Members	December 2011
6.D	Implement technology to enhance and automate investigative services	Executive Team Members	January 2012
6.E	Use customer survey data to develop and implement new programs and/or adjust programs	Executive Team Members	February 2012
6.F	Implement a formal professional development program for staff, including training on strategic planning, customer service and construction industry knowledge	Executive Team Members	July 2012

performance measures	desired outcomes
Fiscal Management	Balanced budget
Customer Experience	Satisfied customers



appendices

Appendix A: Performance Measure Framework

Appendix B: Recent Accomplishments 2010-2011

Appendix C: Constituencies and Customers



Appendix A: Performance Measure Framework

The NSCB Performance Measurement Framework establishes the basis for evaluating organizational performance.

The Framework is organized by goal. The applicable performance measure category is listed under each function.

1. Licensing

Timeliness
Customer Experience

2. Enforcement

Timeliness
Customer Experience
Quality of Enforcement
Value of the License
Fiscal Management of Recovery Fund

3. Public Awareness and Information

Timeliness
Customer Experience

4. Partnering

Partnering Activity

5. Board Development

Board Engagement

6. Administrative Efficiency

Fiscal Management
Customer Experience

Based on several rounds of discussions with members of the Executive and Management Teams, the following performance measures and indicators have been identified.

1. Licensing

LICENSING				
Item	Performance Measure	Indicator(s)	Target	Data Source(s)
L1	Timeliness	New License Application Processing Time	Approve, or deny 75% of the applications within 60 days of receipt of the application	Applications queue
		License Change Application Processing Time	Approve or deny 90% of the applications within 30 days of receipt of the application	
		Renewal Application Processing Time	100% of the applications not requiring additional action are completed or sent deficiency notice within 3 days. 90% of financial statement renewals are approved or tabled for hearing in 60 days.	
L2	Customer Experience	Overall licensee satisfaction with services provided	80% of licensees rate NSCB services as good or excellent overall	Licensee survey

Desired Results or Outcomes

- Qualified and licensed professional contractors
- Satisfied licensees

2. Enforcement

ENFORCEMENT				
Item	Performance Measure	Indicator(s)	Target	Data Source(s)
E1	Timeliness	Investigative case resolution	90% of all investigative cases resolved within 90 days from receipt of case	Investigative records
		Response to life/safety issues	Respond to 100% of all life/safety issues within 24 hours of notification	Investigative records
		Response to Unlicensed Contractor complaints	Respond to 100% of all Unlicensed Contractor complaints within 48 hours of reported illegal activity	Investigative records
		Response to any complaint received by NSCB	Respond to 100% of any complaint by phone and/or by email within 72 hours from receipt of open case	Investigative records
		Frequency of rural proactive enforcement sweeps to detect and apprehend unlicensed contractors	Once per quarter in all rural areas (including Laughlin, Mesquite, Elko, Ely and Pahrump)	Investigative records
		Frequency of building department and district attorney office contacts for coordination and cooperation of investigation activities	Once per quarter	Investigative records
		Compliance case resolution	90% of compliance cases resolved or set for a Board Hearing within 90 days from receipt of complaint	Case records

2. Enforcement

ENFORCEMENT				
Item	Performance Measure	Indicator(s)	Target	Data Source(s)
E1	Timeliness	Criminal case resolution	90% of criminal cases resolved or recommended for prosecution/issuance of a citation within 90 days from receipt of complaint	Case records
		Criminal conviction rate	Maintain a criminal conviction rate of 70%	Case records
		Issuance of final Decision and Order	Final order issued on 95% of cases heard within 120 days of when the complaint and requirement to answer and notice to respond are issued	Case records
		Unlicensed contractor prosecutions	5% increase in the number of unlicensed contractor prosecutions	Case records
		Time to achieve resolution of claim	For minor claim: 90 days from filing claim	Complaint handling queue
			For major claim: 5 months from filing claim	Complaint handling queue
		Time to process Residential Recovery Fund case	90% of the Residential Recovery Fund cases processed within 150 days	Complaint handling queue
Consumer awareness of the Residential Recovery Fund	100% of all NSCB customers awareness of recovery fund	Customer surveys		

2. Enforcement

ENFORCEMENT				
Item	Performance Measure	Indicator(s)	Target	Data Source(s)
E2	Customer Experience	Due process for the licensed professional or the unlicensed individual	100% fair treatment	Case results
		Number of awards from Recovery Fund	100% of eligible claimants receive awards	Claimant surveys
		Overall satisfaction with recovery fund program	90% of eligible claimants are satisfied	Claimant surveys
E3	Quality of Enforcement	Criminal conviction rate	Maintain a criminal conviction rate of 70%	Case records
E4	Value of the License	Percentage of licensees attesting to the value of their contractors license	100%	Licensee survey results
E5	Fiscal Management of Recovery Fund	Level of funds in the Recovery Fund account (fund solvency)	Capacity to cover 5 years of claims	Fund account

Desired Results or Outcomes

- Reduction of unlicensed activity
- Fair and competitive marketplace with everyone playing by the rules
- Satisfied recovery fund claimants
- Clear resolution of recovery fund claims
- Sustainability of recovery fund

3. Public Awareness and Information

PUBLIC AWARENESS AND INFORMATION				
Item	Performance Measure	Indicator(s)	Target	Data Source(s)
P1	Timeliness	Timeliness of NSCB published information as related to a particular issue	Published information within 1 day from initial awareness of issue	Media reports and press releases
P2	Customer Experience	Awareness of and access to NSCB services	60% of Nevada adult population is aware of NSCB services	Public survey
		Quality of information provided by NSCB	100% of licensees are satisfied with the quality of information	Licensee survey

Desired Results or Outcomes

- Accurate, relevant, readily available information (i.e., on-line, on phone and/or in person) for professionals and the general public

4. Partnering

PARTNERING				
Item	Performance Measure	Indicator(s)	Target	Data Source(s)
PT1	Partnering Activity	Number of partnering successes		Staff records

Desired Results or Outcomes

- Engaged construction industry

5. Board Development

BOARD DEVELOPMENT				
Item	Performance Measure	Indicator(s)	Target	Data Source(s)
B2	Board Engagement	Meeting Attendance		Staff reports
		Clarity of Board Direction		Board meeting minutes
		Involvement in Strategic Planning Activities		Board meeting minutes

Desired Results or Outcomes

- An engaged Board providing strong leadership and policy direction.

6. Administrative Efficiency

ADMINISTRATIVE EFFICIENCY				
Item	Performance Measure	Indicator(s)	Target	Data Source(s)
A1	Fiscal Management	Being on budget	Balanced budget	Budget document
A2	Customer Experience	Overall licensee satisfaction with services received	75-80% of licensees are satisfied with NSCB services	Licensee survey
		Overall consumer satisfaction with services received	75-80% of consumers are satisfied with NSCB services	Consumer survey

Desired Results or Outcomes

- Balanced budget
- Knowledgeable, professional staff
- Satisfied customers

Appendix B: Recent Accomplishments 2010-2011

Licensing

- Implemented the online licensing renewal system, which also allows contractors to update their contact information.
- Completed examination review and development to update several code references. The C-2g (Photovoltaics) exam was revised effective July 2010.
- Converted application forms to PDF format to allow users to complete forms electronically.
- Evaluated and updated several policies and procedures to streamline application evaluation and processing.
- Instituted enhanced background disclosure and investigation policy that requires all applicants to submit fingerprints.
- Implemented scanning of existing licensee files, new applications, enforcement cases and disciplinary files upon completion of the transaction or case.
- Updated licensee records to include email addresses to allow more efficient dissemination of information.

During fiscal year 2010-2011, 1,439 new applications were received, a 32 percent decrease from the same period last year. Compared to last year, active license renewals decreased 0.5 percent. Effective July 2011, an online license renewal process was implemented.

Investigation/Enforcement

- Reviewed and updated policies and procedures.
- Used administrative citations and settlement agreements to reduce the need for formal Board disciplinary hearings.
- Conducted most disciplinary hearings within sixty (60) days from the date the complaint was signed by the Executive Officer.
- Implemented a summary suspension procedure to expedite the process.
- Regularly scheduled trips to Elko, Ely and other rural areas to enhance enforcement.
- Completed NCIC and NCJIS compliance audits.
- Completed mandatory training for all investigators and cross-training for criminal investigators to handle compliance complaints.
- Initiated daily enforcement for unlicensed contractors in residential and commercial projects and conducted monthly sting operations.
- Implemented LiveScan technology for applicant fingerprinting.
- Conducted monthly consumer awareness programs.
- Began investigating unlicensed contractors advertising on Craig's List.

In 2010, 3,350 complaints were opened, compared to 4,529 in 2009 and 4,852 in

2008, respectively. Workmanship complaints exceeded money-owing complaints by approximately eight percent. The primary focus of complaints during this reporting period was remodel work followed by service repair work.

Residential Recovery Fund

- Received and processed 125 claims during 2010, resulting in a total of \$534,615 paid to injured homeowners. The average claim was approximately \$4,276.92. A total of 60 claims are pending as of July 30, 2011. Pending claims total approximately \$480,324.35.

Legal

- Administratively handled 193 hearings, involving 280 licensees.

Background Investigations

- The fingerprinting requirement implemented in May 2010 has resulted in an increase in the number of background investigations initiated by the board. During the reporting period, 396 background investigations were completed. Fingerprint cards submitted totaled 3,313.

Public Information Department

- Developed and implemented new logo.
- Began redesigning collateral materials with new image.
- Launched social media sites, including

Facebook and Twitter, and have steadily increased the number of followers.

- Distributed over one hundred press releases to 120 print and electronic media reporters and editors statewide.
- Sent radio spots and television advertisements to media outlets as PSAs.
- Increased public awareness through “Community Watch Campaign” talks, “Unlicensed Contractor Awareness Campaign” informational packets, mailed quarterly newsletters and monthly eNews bulletins.

Information Technology

- Replaced application forms on NSCB’s website with the latest version of Adobe.
- Developed a fingerprinting tracking database, which has proven to be a successful tool in identifying potential concerns with licensing applicants’ background.
- Updated the video conferencing system and all desktop computers.
- Began utilizing Survey Monkey in March 2011 to send electronic customer service evaluation surveys to licensees and individuals who made contact with the organization.
- Added software to increase the efficiency of electronically archiving licensing/ application records.

Appendix C: Constituencies and Customers

Individuals	Constituency Needs	Constituency Contributions
Public – consumers and homeowners	Public health, safety and welfare	Feedback on customer experience
Applicants	Licensing requirements, guidelines and resources	Feedback on application process
Licensees	Regulation of practice and business and legal resources	Legitimate and legal business activity
Recovery Fund Applicants	Compensation for damages	Feedback on fund administration
Building Officials	Timely, accurate communications	Feedback on contractor activity
Media	Timely, newsworthy information	Convey information to the public

Organizations	Constituency Needs	Constituency Contributions
State Legislature	Protection of the public interest and efficient administration of program	Feedback on Board efficiency and effectiveness
State Executive Branch	Protection of the public interest and efficient administration of program	Feedback on Board efficiency and effectiveness
Office of the Attorney General	Investigation and enforcement of illegal activities	Legal guidance and oversight
Industry Associations	Fair and competitive marketplace	Insights or industry trends, issues and challenges
State and Local Entities	Verification of contractor license status	Feedback on contractor activity
Public Safety Entities	Accurate and timely information	Resource for enforcement efforts
Realtors & Homeowner Associations	Consumer information, public health, safety, and welfare	Insights or industry trends, issues and challenges
Senior Groups	Consumer information, public health, safety, and welfare	Feedback on customer experience



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