



Nevada State Contractors Board

STRATEGIC PLAN

**EXECUTIVE OFFICER REPORT
QUARTER ONE REPORT**

July 1 - September 30, 2015



Members of the Board

Jan Leggett, *Chairman*

Margaret Cavin, *Treasurer*

Thomas “Jim” Alexander

Kevin E. Burke

Joe Hernandez

Stephen P. Quinn

Guy M. Wells

Executive Leadership

Margi Grein, *Executive Officer*

Dan Hammack, *Chief of Enforcement*

Paul Rozario, *Director of Investigations*

Nancy Mathias, *Licensing Administrator*

members
and
up



Message from the Executive Officer

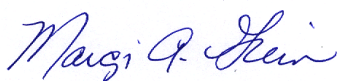
There are a handful of things I look forward to throughout the year, and the summer months are one of them – not because of the scorching heat, but because of the opportunities that await us. For the Nevada State Contractors Board, July marks the start of a new journey and a renewed focus as we advance our sights on becoming a model regulatory agency.

Our Licensing Department has taken time this quarter to dedicate a fresh set of eyes to the license application in an effort to identify ways to streamline information, enhance the quality of instructions, and gain greater perspective on how the Board can better serve its applicants throughout the application process. Customer service has always been a priority area that we strive to improve through each Strategic Plan, and this initiative is one of many we are engaging in this year to achieve that growth.

In an effort to meet the many objectives outlined this quarter, the Public Information Office constructed a plan that will allow the Board to adapt to new projects and remain flexible as it implements a variety of measures throughout the year. Such initiatives include investing in new efforts to evaluate and improve its customer service efforts and publishing several new brochures and consumer information.

Furthering our mission of consumer protection, the Board remains actively engaged and involved in the topic of solar construction. A little over a year ago, the rapid growth of the solar industry initially led to concerns from the Board after a series of complaints were received highlighting both licensed and unlicensed contracting issues. However, in recent months, the Board's concerns have developed into a new opportunity – one that entails partnering with other states and local building departments, and the pursuit to better understand the driving factors behind the solar industry, including the technologies used, the forecasted longevity of the products, and the potential impacts consumers and the Board can expect in years to come.

The Board remains dedicated to its many customers and demonstrates its commitment to quality through each of the objectives outlined to be accomplished. This quarter was no exception. The summer heat may be fading, but the energy of the Board is just steaming up, so stay tuned to see what we'll generate in the next three months!

A handwritten signature in blue ink that reads "Margi A. Grein".

MARGI A. GREIN
Nevada State Contractors Board Executive Officer

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Executive Officer Highlights

Governor Sandoval Appoints New Member to Commission on Construction Education (Goal 5)

Brian Plaster of Signature Management was appointed by Governor Sandoval to serve on the Commission on Construction Education – a term that will last through June 30, 2016. Plaster fills the vacancy of former commissioner Jennifer Lewis.

Board Resources Enhanced (Goal 4)

To further support an already actively engaged Board, staff has developed quick reference resources for members to utilize while out in the community. These resources will provide members with highlights of key initiatives, important statistics, and areas of interest during given points of time throughout the year.

Board Hosts Third Annual Contractor Training Day (Goal 3)

Also in August, the Board welcomed nearly 100 contractors from across the state that attended its free Contractor Training Day. Training topics offered during the full-day sessions included a legislative overview, solar contracting trends and compliance, assistance with liens, building code updates, and marketing tactics.

Board Takes Leadership Role At National Conference (Goals 2 & 5)

The Executive Officer and members of management attended the National Association of State Contractors Licensing Agencies (NASCLA) annual conference in August leading a roundtable discussion on renew-

able energies. The discussion allowed for states to share information on their experiences with the solar trend and brainstorm various opportunities related to the topic in a dynamic and open setting. Additionally, the Executive Officer and chair of the NASCLA Resources Committee provided members with an overview of several programs aimed to assist Board's in advancing their operations.

Solar Interest Leads to New Partnering Initiatives (Goals 1-5)

Understanding that the solar trend is beyond the borders of Nevada, the Board has been actively engaged in dialogue with neighboring states in the West, as well as others nationally. Staff has been meeting with building officials and industry experts to better understand the processes and requirements surrounding installation and inspection services, and the related trends being noticed by the different entities. In October, the Board will be hosting a western state enforcement summit to discuss issues relative to solar construction.

Enforcement Holds Sting Events; Partners with Media (Goal 2)

Two sting operations were held in September in Sparks and Henderson, Nevada. Several individuals were cited for contracting and advertising without a license. NSCB partnered with local media to cover the southern Nevada sting operation, whose coverage of the event is expected to air in coordination with a larger story in the near future.



Licensing - Q1 Snapshot

NEVADA STATE CONTRACTORS BOARD LICENSING FEES DASHBOARD FISCAL YEAR 2013

July to Sept. 2015	
Licenses (Beginning of Quarter)	16,033
New Licenses Issued	263
Licenses Cancelled / Surrendered /Revoked	(264)
Variance in Suspended/Reinstated Licenses	(42)
Licenses (End of Quarter)	15,990
# of Licenses on July 01, 2015	16,033
# of Licenses on September 310 2015	15,990
Net YTD (Fiscal Year)	(43)
Renewal Revenue Gained / Lost	(\$25,800)
*Does not include suspended licenses	

July to Sept. 2015				FISCAL YTD LICENSING FEE TOTALS (FY2016)			
Licenses (Beginning of Quarter)	16,033			LICENSING FEES			
New Licenses Issued	263			BUDGET	ACTUAL	VARIANCE	
Licenses Cancelled / Surrendered /Revoked	(264)			License Renewals	4,100,000	994,470	(3,105,530)
Variance in Suspended/Reinstated Licenses	(42)			New License Fee	590,000	174,450	(415,550)
Licenses (End of Quarter)	15,990			Application Fee	425,000	128,800	(296,200)
# of Licenses on July 01, 2015	16,033			License Changes	360,000	89,150	(270,850)
# of Licenses on September 310 2015	15,990			Invest Recov Costs	350,000	95,584	(254,416)
Net YTD (Fiscal Year)	(43)			Renewal Late Fees	80,000	22,300	(57,700)
Renewal Revenue Gained / Lost	(\$25,800)			Renewal Inactive Fee	120,000	27,338	(92,663)
*Does not include suspended licenses							
90 Day Retention Rate				180 Day Retention Rate			
Projected Year-End Retention Rate	Jul 2015	16,033		Projected Year-End Retention Rate	Apr 2015	16,065	
	Cancellations	(264)	(1.65%)		Cancellations	(664)	(4.15%)
	New Licenses	263	1.64%		New Licenses	514	3.21%
	Susp/Reinstat	(42)	(0.26%)		Susp/Reinstat	225	1.41%
	Sep 2015	15,990			Sep 2015	15,990	
	Change	(43)			Change	(75)	
3 Month Rolling	% Change	-0.27%		6 Month Rolling	% Change	-0.47%	

Licensing - Overview

QUARTERLY STATS

New License Apps: 434 (+17%)

- 328 Approved
- 31 Tabled/Denied
- Avg. Processing Time 65 days; 52% approved/denied within 60 days

Issued Licenses: 263 (-15%)

License Change Apps: 695 (-18%)

- Avg. Processing Time 29 days; 71% approved/denied within 30 days

Active Licenses: 14,997 (+1%)

Inactive Licenses: 993 (-16%)

- 48 Placed on inactive status during Q1 (-19%)

Voluntary Surrender: 70 (+5%)

Active License Renewals:

1,601 (-5%)

Inactive License Renewals:

73 (-32%)

Online Renewals: 535

- 32% of total renewed licenses

License Suspensions (no bond):

- 182 (-15%)

Licenses Cancelled: 166 (-29%)

Application Denial Hearings:

- 15 (-35%)

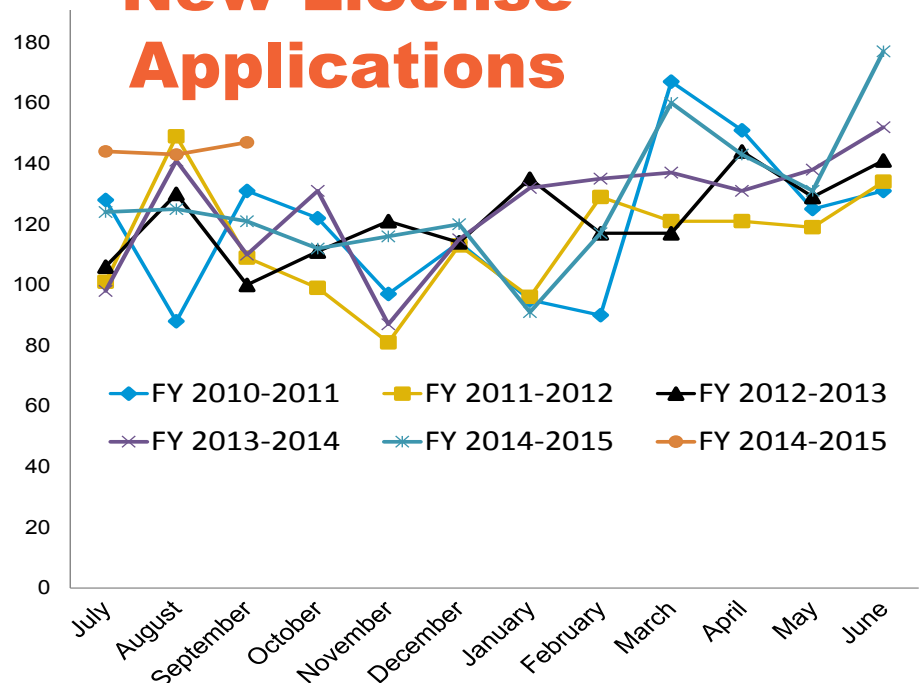
Financial Responsibility Hearings:

12 (+71%)

New Licenses Issued

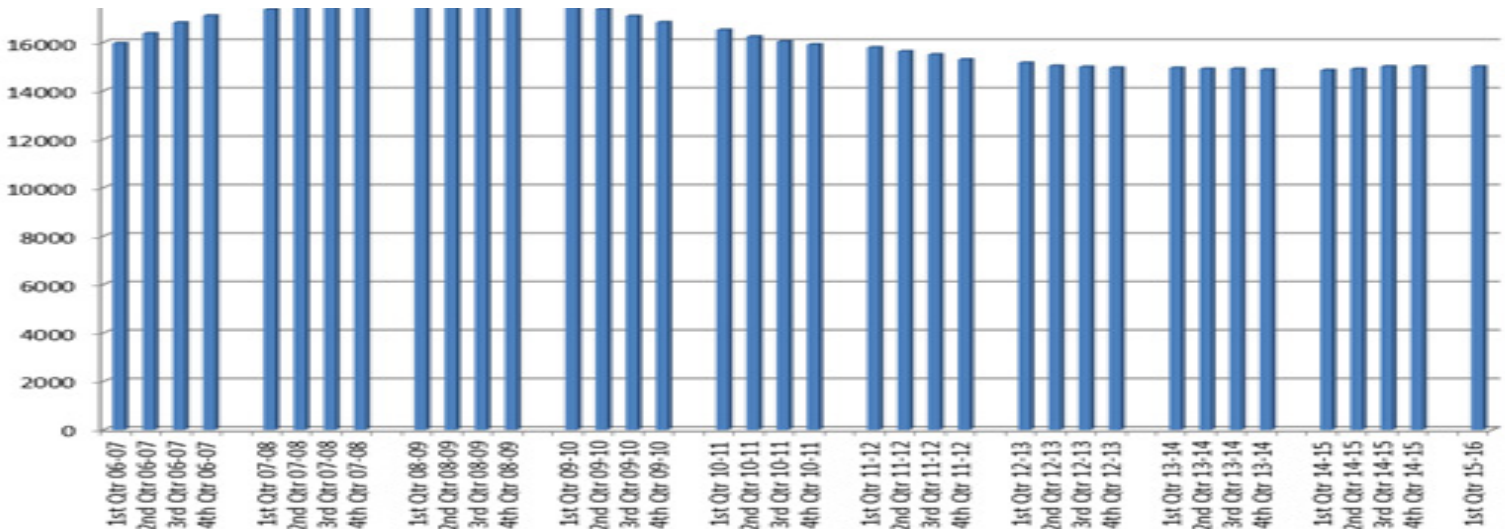
	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
JUL	100	95	86	89	112	84
AUG	83	107	79	99	120	87
SEP	85	70	74	72	78	92
1st Qtr:	268	272	239	260	310	263
OCT	84	77	83	88	92	
NOV	90	77	84	65	82	
DEC	110	70	65	93	108	
2nd Qtr:	284	224	232	246	282	0
JAN	76	68	85	86	77	
FEB	79	83	78	79	76	
MAR	96	90	85	72	107	
3rd Qtr:	251	241	248	237	260	0
APR	101	85	89	75	77	
MAY	116	65	71	91	75	
JUN	83	79	97	96	99	
4th Qtr:	300	229	257	262	251	0
FY	1,103	966	976	1,005	1,103	263

New License Applications

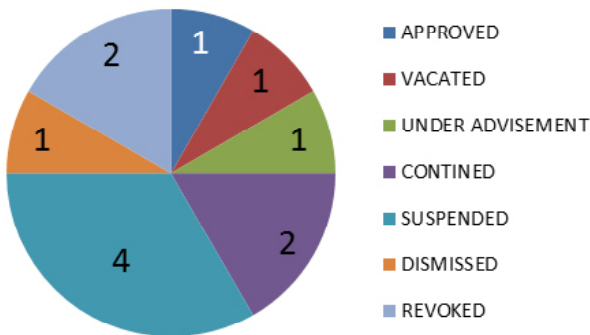


Licensing - Highlights

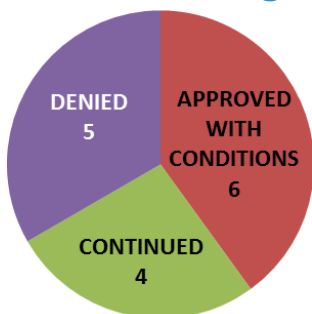
Active Licenses



Financial Responsibility Hearing Outcomes



New Application Denial Hearings



HIGHLIGHTS

- In July, a workshop and hearing were held to receive comment concerning the Board's proposed change to NAC 624.170 establishing a sub-classification for commercial remodel work. In August the measure was adopted by the Board and is pending approval by the Legislative Commission.
- During the quarter, three temporary, part-time, employees were hired to work on imaging the agency's historical documents. Approximately 7,500 licensee files have been recommended for imaging based on their retention value.
- Various licensing teams have been work on business process rules and specification for configuration of the agency's new licensing and enforcement database.

Enforcement - Applicant Backgrounds

SIGNIFICANT OUTCOMES:

- 73 investigations initiated; 31 pending; 92 closed
- 6 applicants withdrew their application
- 1 applicant identified as having an outstanding arrest warrant from California for domestic violence.



Fingerprint Cards Submitted	344
Total fingerprints returned with criminal histories	129
Total fingerprints returned without criminal histories	215
Criminal Histories	37.50%

UNREPORTED CRIMINAL ACTIVITY

(in reference to background investigations mentioned above)

- DUI (12)
- Domestic Violence (7)
- Theft (6)
- Felony Theft (2)
- Felony Narcotics (1)
- Felony Battery (3)
- Misdemeanor Battery (1)
- Burglary (4)
- Aggravated Assault (1)
- Assault with a Deadly Weapon (3)
- Obstruction of Justice (1)
- Forgery (1)
- Stalking (1)
- Trespassing (1)
- False Reporting (1)
- Disorderly Conduct (2)
- Contributing to Delinquency (1)

Enforcement - Compliance Overview

QUARTER SNAPSHOT

Opened Complaints: 429

- 178 Workmanship
- 50 Money Owing
- 211 Industry Regulation

Pending cases: 310;

103 administrative citations issued

Closed complaints: 454

- \$89,900 in Fines
- \$35,972 in investigative costs

56 Cases referred for disciplinary hearing

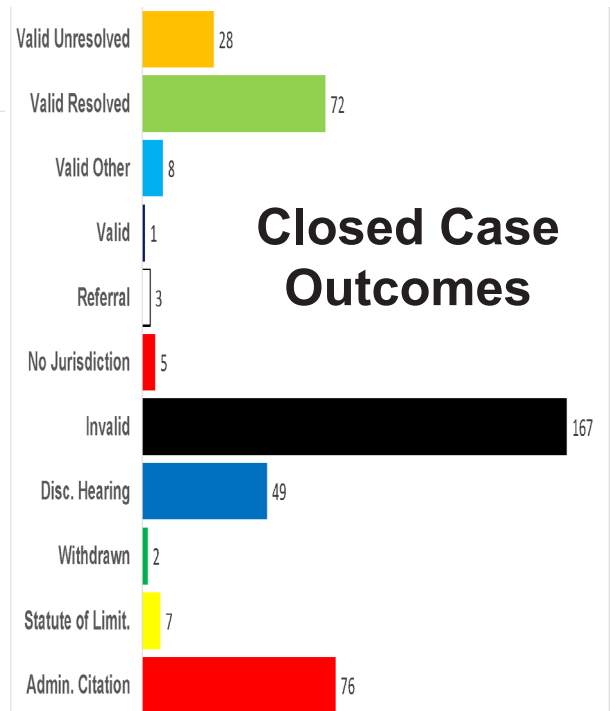
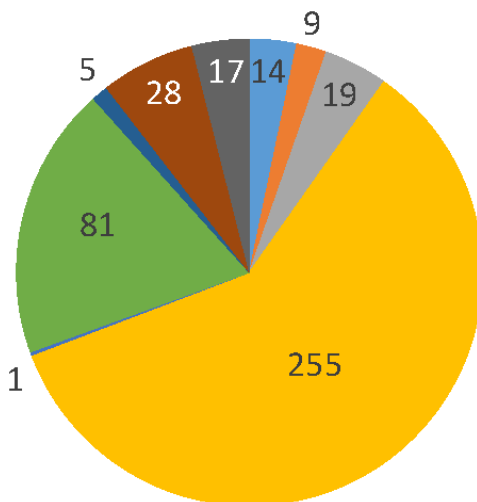
- 16 licenses revoked
- 43 fines imposed totalling \$134,950 and 62,965 in investigative costs

Compliance Complaints Filed

	Money Owing					Workmanship					Industrial Regulation				
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2012	FY2013	FY2014	FY2015	FY2016	FY2012	FY2013	FY2014	FY2015	FY2016
JUL	42	22	19	22	18	52	48	54	60	54	53	87	73	90	76
AUG	47	23	30	36	17	69	48	43	60	71	108	87	72	73	69
SEP	43	30	21	20	15	57	45	61	68	53	70	95	42	68	66
1st Qtr:	132	75	70	78	50	178	141	158	188	178	231	269	187	231	211
OCT	56	47	27	30		64	53	38	53		84	84	66	68	
NOV	60	33	21	12		37	58	24	50		90	67	64	63	
DEC	44	19	22	18		46	34	55	42		84	80	57	65	
2nd Qtr:	160	99	70	60	0	147	145	117	145	0	258	231	187	196	0
JAN	53	42	22	25		42	38	32	52		74	103	69	64	
FEB	53	36	17	20		33	32	48	71		87	100	62	78	
MAR	41	31	29	27		31	48	44	63		88	71	59	65	
3rd Qtr:	147	109	68	72	0	106	118	124	186	0	249	274	190	207	0
APR	44	26	30	35		36	45	47	51		81	95	71	87	
MAY	39	27	27	30		36	47	55	48		83	72	80	90	
JUN	31	23	32	32		48	45	57	66		83	62	78	76	
4th Qtr:	114	76	89	97	0	120	137	159	165	0	247	229	229	253	0

Complaint Sources

- Anonymous
- Building Department
- Contractor
- Homeowner
- Law Enforcement
- Contractors Board
- Other Agency
- Subcontractor
- Supplier



Enforcement - Compliance Highlights

New Licensee Loses License After Six Months

In August, a disciplinary hearing was held for Epcon Electric Nevada, LLC, license number 79838 (electrical), after three complaints were received by the Board. Having only been licensed since February of 2015, Epcon Electric Nevada, LLC quickly found themselves in hot water, having their license summarily suspended after a number of concerning allegations were being investigated by the Board.

At the conclusion of the hearing, Epcon Electric Nevada, LLC, stipulated to the revocation of

its license based on 18 causes of action, including violations for acting in the capacity of a contractor without an active license, acting in the capacity of a contractor under a license issued in a name other than the licensee's, diversion of funds, misrepresentation or omission of a material fact in order to obtain a license, failure to establish financial responsibility.

The now revoked licensed contractor is ordered to pay fines and costs totaling over \$12,000.

License revoked for multiple violations

Sixteen parties filed complaints which resulted in the revocation of Creative Interior Solutions' license. The licensee also was assessed \$60,000 in fines.

The Board took action after finding the respondent in violation of several regulations and statutes, including substandard workmanship, failure to take corrective action, failure to prosecute a construction project with reasonable diligence, causing material injury, abandonment of a con-

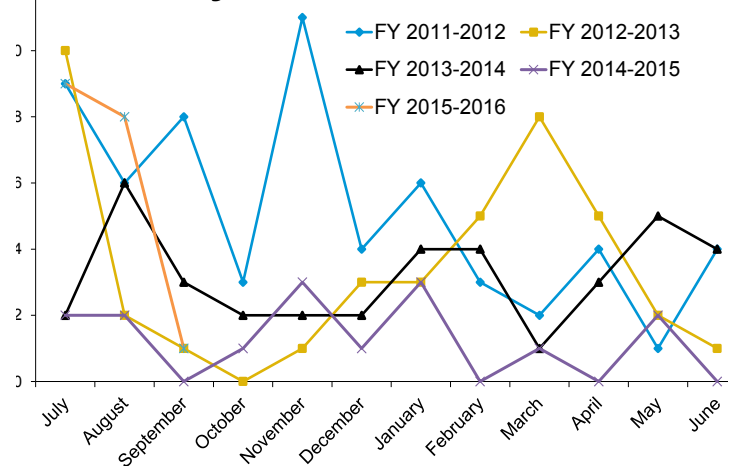
struction project when the percentage completed is less than the percentage of the contract price received, willful disregard for the state's building laws, failure to respond to a written request from the Board, failure to comply with a request from the Board for information or records, failure to comply with terms or a contract or warranty, causing material injury, abandonment of a construction project without legal excuse, and failure to establish financial responsibility.

RESIDENTIAL RECOVERY FUND

20 cases opened
13 carried over from previous qtr.
25 cases awarded funds
\$145,304 awarded
Average of \$5,812
1 case continued

As of September 30, 2015, the Fund has a balance of \$6.56 million.

Recovery Fund Claims Filed



Enforcement Overview - Criminal

QUARTER SNAPSHOT

Opened Complaints: 440

- 242 Contracting w/o License
- 188 Unlawful Advertising
- 12 Criminal Fraud

Closed Complaints: 419

Pending cases: 1,406

31 Criminal charges filed

133 Criminal convictions recorded

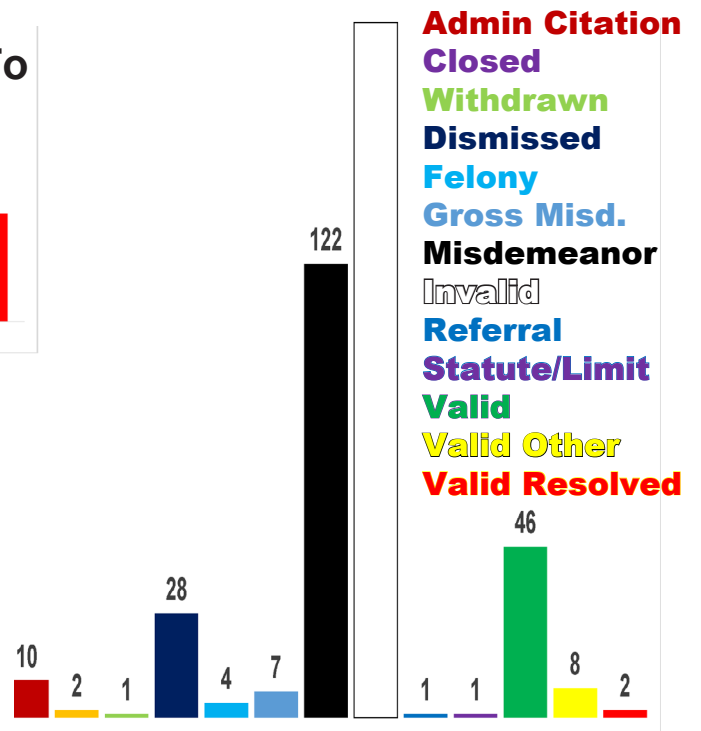
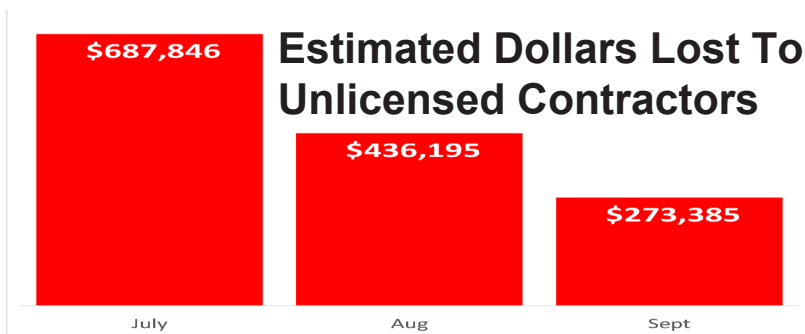
- 122 Misdemeanor
- 7 Gross Misdemeanor
- 4 Felony

190 Cease and Desist Orders

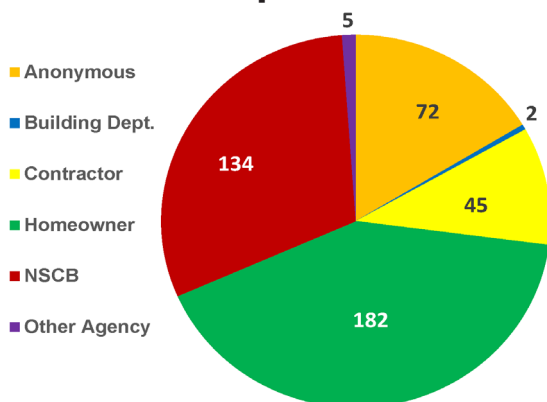
Criminal Complaints Filed

	CWL					Criminal Fraud					Unlawful Advertising				
	FY '12	FY '13	FY '14	FY '15	FY '16	FY '12	FY '13	FY '14	FY '15	FY '16	FY '12	FY '13	FY '14	FY '15	FY '16
JUL	60	84	55	58	93	3	4	3	0	7	36	46	45	70	83
AUG	93	76	65	64	71	1	6	1	0	3	47	37	25	44	39
SEP	46	37	52	67	78	3	0	1	0	2	36	43	36	56	64
1st Qtr:	199	197	172	189	242	7	10	5	0	12	119	126	106	170	186
OCT	55	73	56	77		5	1	0	1		48	30	35	67	
NOV	38	47	63	49		1	5	0	3		22	14	30	50	
DEC	46	36	36	82		1	1	0	2		28	21	20	32	
2nd Qtr:	139	156	155	208	0	7	7	0	6	0	98	65	85	149	0
JAN	43	53	68	72		0	0	0	0		29	57	40	48	
FEB	53	61	60	91		3	3	0	1		54	43	56	52	
MAR	69	55	81	104		0	3	0	2		40	30	38	41	
3rd Qtr:	165	169	209	267	0	3	6	0	3	0	123	130	134	141	0
APR	84	89	62	112		1	2	0	2		54	29	99	89	
MAY	75	67	74	71		4	0	0	1		46	47	84	54	
JUN	85	69	86	130		2	2	2	0		67	47	44	67	
4th Qtr:	244	225	222	313	0	7	4	2	3	0	167	123	227	210	0

Closed Case Outcomes



Criminal Complaint Sources



Enforcement - Criminal Highlights



Investigators cite 18 in sting operations

NSCB investigators cited 18 suspected unlicensed contractors during sting operations in Sparks on September 25 and Henderson on September 29. Investigators identified suspects through complaints to the Contractors Board and by examining advertisements on Craig's List and other bulletin board services.

In Henderson, investigators issued citations to 12 suspects. Seven were ordered to appear in court to answer charges of contracting without a license and advertising construction services without a contractor's license. Five were ticketed for unlicensed advertising. Among these, Salvador Ulloa-Gutierrez fled the scene, and two others failed to show up for their meeting at the sting house. The Board has filed affidavits with the district attorney's office to obtain warrants for their arrest on advertising charges.

In Sparks, three suspects were cited both for allegedly contracting without a contractor's license and allegedly advertising without a license. One was cited for contracting without a license, and two were charged with illegal advertising. Two of those cited are former Nevada licensed contractors whose licenses have been revoked within the last four months.

Board investigation nets felony conviction

The subject of numerous and lengthy Nevada State Contractors Board investigations, Michael Delbridge received a suspended sentence of 12 to 48 months at a hearing in August. Delbridge pleaded guilty in April to felony charges of engaging in business without a license.

The Clark County District Attorney's Office submitted five cases, obtained a felony conviction that includes probation, restitution to the victims and community service. Since Delbridge's plea in District Court, NSCB criminal investigators have received five additional complaints. In one case, Delbridge entered into the construction contract after his court appearance. .

Delbridge's activities have drawn the Contractors Board's attention at various times since 1994. He has faced allegations of posing as a licensed contractor, obtaining funds under false pretenses, diversion of funds and victimizing vulnerable persons after contracting for construction projects under the names "Southwest Construction," "Roadrunner Construction," and "Michael Delbridge Construction."

Information Technology Highlights

Licensing/Enforcement database project progressing

The Board's Information Technology Department made significant progress toward implementing a new licensing and enforcement application database and work processor. Toward this end, IT completed the initial data transfer into the new database. It is currently working on developing the requirements for business processes the new system will handle.

IT continued and completed several other initiatives during the quarter:

- Equipped several departments in both Reno and Henderson with upgraded laptop computers
- Added new Microsoft Domain Controllers in Reno and Henderson

Quarterly website statistics

4.51%

127,486 vs 121,987



Pageviews

-11.23%

926,002 vs 1,043,106



Avg. Session Duration

-10.55%

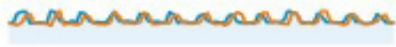
00:04:27 vs 00:04:59



% New Sessions

5.40%

44.26% vs 41.99%



8.57%

64,132 vs 59,071



Pages / Session

-15.06%

7.26 vs 8.55



Bounce Rate

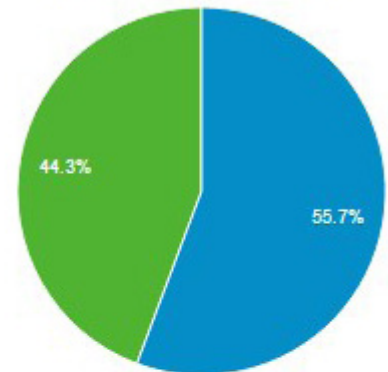
19.65%

27.65% vs 23.11%

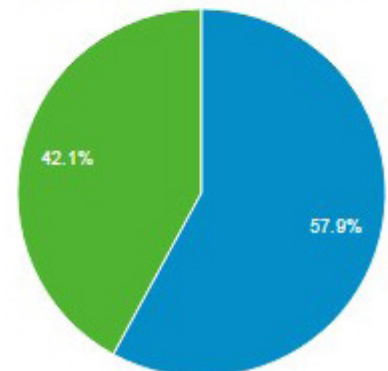


■ Returning Visitor ■ New Visitor

Jul 1, 2015 - Sep 30, 2015



Mar 31, 2015 - Jun 30, 2015



Public Information Office Highlights

Consumer solar brochure taking shape

As the rooftop solar industry takes hold in Nevada, the PIO is fast tracking development of a new consumer brochure outlining the issues they need to be aware of when deciding whether to have solar panels installed on their homes. The brochure also will address questions to ask providers and how to vet manufacturers, installers, payment plans and benefits of the options offered by different providers.



In accordance with the Strategic Plan, the Public Information Department also is working on a brochure to help hopeful contractors through the application process. The brochure is intended as a complement to a PIO/Licensing initiative to make the licensing process and instructions easier to navigate. The aim is to reduce mistakes, missing information and the time required to complete the application in order to shorten the time between application and licensure.



Telephone surveys

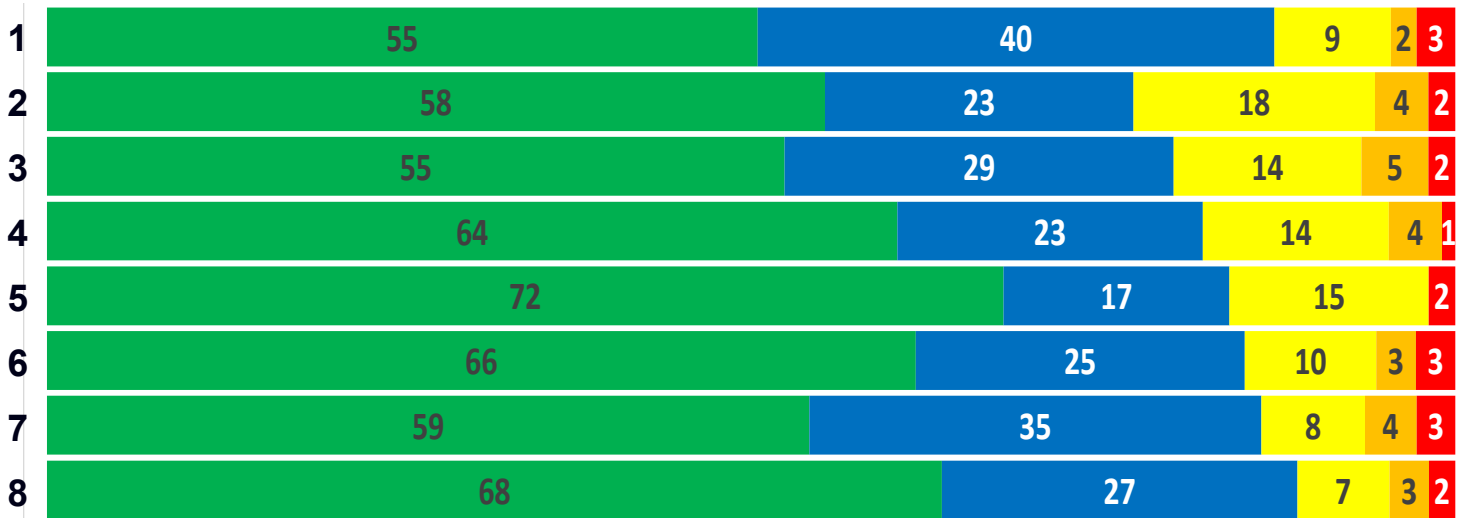
The Public Information Office has been working with UNLV on the development of new telephone surveys for polling the Board's complainants, respondents and licensees. The Board approved the telephone surveys in order to obtain more in-depth and causality data that is available through our email surveys.

PIO Enhances Coverage Of Enforcement Efforts

During the quarter, the Public Information Office has been working with a local Nevada station on the development of an in-depth story on unlicensed contracting. In addition to covering the Board's September sting operation in Henderson, media have been placed into contact with a recent victim of unlicensed contracting who will help further portray the unfortunate circumstances that homeowners find themselves in. The story, which is expected to air in the near future, will focus on the investigative and prosecutorial process while providing residents of Nevada guidelines for hiring appropriately licensed contractors.

Customer Service Survey - Licensing

Quarter 1 Licensing Feedback

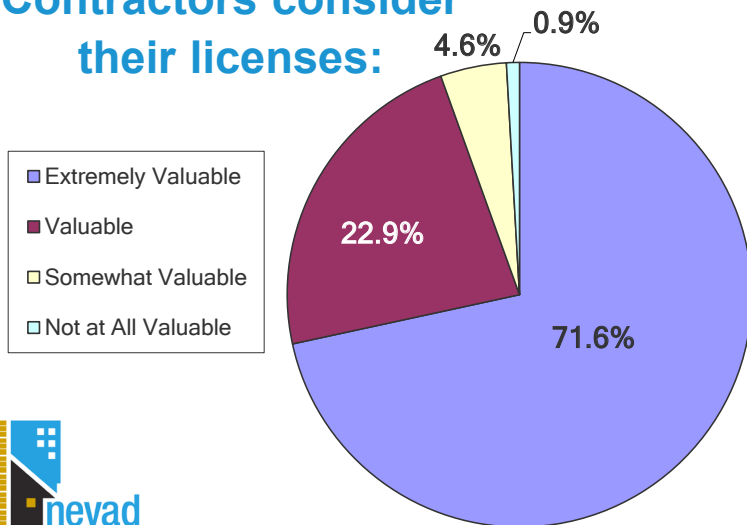


SURVEY QUESTION KEY

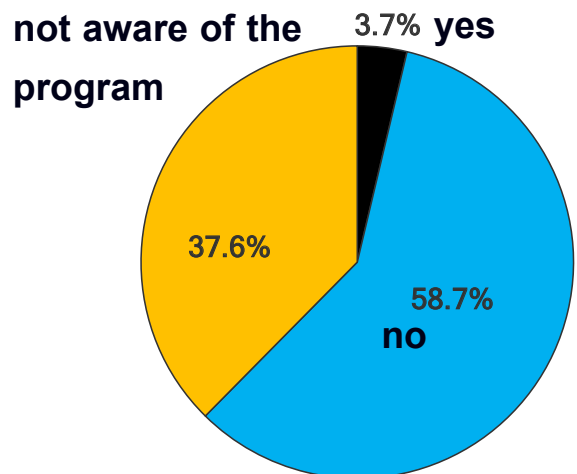
1. The forms and instructions were clear and easily accessible.
2. NSCB staff notified me of problems/issues within a reasonable timeframe.
3. NSCB staff kept me informed of the progress of my licensing request.
4. NSCB staff was responsive to my questions and concerns.
5. I was treated with respect and professionalism.
6. The time it took to process my request met my expectations based on my interactions with NSCB staff.
7. I feel the licensing processes are efficient.
8. I am satisfied at how my request was handled.

Response Rate 5.3%
(109 of 2,039)

Contractors consider their licenses:

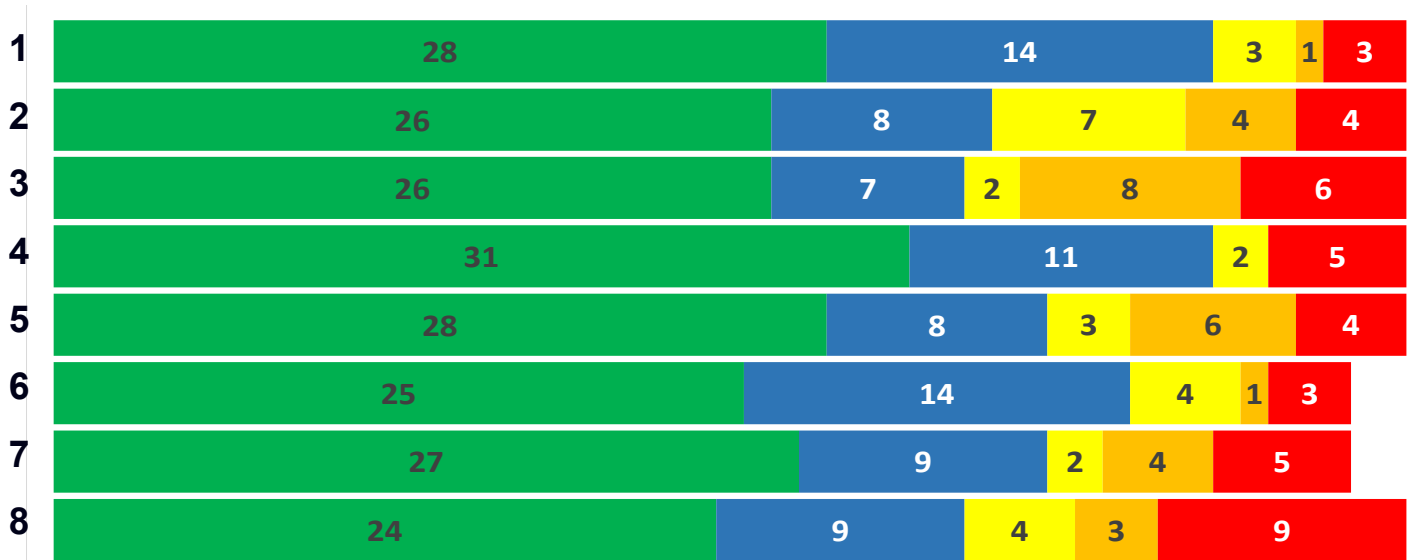


Participated in Business Assistance Program



Customer Service Survey - Complainant

Quarter 1 Complainant Feedback



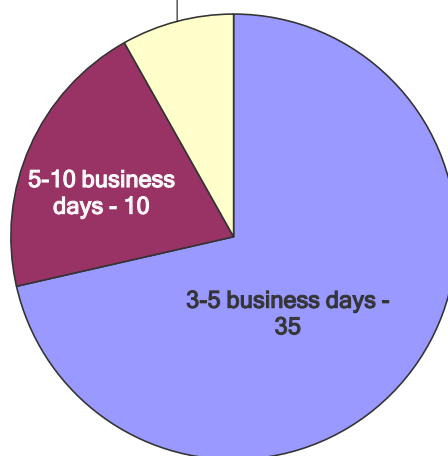
SURVEY QUESTION KEY

1. The information on how to file a complaint was easily accessible and understandable.
2. The procedures for investigating my complaint were clearly explained to me.
3. I was kept informed of the progress made on my complaint throughout the investigation.
4. NSCB representatives treated me with respect and professionalism.
5. The investigator was helpful in answering my questions and providing reasoning for actions taken.
6. I was notified of the outcome of my complaint.
7. I understand the outcome of my complaint (regardless if you agree or not).
8. I am satisfied with the service provided by NSCB.

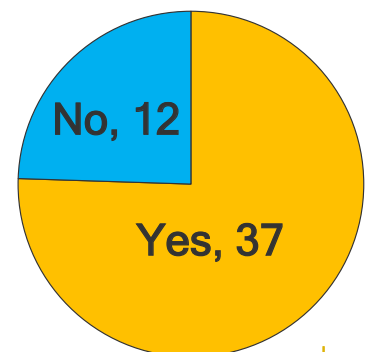
Response Rate 18.8%
(49 of 261)

After receiving the complaint, investigator contacted complainant within...

More than 10 business days - 4

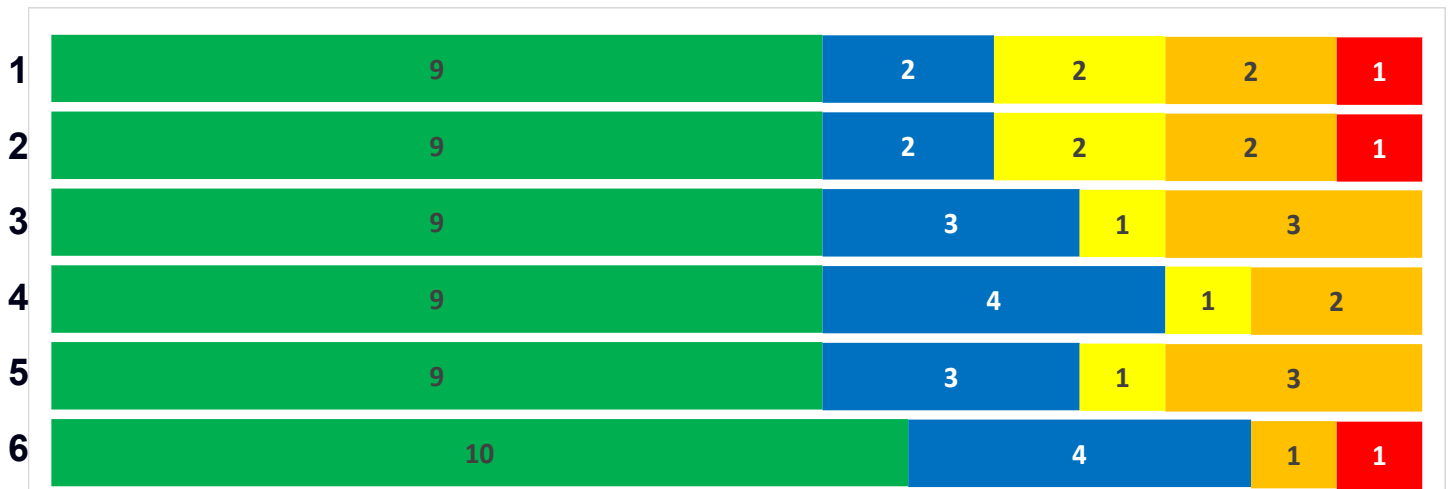


Was notified of case outcome



Customer Service Survey - Respondent

Quarter 1 Respondent Feedback

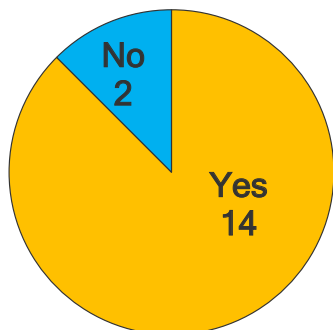


SURVEY QUESTION KEY

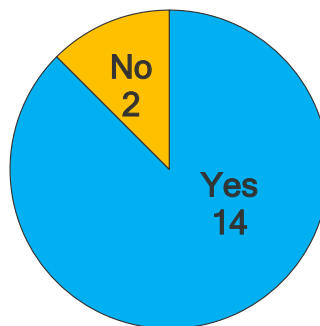
1. The investigator clearly explained the complaint filed against me.
2. The procedures for investigating the complaint were clearly explained to me.
3. I was kept informed of what was happening throughout the investigation.
4. NSCB representatives treated me with respect and professionalism.
5. The investigator was helpful in answering my questions and providing the Board's reasoning for actions taken.
6. I understand the outcome of the complaint (regardless if you agree or not).

Response Rate 3.8%
(16 of 425)

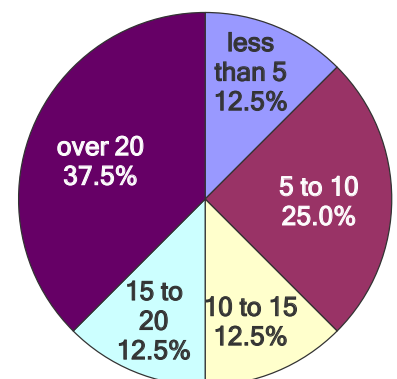
Was notified of case outcome



Was notified of complain filing within 10 days



Respondent's years in business



Customer Service Survey - Recovery Fund

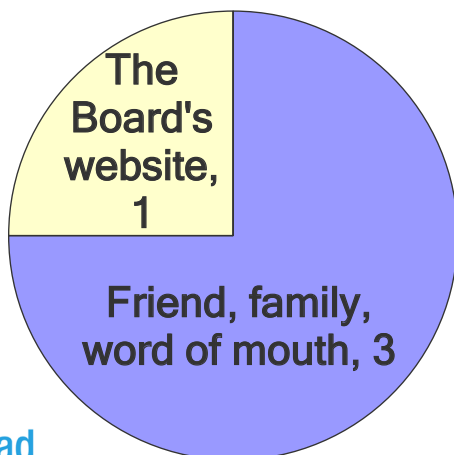
Quarter 1 Recovery Fund Feedback



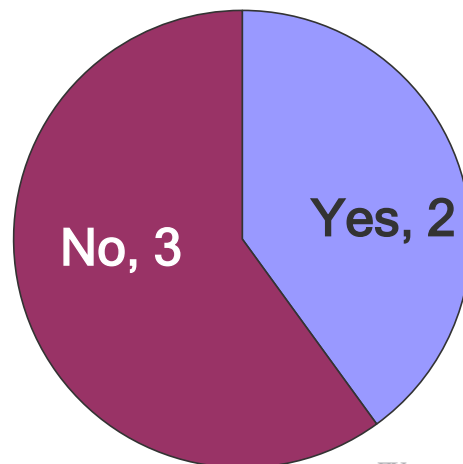
SURVEY QUESTION KEY

1. The information on how to file a Recovery Fund claim was easily accessible and understandable.
2. The time it took for NSCB to contact me after filing my claim was satisfactory.
3. The correspondence and information I received was clear and well explained.
4. NSCB representatives treated me with respect and professionalism.
5. I am satisfied with the time it took to finalize my claim.
6. I feel the Residential Recovery Fund is a valuable protection in place for consumers.
7. I am satisfied at how my claim was handled.

Claimant learned of NSCB from...



Claimant knew about RRF before contacting the Board



Customer Service Survey Comments

CUSTOMER SURVEYS PROMOTED



Upon entry to a Board office, all customers are asked to sign-in and a general feedback survey is sent to them electronically shortly after their visit. Additionally, all staff include a link to this survey on every e-mail that is sent.

Surveys are also sent out monthly to licensing customers, complainants and respondents who have made contact with the Board during the period. The feedback, which is captured in this report, focuses on our strategic performance measurements, customer service satisfaction, and awareness of Board programs and initiatives.

The results of each survey are compiled and distributed to management for review and training purposes among their staff.

What Our Customers Are Saying

"I am pleased and very impressed with the Contractors Board to this point because of the contacts I have had with your employees - everyone from the receptionist to the investigator assigned have been informative, pleasant, and professional."

Recovery Fund Claimant

"I've always had friendly, efficient and informative interactions with everyone at the Board."

License Applicant

"A very big help! I will come to you again."

Respondent

"I was completely satisfied with the manner in which the inspector conducted my case. I appreciate the NSCB services on this regard with a view to protect consumers."

Complainant

Looking Forward - Quarter 2

We're just getting started on our list of objectives to accomplish this quarter. In the months to come, we look forward to creating a pool of administrative law judges to preside over future hearing caseloads.

We will also continue our efforts to improve customer service by finalizing the development of our customer service surveys and working with each department on revision of documents and website content to ensure information is clearly conveyed.

Our Public Information Office will expand its relationships with media by hosting a Media Day, in which state and local print and broadcast outlets will be informed on the various operations and topics of interest to the Board in hopes of encouraging future stories that will publicize the Board's activities related to its mission of public protection.

These among many others will be highlighted in our next quarterly report. You won't want to miss it!



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