



Nevada State Contractors Board
2019-2020
Strategic Plan

JULY 2019



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letter from the board chair

At a time when Nevada's construction industry is making significant strides, the importance of assessing and preparing for potential impacts to the Board's operations has never been greater. As we share with you each year, our strategic planning process provides a structured setting to assist the Board in prioritizing its goals, while also giving thoughtful consideration on ways to improve and enhance the services and resources currently made available to our customers.

This past year, the Board worked diligently to reduce barriers to licensure as well as improve the efficiency of the licensing process during the 2019 Legislative Session. For new license applicants, the Board will now be able to consider an applicant's work experience from the most recent 15 years instead of 10 years. This change anticipates welcoming more applicants who may have otherwise been unable to demonstrate their past abilities. Upon receipt of a contractor's license, new licensees will also no longer be required to submit a financial review for their first two years of licensure, which will help reduce financial and time-consuming burdens for new business owners.

Consumer protection was also a priority focus of the Legislative Session, and the Board was pleased to have its bill to increase payout amounts from the Residential Recovery Fund sail through the legislative process with unanimous support. This change, which increases individual payouts from \$35,000 to \$40,000 and payouts for claims against a single contractor from \$400,000 to \$750,000 or 20 percent of the Recovery Fund balance, whichever is less, will be instrumental in providing more complete financial recourse to harmed homeowners.

These advancements are merely stepping stones in the Board's journey to remain a model regulatory agency, and it is our ongoing responsibility and commitment to ensure new opportunities are before us each year to keep us advancing forward.

Included in this year's goals and objectives are efforts to better assist applicants through the licensing process, including the ability to submit information online when possible; better serve and protect seniors and other disadvantaged groups from becoming harmed by unlicensed and unscrupulous contractors; provide licensees alternative remedies when violations of the law are validated by the Board; increase outreach to northern and rural areas of the state; expand online resources for contractors and consumers, to include webinars and other video materials; enhance Board member training opportunities to focus on laws and regulatory trends; and develop various plans and strategies for the Board related to information technology, and succession planning.

Our list of goals may appear ambitious, but it remains the source of our energy and excitement as we create the future we want to become. The Board is looking forward to the year ahead and invites the public, industry, and government representatives to follow our quarterly progress as we publish our successes on the Board's website.

Margaret Cavin
Nevada State Contractors Board Chair



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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. The Fund provides financial assistance to single-family homeowners who have suffered damages in certain cases.



II. overview

NSCB is an agency dedicated to consumer protection. Each of its departments aide 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. With approximately 16,000 licensees in the State of Nevada to serve, the Licensing Department is NSCB's customer service cornerstone and initial point of contact for all consumers and contractors in the State.

When customers aren't seeking licensure or checking the status of a license, they are usually filing a complaint with the Enforcement Department. Roughly 3,000 cases against licensed and unlicensed contractors 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 may be processed administratively or referred to local District Attorney's Offices where individuals may be prosecuted for unlicensed contracting. Such punishments may 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 or the disabled— a priority matter of the 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.

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 to

respond to new and emerging issues and challenges, set new goals and objectives and formulate action plans.

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 discussions; and improves the quality and integrity 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

Identified areas where the licensing application process could be streamlined, requirements for existing licensees could be improved, and improvements to the intent of the general building classification could be improved by way of legislative solutions.

Enforcement

Obtained significant felony convictions resulting in jail time and orders of restitution from unlicensed contractors responsible for harming senior citizens and defrauding legitimate businesses.

Public Awareness and Information

Engaged in workforce development initiatives with industry representatives to promote lasting careers in the field of construction and inform today's youth of the opportunities employers are offering as a result of the current shortage of

qualified workers.

Board Development

Hosted the first joint regulatory Board training with the Board of Professional Engineers and the Board of Architecture and Interior Design, which sought to inform board members and executive management of significant trends taking place in occupational licensing, as well as provide an overview of the role of a regulatory board.

Administrative Efficiency

Participated on Nevada's Core Team for the National Occupational Licensing Consortium, which is tasked with developing a strategic action plan for the State of Nevada that seeks to reduce barriers to licensure, improve license mobility and endorsement opportunities across state lines, and increase access to licensure for underserved populations.

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 Strong

The Nevada economy continues to expand, placing greater pressure on labor markets and the need for qualified construction workers.

Workforce Trends

Large commercial, public works, and residential projects across the state are drawing heavily on Nevada's construction industry, creating a greater demand for out-of-state contractors. As such, the Board continues to be prepared in both its licensing and enforcement departments to accommodate licensing requests and respond to construction-related complaints.

Legislative Trends

Much of the nation is focused on occupational licensing and looking at ways to ease licensing burdens, while expanding opportunities for individuals interested in entering the workforce.

The Board has already begun identifying increased opportunities for licensure by endorsement, and will continue to evaluate and pursue similar initiatives during the 2019 Legislative Session.

Unlicensed Activity

The ongoing demand to investigate allegations of construction fraud is cause for the Board to expand the Board's Fraud Unit. Additionally, the growth of large public and private projects across the state is anticipated to generate an increase in unlicensed activities at the residential level as homeowners face difficulties hiring licensed contractors for smaller, home repair-remodel projects. The



Board will remain proactive in both its enforcement efforts to combat unlicensed activity, as well as its public outreach efforts to educate consumers about the loss of protections when using unlicensed contractors and how the Board's resources can be utilized.

Contractor Trends

Nevada's economic recovery is drawing more companies into the marketplace to meet the increased demand for public and private projects. With increasing numbers of large 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 continue to experience the impact of new technologies. These changes in turn require NSCB to keep licensure classifications, training requirements and Board processes up-to-date.

“ Thank you for being available to the public, and providing an avenue to resolution when the contractor acts unethically. It is very much appreciated!”

— *Complainant of Licensed Contractor*

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.





“It was a long journey, and while I am not fully recovered, the [Recovery] Fund made a big difference. Thank you so much for your kind assistance with this matter.”

~ Recovery Fund Recipient

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, safety and welfare of the public.

“Striving to Be a Model Regulatory Agency”

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 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, create quality outcomes and 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 home owners	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:



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.



GOAL 2: ENFORCEMENT

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



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.

“ We were warmly greeted by the front desk staff who told us to take a seat and they would call someone to review our complaint. This gentleman spent approximately 20 minutes with us [...] Our situation was resolved within 30 days.”

— *Complainant of Licensed Contractor*



GOAL 4: BOARD DEVELOPMENT

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



GOAL 5: ADMINISTRATIVE EFFICIENCY

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



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 2018 and were based on the Board's review of the 2017-18 Strategic Plan. Performance measures and desired outcomes are also identified for each goal area.

“I wanted to drop a short note to praise the work of two license analysts [...] who combined both professional diligence in protecting the Nevada public and a sense of customer service and kindness to help us.”

~ Applicant for Licensure

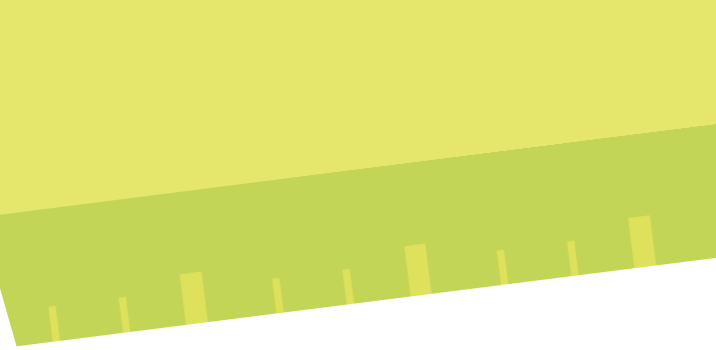


GOAL 1: LICENSING

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
Update the licensure exam program on a periodic basis.	Licensing Staff

specific objectives 2019-2020		lead responsibility	completion date
1.A	Inform the industry of legislative changes made regarding the management and construction roles on large construction projects.	Licensing Staff	July 2019



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.

1.B	Implement changes to comply with legislation to remove the two year financial statement requirement for newly licensed residential contractors.	Licensing Staff	July 2019
1.C	Identify options for applicants to comply with license requirements.	Licensing Staff	November 2019
1.D	Look at other states for ideas on license simplification and compliance.	Licensing Staff	December 2019
1.E	Expand the use of online application processes where feasible.	Licensing Staff	March 2020
1.F	Identify opportunities to expand license by endorsement opportunities for testing and experience requirements with other states.	Licensing Staff	June 2020

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 partner with District Attorney's Offices to prosecute violations perpetrated against senior citizens or persons with a disability.	Enforcement Staff
Improving enforcement in rural areas.	Enforcement Staff
Coordinating with local law enforcement agencies in identifying potential fraudulent contractors.	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 2019-2020		lead responsibility	completion date
2.A	Identify strategies and solutions to assist seniors and other disadvantaged groups to be aware of contractor scams and other poor contracting practices.	Enforcement Staff	July 2019
2.B	Document cases of consumer abuse and how the Board has worked to reduce and/or eliminate these illegal contractor practices.	Enforcement Staff	August 2019
2.C	Develop alternative remedies for compliance violations to be used other than fines.	Enforcement Staff	September 2019
2.D	Implement customer service training for enforcement personnel.	Enforcement Staff	September 2019
2.E	Expand the Board's Fraud Unit.	Enforcement Staff	March 2020



GOAL 2: ENFORCEMENT

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

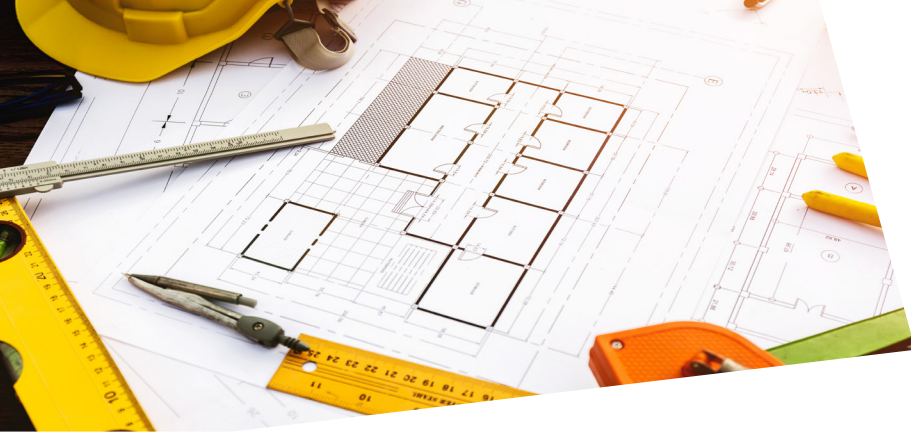
performance measures	desired outcomes
Timeliness	Satisfied claimants
Customer Experience	Clear resolution of claims
Quality of Enforcement	Increased investigations of unlicensed activity
Value of the Contractor License	Fair and competitive marketplace
Fiscal Management of Recovery Fund	Recovery Fund 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 Office Staff
Enhancing the use of online services.	Public Information Office Staff
Keeping public information and collateral materials up-to-date.	Public Information Office Staff
Maximizing the use of the NSCB newsletter and website to provide timely information.	Public Information Office Staff
Expanding customer awareness of the Residential Recovery Fund.	Public Information Office Staff
Improving Board effectiveness through partnerships and intergovernmental relationships.	Public Information Office Staff
Surveying partners on a regular basis to improve two-way communication.	Public Information Office Staff
Working with city and county building departments to increase awareness of the Board.	Public Information Office Staff



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 2019-2020		lead responsibility	completion date
3.A	Hire an intern to increase outreach to northern and rural Nevada.	Public Information Officer	July 2019
3.B	Conduct webinars for contractors and consumers and convert into a video format for easy access and playback.	Public Information Officer	August 2019
3.C	Produce video testimonials from claimants of the Residential Recovery Fund to promote on NSCB’s website.	Public Information Officer	December 2019
3.D	Update all website content and make recommendations for site architecture and organization.	Public Information Officer	March 2020

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
Identify opportunities to engage in efforts to promote the Board's mission with legislative representatives, government officials and the public.	Executive Team Members

specific objectives 2019-2020		lead responsibility	completion date
4.A	Implement legislative changes from the Board's legislative package for the 2019 Legislative Session.	Executive Team Members	July 2019



GOAL 4: BOARD DEVELOPMENT

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

4.B	Create an onboarding package for new Board members.	Executive Team Members	October 2019
4.C	Develop and implement Board training on bankruptcy and regulatory trends.	Executive Team Members	January 2020

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



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 2019-2020		lead responsibility	completion date
5.A	Conduct a staff workshop on the Strategic Plan and how staff can contribute to its successful implementation.	Executive Team Members	July 2019
5.B	Develop an information technology upgrade plan.	Executive Team Members	July 2019
5.C	Develop a succession strategy and plan.	Executive Team Members	October 2019
5.D	Update the Board’s human resource management policies and processes.	Executive Team Members	January 2020
5.E	Research and compile a list of best practices related to the Board’s operations and identify strategies for the Board to consider implementing.	Executive Team Members	March 2020



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 Industry Knowledge



appendix A: recent accomplishments 2018-19

Licensing

- Made strides to reduce barriers to licensure and expand opportunities for license by endorsement by implemented regulations, compiling information from states across the nation into a *State Equivalency Chart*, which is posted to the Board's website and allows applicants for licensure to identify if they qualify for waiver of Nevada exam or experience requirements.
- The Board approved an endorsement agreement with the State of Louisiana to allow Louisiana to endorse Nevada's trade exams in nine practice areas providing opportunities for Nevada opportunities for Nevada licensees to practice in Louisiana.
- Proposed legislative solutions related to management and construction roles on large construction projects, as well as solutions to reduce barriers to licensure, which were signed into law during the 2019 Legislative Session.
- Worked with subject matter experts to update licensure exams, and identify opportunities to further improve the examination program.
- Provided information to all elevator licensees concerning additional certification requirements by the Department of Industrial Relations for work related to residential and commercial elevators.

Enforcement

- Proposed legislative solutions to increase the payout amounts from the Residential Recovery Fund for persons damaged as a result of work performed by a licensed Nevada contractor.
- Researched and evaluated alternative remedies to be used for compliance-related violations other than fines.
- Hosted the 4th Annual Western States Enforcement Forum where representatives from California, Nevada, Oregon, and Washington Contractor Boards discussed topics including residential solar construction, unlicensed contracting, enforcement trends, scams, and others.
- The Fraud Unit obtained Class B felony pleas from an unlicensed contractor and motorcycle shop manager who conspired to defraud the motorcycle dealer's store of \$300,000 in fake construction invoices.
- Board's numerous investigations against a repeat unlicensed contractor led to him pleading guilty to three felony charges of forgery, theft and crimes against a person over the age of 60. He was sentenced to at least 6.5 years in jail for crimes and ordered to pay fines, costs, and restitution to his victims.

Public Information & Awareness

- Developed a solar brochure for consumers interested in having solar installed on their homes, and joined in discussions with

Enforcement staff and utility providers to address scams within the industry, solar requirements, rebates, etc.

- Hosted the Board’s 5th Annual Training Day, which welcomed subject matter experts on workforce development initiatives in Nevada and elder abuse as it relates to contracting activities.
- Participated in panel discussions with industry representatives geared toward high school students that focused on workforce development opportunities and lasting careers in construction.
- Conducted a 60-minute webinar presentation to the members of the Las Vegas Metropolitan Chamber of Commerce regarding the Board’s operations, public services, and tips for hiring and properly vetting contractor’s licenses.
- Engaged in several community outreach events, including Construction Career Days, Fire Station events, 4th Annual Consumer Fraud Prevention Fairs, home/trade shows, and other homeowner-related forums.

Board Development

- Developed a comprehensive legislative package that sought to increase protections to consumers harmed by residential contractors, enhance the licensing application process, ease requirements for new licensees, address concerns with regard to general contractors, and improve the due process rights of unlicensed individuals served with cease and desist orders.
- Hosted a joint Board training with

members and representatives from the Board of Professional Engineers and the Board of Architecture and Interior Design. The training highlighted current trends in occupational licensing and regulatory bodies across the nation, as well as the role of a regulatory Board, current case law, and other matters of importance to the boards.

- Met proactively with members of the Legislature and other government officials prior to the start of session to inform them of the Board’s legislative package, share the Board’s mission and operations, and address questions or misconceptions about the Board’s role in protecting the public.

Administrative Efficiency

- Established an in-house Legal Department to counsel the Board during its public meetings and provide guidance to the Board on matters of importance relative to its daily operations.
- Researched various states’ licensing and enforcement processes to identify best practices for the Board to consider implementing.
- Implemented new case management tools were implemented to improve the ease and use of reporting capabilities.
- Participated in Nevada’s Core Team engaged with the National Occupational Licensing Consortium, which is focused on developing an action plan to reduce barriers to licensure, expand licensure by endorsement opportunities, and support workforce development initiatives in industries across the state.





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