



Nevada State Contractors Board  
**2016-2017**  
**Strategic Plan**

JULY 2016



## acknowledgements

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resources  
and



## letter from the board chair

As Chairman of the Nevada State Contractors Board, nothing remains more important to me than upholding the mission of this agency and watching the fruits of our labors exemplify the reason for our existence. At a time when technology is advancing at rapid speeds, scams are targeting nearly every facet of life, and construction is picking up steam, the need for public protection has never been greater.

We recognize that many of our proactive licensing efforts, such as conducting criminal background checks on all applicants, ensuring each licensee meets strict financial responsibility requirements, and verifying a contractor has the necessary qualifications and experience for their trade of licensure, support our mission to protect the health safety and welfare of the public while promoting confidence and integrity within the industry. However, we are still faced with the threats posed to consumers by the underground economy of unlicensed contractors who can offer “too good to be true” deals that often place consumers at an unknowingly high risk of liability and loss of protection.

Our Board goes to great lengths to protect the public, and continues to identify new strategies and opportunities to increase these efforts. In the past year, our enforcement division has created a fraud unit to more aggressively target those individuals and businesses who are placing consumers at the greatest risk; enhanced partnerships with local law enforcement on unlicensed contracting sting events; and increased the use of administrative law judges and industry experts in our investigations and disciplinary hearing processes.

Supporting each of these initiatives is our commitment to public education and outreach. As the Board celebrates its 75th anniversary this year, we knew the best way to give back and celebrate our successes was to partner with other state, local and community agencies to provide the public with resourceful, preventative and educational information on a variety of topics. Throughout 2016, the Board will be hosting a number of events throughout the state focused on topics such as elder abuse prevention and scams, disaster preparedness, public protection initiatives by various agencies, and paying tribute to the contributions of the construction industry in educational environments, the state’s economy and its impact to the community at large.

What’s unique and one of the greatest attributes of the Contractors Board is its dedication to never settle. Our annual strategic planning process creates an environment where Board members and executive staff take an introspective look at the Board’s operations and discuss how our daily realities are impacted by the environments that shape our business, such as economic changes, trends in the industry and customer feedback. From this discussion, a roadmap develops. Brainstorming occurs. Ideas become inspired. Energy becomes renewed. Our professional agendas carry a new focus, and the Board’s vision to be a model regulatory agency comes to life – again!

This is strategic planning. This is change at its greatest. This is what sets the Board apart from so many other organizations. We understand the importance of adaptation. We value the lessons learned through the challenges we face. We pride ourselves on the accomplishments and advancements we make through this process each year, while not losing focus on the opportunities that still lie ahead.

It is an honor to serve as Chairman when our agency is united in its mission and the outcomes I can report on demonstrate our commitment to public safety and the integrity of the industry. I hope you will join our excitement in the coming year as we embark on yet another robust agenda!

**Jan Leggett**

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 for services 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 members are licensed contractors, and one is a representative of the public.

The Board's public awareness program provides informational materials for consumers and contractors. Board employees give presentations and work with members of the media to provide public information concerning contractor responsibilities and the role of the Board.

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



## II. overview

Established in 1941, NSCB is an agency dedicated to consumer protection. Each of its departments aids the Board's mission to ensure the health, safety and welfare of the general public in all construction matters under its jurisdiction. Funded by contractor license fees, NSCB also maintains a Residential Recovery Fund account, which affords residential homeowners financial recourse in the event they incur damages as a result of a construction project.

The Board's Licensing Department further promotes consumer protection through the licensing application process. In 2011, the Board began requiring all applicants to submit fingerprint cards in an effort to better identify character issues in an applicant's background that may warrant denial of licensure due to safety concerns. With approximately 15,000 licensees in the State of Nevada to serve, the Licensing Department is NSCB's customer service cornerstone and initial point of contact for all contractors in the State.

When customers aren't seeking licensure, they are usually filing a complaint with the Enforcement Department. Roughly 2,200 cases against licensed contractors and 1,800 unlicensed contractor complaints are investigated each year. The majority of cases stem from residential construction; however, the Board is preparing for more commercial and public works cases as economic conditions continue to improve.

Investigators work with contractors and homeowners to correct workmanship issues, assist with money owing disputes, and address violations of industry regulations. Additionally, cases against unlicensed contractors are referred to local District Attorney's Offices where individuals may be prosecuted for crimes of unlicensed contracting. Such punishments include a misdemeanor for a first offense, gross misdemeanor for a second offense and class E felony for a third offense. The Board will also seek enhanced penalties for crimes against seniors – a matter not taken lightly by NSCB.



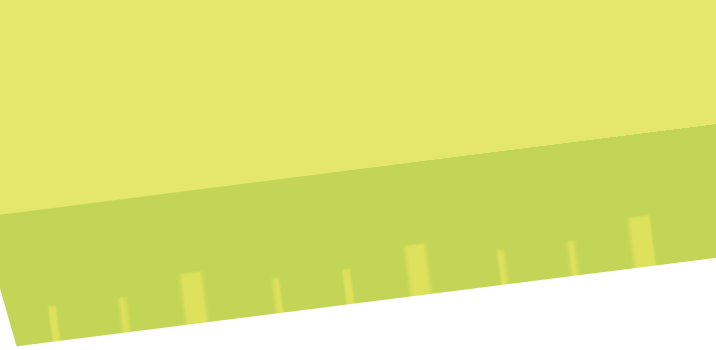
Outreach initiatives such as the Board's Senior Awareness Program, Home Improvement Forum and tailored presentations for specialized groups involved with hiring contractors, such as community managers and local government personnel, are vital to raising awareness among the public of the importance of hiring licensed contractors. NSCB combats unlicensed contracting by presenting to various contractor groups and inviting the media to cover its undercover sting operations, whose stories help the Board reach thousands of homeowners.

Additional outreach initiatives utilized to promote the Board's message and alert the public of important information include news releases, consumer alerts, public service announcements and coverage of NSCB events.

Each of the operations performed by NSCB allow the Board to accumulate

data, identify trends and evaluate what will be needed next. It is with this information that NSCB commits itself to developing a strategic plan each year. This annual exercise allows the Board flexibility in establishing its goals, reflective discussion of recent challenges and successes and more accurate forecasting of the Board's infrastructure needs.

The Board's vision is to be a model regulatory agency that works cooperatively with all stakeholders; engages the public, industry and community leaders in meaningful opportunities and discussions; and improves the quality of the construction industry and its licensees. In doing so, NSCB is dedicated to protecting the health, safety and welfare of the citizens of Nevada and establishing greater trust and credibility with the public.



## III. summary of recent accomplishments

Many of the Board's recent accomplishments are highlighted here. A more detailed list is included as Appendix A.

### Licensing

Staff successfully complied with regulatory requirements by creating a new B-6 license classification for tenant improvement work in high-rise buildings. The new classification took effect December 30, 2015.

### Enforcement

Enforcement staff proactively developed strategies to improve monitoring of large-scale construction projects. The Board created an internal Fraud Investigations Unit to increase capacity to address non-residential and residential construction issues.

### Public Awareness and Information

In March 2016 the Board produced and launched a long-term public awareness campaign to better inform Nevada's seniors and homeowners of NSCB's role and the services it provides. The

campaign was developed and implemented successfully in partnership with state and local agencies, law enforcement, elected officials and community organizations.

### Board Development

NSCB developed a one-page reference sheet highlighting key messages, available Board resources and other useful information members can use in their discussions with the public to promote the Board's mission, in addition to providing training from national representatives on the role and function of a regulatory board.

### Administrative Efficiency

NSCB implemented a new licensing and enforcement database system, which aims to enhance internal and external customer interface and improve the functional capabilities of the Board. NSCB dedicated additional resources to accelerate completion of the Board's document digitization project.

## IV. strategic issues and priorities

Board members have identified the following issues and trends affecting the work of the NSCB. These issues affect NSCB's day-to-day operations as well as its long-term forecast, and help describe the economic, political and regulatory environment in which NSCB operates.

### Economic Recovery

As the state's economy continues to recover, the Board will need to manage the industry's growth and its impact on consumers.

### Workforce Trends

Home remodeling activities and public works projects have continued to increase, resulting in a growing need for labor. With greater demand for qualified workers, the Board will continue to focus on enforcement activities in order to ensure consumer safety.

### Legislative Trends

The Board will continue to monitor new State legislation and its impact on both industry regulation and consumer protection.

### Unlicensed Activity

An increase in unlicensed construction activity, fraud and out-of-scope work have an impact on investigator case loads. The Board will monitor fraud activity to evaluate the need for contracted staff to assist during periods of higher workload. NSCB will continue to cite testimonials of successful cases to inform the public of heightened enforcement activities.



### Contractor Trends

The economic downturn has reshaped the landscape of the industry, including the type of contractors entering the industry. Contractors are increasingly coming from out-of-state and some businesses are now operating as their own general contractors. With increasing numbers of public works projects there will be a greater demand for qualified contractors. The Board will closely monitor these changes to understand their impact on the agency's resources and enforcement activities.

### Changing Technology

Like other industries, building and construction continues to experience the impact of new technologies such as an increase in the adoption of solar energy systems. These changes in turn require NSCB to keep licensure classifications, training requirements and Board processes up-to-date.

“Members of your licensing staff went above and beyond to help me expedite my bid limit increase as well as a one time increase. It was such a pleasure working with them.”

— Russell B.

## V. strategic plan framework

The NSCB Strategic Plan is organized according to the framework illustrated below and as 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.





“I have dealt with many state organizations and many of them treat you like you don’t matter. My analyst was very kind and responsive to my company’s needs.”

— Branson N.

## VI. mission, vision and values

### Mission

The Nevada State Contractors Board is committed to ensuring 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.

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“Striving to Be a Model Regulatory Agency”

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### Vision

The Nevada State Contractors Board strives to be a model regulatory agency, integrating efficiency with consumer protection. We are committed to exceptional customer service, fair and efficient licensure and innovative educational and enforcement programs.

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 program quality. We commit to uphold the values of:

### *Fairness and Respect*

We treat all customers and colleagues in a fair and impartial manner and with dignity and compassion.

### *Honesty and Integrity*

We conduct ourselves professionally, ethically and honorably. We go beyond the legal minimum to do what is right.

### *Trust*

We are reliable, dependable and accountable. We strive to build and maintain public and industry trust through honesty, sincerity and by playing by the rules.

### *Excellence and Exceptional Customer Service*

The way we conduct business is as important as the business we conduct. We strive to deliver the best possible service, to create quality outcomes and to exceed expectations.

### *Innovation and Creativity*

We encourage innovation and promote excellence through learning and development. We are flexible and creative, adapting to changing customer needs, pursuing novel solutions and growing our expertise.

### *Open, Clear and Frequent Communication*

We build partnerships and engage with customers in meaningful interactions. We believe in open communication, participatory governance and transparency.

### *Education*

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

## VII. customers and constituencies

individuals	constituency needs	constituency contributions
Public – property and homeowners	Public health, safety and welfare	Feedback on the customer experience
Applicants	Licensing requirements, guidelines and resources	Feedback on the application process
Licensees	Regulation of practice and business and legal resources	Legitimate and legal business activity
Recovery Fund Claimants	Compensation for wrongdoing	Feedback on fund administration
Building Officials	Timely, accurate communications	Feedback on contractor performance

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
Local Governments	Verification of Contractor license status	Feedback on contractor performance



## VIII. goals

The NSCB has established five goals which provide the framework for the strategic plan:



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### GOAL 1: LICENSING

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

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### GOAL 2: ENFORCEMENT

Reduce and prevent unlicensed activity and unprofessional conduct that pose a threat to public safety and threaten legitimate business activity.

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### GOAL 3: PUBLIC AWARENESS AND INFORMATION

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

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“Renewing my license online was extremely time-saving and productive. It only took 20-30 minutes and I got a notification that my renewal was approved right away. Now that’s impressive.”

— Robert R.



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**GOAL 4: BOARD DEVELOPMENT**

Ensure that Board members are well-supported to develop policy and provide direction to Board staff.

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**GOAL 5: ADMINISTRATIVE EFFICIENCY**

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

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## IX. 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 in March of 2016 and were based on the Board's review of the 2015-2016 Strategic Plan. Performance measures and desired outcomes are also identified for each goal area.

“I cannot speak highly enough of my licensing analyst and her level of care and professionalism. Her assistance in the process was exceptional. Truly grateful to her and the process.”

— Chad C.



**GOAL 1: LICENSING**

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

ongoing responsibilities	lead responsibility
Ensuring that all applicants meet experience and financial responsibility requirements, pass required examinations and complete background checks.	Licensing Staff
Ensuring that the license classification system is consistent with industry best practices.	Licensing Staff
Ensuring that license exams are up-to-date and consistent with industry best practices.	Licensing Staff
Ensuring contractors understand the rationale for financial requirements.	Licensing Staff



**GOAL 1: LICENSING**

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

specific objectives 2016-2017		lead responsibility	completion date
<b>1.A</b>	Launch and monitor implementation of new licensing & enforcement database; train staff in new procedures.	Licensing Staff	September 2016
<b>1.B</b>	Improve financial literacy by connecting applicants to resources and strengthening the rigor of questions on financing in licensing exams.	Licensing Staff	March 2017
<b>1.C</b>	Partner with subject matter experts to update the B-2 licensing exam.	Licensing Staff	June 2017

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



**GOAL 2: ENFORCEMENT**

Reduce and prevent unlicensed activity and unprofessional conduct that pose a threat to public safety and threaten legitimate business activity.

ongoing responsibilities	lead responsibility
Responding to complaints from the public in a timely manner and enforcing regulations to protect public health, safety and welfare.	Enforcement Staff
Facilitating early intervention on serious life safety complaints.	Enforcement Staff
Ensuring that disciplinary processes are effective and fair.	Enforcement Staff
Increasing enforcement of unlicensed contracting activities.	Enforcement Staff
Strengthening efforts to prevent and prosecute elder abuse.	Enforcement Staff
Improving enforcement in rural areas.	Enforcement Staff
Coordinating with local law enforcement agencies in identifying potential fraudulent contractors	Enforcement Staff
Partnering with the District Attorney's office to aggressively prosecute elder abuse.	Enforcement Staff



**GOAL 2: ENFORCEMENT**

Reduce and prevent unlicensed activity and unprofessional conduct that pose a threat to public safety and threaten legitimate business activity.

specific objectives 2016-2017		lead responsibility	completion date
<b>2.A</b>	Conduct sweeps of high risk projects to check compliance with labor laws and ensure contractors are licensed. Send out industry bulletins to inform contractors of potential conduct review.	Enforcement Staff	September 2016
<b>2.B</b>	Develop a cadre of subject matter experts within different industry sectors to engage on an as-needed basis.	Enforcement Staff	January 2017
<b>2.C</b>	Establish a proactive approach to monitoring activities on very large construction projects.	Enforcement Staff	June 2017

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



**GOAL 3: PUBLIC AWARENESS AND INFORMATION**

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

ongoing responsibilities	lead responsibility
Maximizing public awareness of NSCB services and the benefits of hiring a licensed contractor through continued public outreach initiatives.	Public Information Officer
Enhancing the use of online services.	Public Information Officer
Keeping public information and collateral materials up-to-date.	Public Information Officer
Maximizing the use of the NSCB newsletter and website to provide timely information.	Public Information Officer
Expanding customer awareness of the Residential Recovery Fund.	Public Information Officer
Improving Board effectiveness through partnerships and intergovernmental relationships.	Public Information Officer
Surveying partners on a regular basis to improve two-way communication.	Public Information Officer
Working with city and county building departments to increase awareness of the Board.	Public Information Officer



**GOAL 3: PUBLIC AWARENESS AND INFORMATION**

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

specific objectives 2016-2017		lead responsibility	completion date
<b>3.A</b>	Produce short videos on key topics as an online tutorial resource for licensing applicants and for contractors. Create an accessible video library.	Public Information Officer	February 2017
<b>3.B</b>	Implement upgrades to the NSCB website to promote stories and testimonials of successful cases as a result of NSCB heightened enforcement activities. Add additional public information resources to the website.	Public Information Officer	April 2017
<b>3.C</b>	Develop a testimonial database for staff and Board members to use as a resource to promote NSCB enforcement activities.	Public Information Officer	June 2017

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





**GOAL 4: BOARD DEVELOPMENT**

Ensure that Board members are well-supported to develop policy and provide direction to Board staff.

ongoing responsibilities	lead responsibility
Focusing Board efforts and activities on policy, governance and strategic plan implementation.	Executive Team Members
Keeping the new Board member orientation and training program up-to-date.	Executive Team Members
Assisting Board members in learning the Contractors License Law and Administrative Code.	Executive Team Members
Partnering with contractor associations, law enforcement, building officials and governmental agencies to address topics of mutual interest.	Executive Team Members



**GOAL 4: BOARD DEVELOPMENT**

Ensure that Board members are well-supported to develop policy and provide direction to Board staff.

specific objectives 2016-2017		lead responsibility	completion date
<b>4.A</b>	Discuss the Board’s legislative strategy for the 2017 Legislative Session.	Executive Team Members	July 2016
<b>4.B</b>	Create a succession plan for Board member vacancies, which would include a training component for new members.	Executive Team Members	September 2016
<b>4.C</b>	Identify opportunities to enhance the New Board Member Orientation package.	Executive Team Members	September 2016

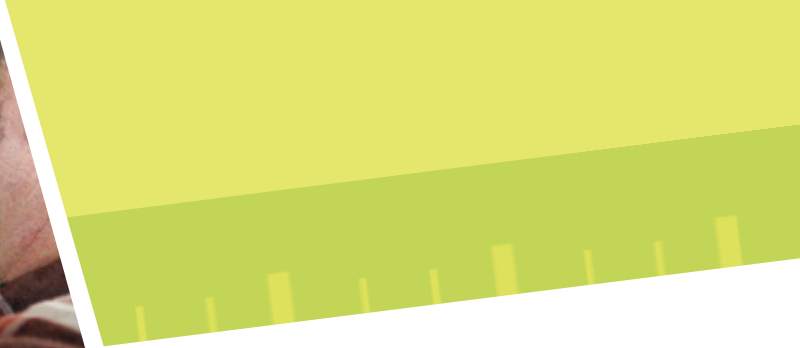
performance measures	desired outcomes
Board Engagement	Board is active and engaged, providing clear direction to staff
Board Diversity	New Board members represent different geographies and industry sectors



**GOAL 5: ADMINISTRATIVE EFFICIENCY**

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

ongoing responsibilities	lead responsibility
Providing excellent customer service and continuing to develop and modify programs to improve customer experience.	Executive Team Members
Periodically surveying peer agencies for best practices, benchmarking NSCB performance and re-engineering and refining Board processes as needed.	Executive Team Members
Tracking performance measures and focus on improving processes that fall below their targets or exceed budgets.	Executive Team Members
Improving and maintaining IT systems and the use of technology for document imaging, investigative services and other agency functions.	Executive Team Members
Fostering a culture of teamwork and collaboration.	Executive Team Members
Developing an annual strategic plan, measuring results and updating the plan on a periodic basis.	Executive Team Members
Ensuring that all Board staff members are aware of employment policies and procedures.	Executive Team Members



**GOAL 5: ADMINISTRATIVE EFFICIENCY**

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

ongoing responsibilities	lead responsibility
Recognizing Board employees for superior performance.	Executive Team Members
Seeking opportunities to leverage resources through creative partnerships.	Executive Team Members

specific objectives 2016-2017		lead responsibility	completion date
<b>5.A</b>	Update the staff succession plan.	Executive Team Members	July/August 2016
<b>5.B</b>	Develop a plan for updating accounting and fund management software.	Licensing Staff	March/April 2017
<b>5.C</b>	Explore the feasibility of insituitoning an NSCB leadership and staff training program.	Executive Team Members	June 2017



**GOAL 5: ADMINISTRATIVE EFFICIENCY**

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

performance measures	desired outcomes
Fiscal Management	Balanced budget
Customer Experience	Satisfied customers
Agency operations	Preservation of institutional knowledge



## appendix A: recent accomplishments 2015-2016

### Licensing

- Streamlined and enhanced the Board's licensing applications to provide clarity of instructions and reduce its overall length.
- In partnership with the Public Information Office, developed a brochure to accompany the licensing application. Discussed opportunities for the development of online tutorial videos.
- Met the regulatory requirements to create a new B-6 license classification for tenant improvement work in high-rise buildings, which took effect December 30, 2015.
- Identified ways to streamline and improve the Board's application and license denial processes.

### Enforcement

- Created an internal Fraud Investigations Unit to increase the Board's capacity to better address non-residential and residential construction issues.
- Increased publicity of the Board's enforcement activities and promoted awareness of significant case

outcomes through an enhanced partnership with the Public Information Office.

- Evaluated and developed proactive strategies for Board investigators to utilize with regard to large construction projects to improve oversight and prevent potential issues from occurring.

### Public Awareness and Information

- Continued to promote services and resources that promote consumer safety and fraud prevention for seniors throughout the State of Nevada by ways of partnerships with local, state and community organizations.
- Produced and launched a long-term public awareness campaign in March 2016, targeting Nevada's seniors and homeowners, in partnership with agencies, law enforcement, elected officials and community organizations.
- Implemented enhanced media outreach to positively communicate the Board's mission, role and capabilities through the Board's public awareness campaign.

- Identified opportunities to further promote and inform the public of the Board’s Residential Recovery Fund by: (i) including information in existing Board documents, (ii) distributing the Recovery Fund Brochure to various locations, (iii) promoting the Fund at public events, and (iv) delivering informational letters to homeowners who have had permits pulled for residential construction projects.
- Established and maintained a public information budget encompassing planned projects and activities for the fiscal year.
- Developed and launched a new telephone-based survey management approach to collect consumer feedback.

### Board Development

- Provided Board members with enhanced training opportunities that offered new guidance and information relative to their role and responsibilities as Board members.
- Developed a one-page reference sheet highlighting key messages, available Board resources and other useful information Board members can use in their discussions with the public to promote the Board’s mission.

### Administration Efficiency

- Dedicated additional resources to accelerate completion of the Board’s document digitization project.
- Addressed and identified a plan for enhanced staffing during periods of increased workloads.
- Implemented a new licensing and enforcement database system, which aims to enhance internal and external customer interface and improve the functional capabilities of the Board as it relates to data evaluation and export.
- Continued to utilize a pool of available administrative law judges, including retired federal judges, through J.A.M.S. to assist the Board with large, high-profile compliance cases.
- Engaged and met with members of the Legislature during the interim period to keep members informed of the NSCB’s mission, the Board’s public awareness campaign events and other significant Board activities.
- Remained diligent in the ongoing review of the Board’s processes and procedures to streamline and improve services where needed.

“My investigator was very professional in handling my complaint. He did an excellent job!”

— John C.







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