

Nevada State Contractors Board



**2010-11
Strategic Plan
Annual Report**

To: NSCB Members
From: Margi Grein, Executive Officer
Subject: FY 2010-11 Strategic Plan Annual Report



Fiscal year 2010-11 was an exciting and productive year for the Nevada State Contractors Board (NSCB). The implementation of the 2010-11 Strategic Plan and the ongoing development of the 2011-12 Strategic Plan provided Board members, management, and staff of NSCB the opportunity to share ideas and collaborate on strategies for improved and enhanced best practices.

In February 2011, the Executive Team gave a presentation to the Board on the activities aligned with the 2010-11 Strategic Plan, highlighting efforts that had been implemented, efforts that were underway, and areas where continued work was needed. Shortly after, the Board joined the Executive Team in March of 2011 for a Strategic Planning workshop facilitated by MIG. The open discussion of issues impacting the industry, what NSCB's role is and how it should be improved, and overall focus areas for 2011-12 was a valuable experience for all involved as it helped to shape the structure of our 2011-12 Strategic Plan and give NSCB staff the necessary direction to carry out the responsibilities and priorities of the Board in the coming year.

Included in this report is a brief overview of the accomplishments under each goal listed below, an overview of our performance measures, and highlights from the 2011-12 Strategic Plan.

- Goal 1:** Strategic Planning will guide the future direction of the Board and set the overall strategic direction of the organization.
- Goal 2:** Re-Engineer the Board to focus on governance and policy issues while ensuring the execution of the Strategic Plan.
- Goal 3:** Capitalize on our new vision of striving to be a "model regulatory agency" integrating regulatory efficiency with consumer protection.
- Goal 4:** Create a more effective, efficient agency that fully harnesses the power of technology to achieve the Strategic Goals & Objectives.
- Goal 5:** Reorganize the organization and processes for better responsiveness to customers so that all services we provide are customer-centered services.
- Goal 6:** Enhance the visibility of NSCB by providing innovative educational and enforcement programs that promote public industry confidence and awareness.
- Goal 7:** Create a culture within the organization that continues to empower our employees and one that places a high value on professional development and continuous learning.
- Goal 8:** Partner with other governmental agencies, the legislature, consumer groups, industry leaders, industry associations, and public sector awarding authorities in order to better serve the needs of our customers.

All areas of NSCB operations were evaluated, including our Licensing Department, Enforcement/Compliance Department, Public Information Office, Administrative Department, and Board. NSCB was charged with making services more streamlined and efficient in order to improve the customer's experience and bring the organization closer to becoming a "model regulatory agency."

I am pleased to report that many efforts relative to our eight goals this year resulted in a positive impact to the Board. While there will always be a need for continued enhancements based on the environmental factors facing the Board, construction industry, and the State as a whole, the improvements made this past year are a positive step forward in achieving our overall vision. We look forward to meeting the goals of next year and making NSCB a valued resource for our partners.

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



GOALS



HIGHLIGHTS

- Engaged MIG to assist with the implementation of the Strategic Plan.
- Six management/supervisor strategic training sessions were held. These meetings were focused on the FY 2010-11 Strategic Plan objectives and how NSCB could best achieve them operationally. Management was able to discuss current/prospective challenges to meeting the objectives, identify solutions, and collaborate on the individual roadmaps needed to achieve each objective. The training sessions were held:
 - 07/07/10
 - 08/05/10
 - 09/08/10
 - 10/14/10
 - 11/15/10
 - 01/05/11
- A Strategic Plan status report was provided to the Board on February 3, 2011 during a special Board meeting. The presentation was an opportunity to highlight Strategic Planning accomplishments based on the FY 2010-11 Strategic Plan goals, and update Board members on the status of the FY 2011-12 Plan in development.
- The Executive Team joined the Board in a Strategic Planning session facilitated by MIG on March 11, 2011. The importance of this meeting was the open dialogue and exchanging of ideas on how the FY 2010-11 Strategic Plan could be improved and streamlined to more accurately reflect the current environment of the industry. An environmental scan of the industry helped to focus the Board and Executive Team's efforts on the construction of the FY 2011-12 Strategic Plan outline.
- On June 23, 2011, the Board adopted the FY 2011-12 Strategic Plan, which will be presented to staff for discussion of operational strategies to achieve the noted objectives. The Plan will also be published to NSCB's website.

YEAR IN REVIEW

The evolution of NSCB's Strategic Planning process over the past year has been a valued experience. The FY 2010-11 Strategic Plan developed by the Board was the framework for development of the FY 2011-12 Strategic Plan. Based on the training sessions with management and discussions the Executive Team had with the Board, the organization as a whole has been able to more effectively focus its objectives and overall structure of the Strategic Plan.

GOAL

2

Re-engineer the Board to focus on governance and policy issues while ensuring execution of the strategic plan.

Highlights

- The Board's Classification/Regulation Subcommittee met to review all regulations and make recommendations for changes needed to NAC 624. Although guided by Executive Order 2011-01, this was an instrumental governance activity that will help to streamline regulations and reduce areas of duplication.
- In order to better provide the Board with progresses being made, each Department's quarterly reports were reformatted to highlight and focus on governance and policy issues of interest to the Board. Additionally, each Department incorporated and reported on benchmarks, so that the Board may stay apprised of the progresses being made as well as understand any impeding issues.
- To best equip Board members with the tools and information necessary to properly govern and set policy for the organization, a Board member training program was implemented and focused on a variety of topics, such as administrative law, open meeting law, ethics, rulemaking, bankruptcy law, and strategic planning.
- Recognizing the importance of focusing on governance and policy issues, the Board moved to reorganize the agenda of quarterly meetings to allocate the morning discussion specifically for Department updates and Board issues. This will provide the Executive Team more opportunity to engage with Board members on matters of importance and seek their recommendations for improved operations when necessary.

Year in Review

The ability of the Board to focus on policy and governance was a notable challenge this year. The Board's obligation to conduct licensing application hearings during Board meetings creates a trend whereby the discussions on policy and governance become secondary. Many efforts were put in place to help streamline the flow of information to the Board. The Board entertained suggestions from the Executive Officer on ways to improve the efficiency of Board members' time, such as utilizing external assistance on multi-day hearing cases. While the topic is still being considered and analyzed on how to make better use of Board members' time, the Executive Team continues to work diligently on improving the format and type of information being communicated to the Board on a monthly and quarterly basis.

Where the Board has seen great success is in each member's participation on select subcommittees. It is during these meetings that policy and governance issues are paramount, which result in operable outcomes that the Executive Team can utilize. The ability for Board members and management to exchange ideas, discuss challenges and opportunities, and work collaboratively on issues continues to be an efficient manner in setting direction for staff within the organization to follow.





Highlights

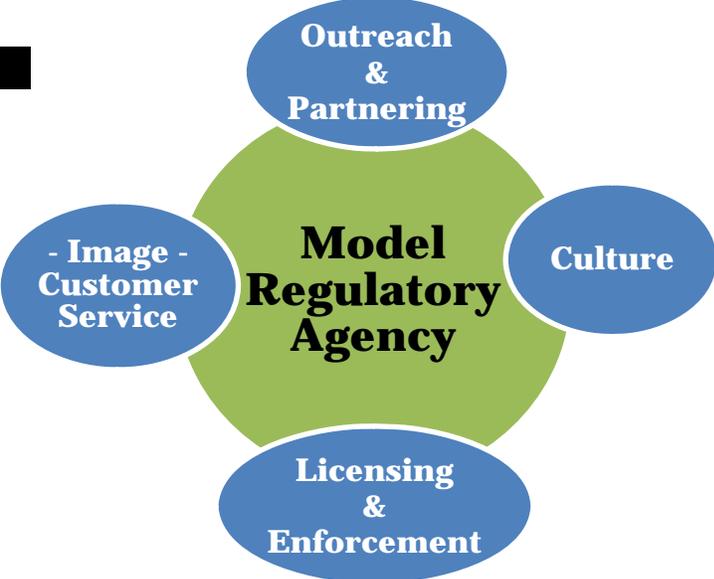
- Contractor Board practices from California, Arizona, Virginia, and Oregon were evaluated in order to determine how Nevada measured up to other states. This research concluded that in becoming a “model regulatory agency,” NSCB obtains more investigators that have Peace Officer status, granting more access to criminal history information than other states. NSCB also has the most efficient disciplinary hearing process due to its in-house hearings. While NSCB can finalize these hearings in 4-6 months, most other states take anywhere from 6-24 months.
- NSCB has implemented the online licensing renewal system, which is designed to streamline renewal registrations and help alleviate staff time previously allocated to assisting with this function.
- In an effort to improve operations, the Enforcement/Compliance Department has established response times of 24 hours for emergencies related to compliance investigations for seniors and consumers in extreme weather, as well as a 48 hour response time for reports of unlicensed contracting activities statewide.

Year in Review

NSCB’s Enforcement/Compliance and Licensing Departments were both instrumental in achieving this goal. While more efforts are still needed to continue to advance NSCB into a “model regulatory agency,” the measures implemented this year effectively helped to streamline operations, improve consumer response times, and heighten the expectations from stakeholders. Further efforts to better outreach to rural areas and senior populations were begun by the Enforcement Department and Public Information Office. By identifying the focus areas, the Public Information Office can begin developing targeted strategies that best ensure information is getting out consistently, timely, and addresses the topics of most interest to each specific area.

Forward Looking

In order to better align ourselves as a “model regulatory agency,” NSCB will focus a number of its efforts this year on establishing and building upon existing partnerships. By working with industry and consumer groups, NSCB will have a greater pulse on the issues currently impacting the various sectors and can more efficiently identify how it can become a bigger part of the solution. Additionally, NSCB will continue to evaluate its current practices to establish ongoing benchmarks for improved services and operations.





GOAL

4

Create a more effective, efficient agency that fully harnesses the power of technology to achieve the Strategic Goals & Objectives.

Highlights

- **Online licensing renewal for NSCB's website.** The IT department has assisted licensing in establishing additional services for licensees at the NSCB website and installing a new dedicated server for online services. Licensees may now renew their licenses online, track the status of their renewal online, and change their companies mailing address all from the comfort of their home or business.
- **NSCB updated its video conferencing system** to high definition large screen monitors and high definition camera and controllers. The system gives the Board far more camera control and visual clarity during meeting.
- **NSCB upgraded all desktop computer systems and software to Windows 7 and Microsoft Office 2007/2010** providing more speed and security for all users. Additionally, the Board provided training for all interested employees in the latest Microsoft office products.
- **NSCB greatly improved all application forms.** NSCB replaced application forms on the NSCB website with the latest version of Adobe forms that allow licenses to fill out the forms before printing them and save an electronic copy for their records. This has reduced errors and processing times significantly by removing the possibility of handwriting errors.
- **Fingerprints Database.** The Enforcement Division began utilizing an electronic fingerprint system and an internal Board database developed by the IT department, which has proven to be a successful tool in identifying potential concerns with licensing applicants' background.
- **Extensive Customer Survey system.** In March of 2011, NSCB began utilizing Survey Monkey to send electronic customer service evaluation surveys to licensees and individuals who made contact with the organization regarding new licensing, renewals, compliance complaints, unlicensed contractor complaints, and recovery fund claims. NSCB is now able to gauge customer service outcomes with concrete data and has begun to solicit customers'/contractors' e-mail addresses, which will allow for future contact opportunities.
- **A variety of constant contact tools,** such as Facebook and Twitter accounts, and e-mail alert lists were created so that licensees and other interested individuals can receive the most current information on topics of interest to them.
- **Two Threat Management servers** were added to monitor all internal web traffic to external websites and block access to sites known be vectors of malware and other computer viruses. These servers can also be used to block any website deemed not suited for business purposes. The 'black listed' web sites are maintained by a Microsoft provided service and are updated every 15 minutes.
- **Multi-page, portable scanners were added** nearly doubling NSCB's scanning capacity. Staff is now able to transfer records into an electronic format more quickly and with greater ease. Additionally, NSCB expanded document types and streamlined the verification processes for staff.

GOAL

5

Reorganize the organization and processes for better responsiveness to customers so that all services we provide are customer-centered services.

Highlights

- In March 2011, NSCB implemented a series of customer service surveys using Survey Monkey targeting applicants, licensees, complainants, recovery fund claimants, and roundtable discussion participants. The data collected is helping to guide licensing and enforcement efforts and evaluate the quality of the Board's engagement with the public. Such information will allow management to better identify specific areas where training is needed relative to customer service skills.
- Staff participated in multiple customer service training programs tailored to provide them with innovative techniques for working with the public.
- To ensure customer service skills did not become stagnant, management began implementing weekly customer service tips, which are disseminated to staff every Monday morning.
- A "frequently asked questions and associated response summary sheet" was developed and provided to all staff in an effort to streamline communications and ensure all staff were working with the same information and tools.
- Developed and implemented internal telephone routing procedures and guidelines for incoming calls. This helped to eliminate confusion and worked to streamline the customer's experience when contacting NSCB.
- Modified all forms to capture email addresses for all NSCB customers, which allows the Board to be proactive in soliciting feedback based on their experience.

Year in Review

Department heads and supervisors have made improved customer service a priority, and regularly promote and discuss these issues during staff meetings. In an effort to enhance customer service, the best practices for four states and various local agencies were reviewed and evaluated. The analysis included customer training programs, visual presentation material, and staff training resources. NSCB training included:

- Aug 12, 2010 Simpson Strongties Meeting (Comp. Investigations)
- September 29th and 30th, 2010 – RMIN Training
- November 1-2, 2010 – Regulatory Customer Service Staff Training – Tom Hannah
- December 16, 2010 – Contractors Board Training – Louis Ling Open Meeting Law
- February 10, 2011-Ruth Urban Customer Service Training
- May 17, 2011 – Supervisor Training

We continue to assess and direct the company culture toward providing exceptional customer service by focusing on our mission, vision and values, and making them prominent in the daily interactions held with customers. Continued executive team involvement has been instrumental in clearly communicating key messages to staff and ensuring that the values and mission are infused in the day-to-day activities through the entire agency.

(continued)

Looking Forward: Internal Customer Training Program

The research, review and evaluation component of the detailed Customer Service Training Program activity is complete. The analysis of the customer service training programs' best practices information resulted in the adoption of the City of Henderson (COH) ACTION training program with their consent and continued involvement. The COH program appears to align with NSCB's values, goals and future direction.

The proposed plan centered on using the five C's for customer excellence as follows:

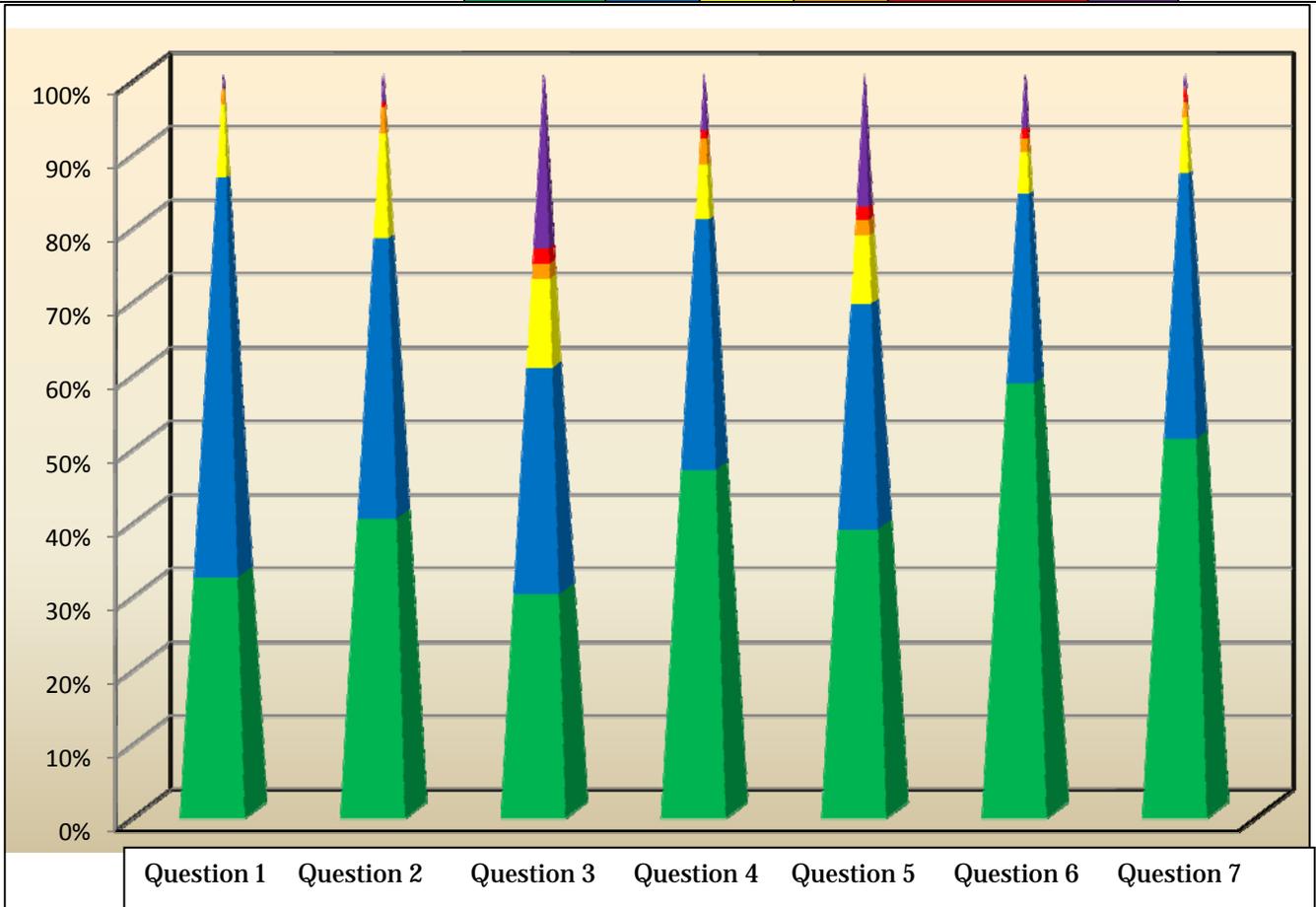
1. Concern-Quality and Respect
2. Communication-Nonverbal, Principles of Sending a Clear Message, Lingo, Dealing with Difficult Customers
3. Competence-Service Recovery, Cycle of Service, Action of Assignment
4. Commitment-You take ACTION
5. Sense of Community

Final executive review and approval pending.

(continued)

LICENSING SURVEY RESPONSES (New & Renewal Licenses, Change Application)

Answer Options	Excellent	Good	Fair	Poor	Unacceptable	N/A	Response Count
1. Completeness and clarity of forms and instructions.	92	153	28	6	0	6	285
2. Length of time it took to process my application.	114	107	40	10	2	11	284
3. Length of time it took to notify me of any problems with my application.	88	89	35	6	6	69	293
4. Quality and clarity of correspondence received from NSCB staff.	133	96	21	10	3	22	285
5. Length of time it took to respond to my phone/email inquiries.	110	86	26	6	5	51	284
6. Professional and courteous conduct by NSCB staff.	165	72	16	5	4	21	283
7. Overall satisfaction with the manner in which the application was handled.	144	101	21	6	5	6	283



ANALYSIS OF LICENSING SURVEY RESPONSES

What the Data Tells Us

- Customer satisfaction rates as excellent/good approximately 78% of the time.
- NSCB staff's professionalism and courteous conduct was rated highest in the "excellent" category among all questions. This speaks to the effectiveness of customer service trainings and the overall character of NSCB staff.
- Customer interactions with NSCB rated fair, poor, unacceptable, and N/A 22% of the time.
- While minimal negative responses were received, the two areas where improvements could be made are the length of time it takes to notify a customer of problems with their application and to respond to e-mail/phone inquiries.
- Many of these areas in licensing are in good standing with consumers, but there is an opportunity for them to become "excellent."

What Customers Are Saying...

- "I think the service being provided as compared to years gone by has improved greatly. This last renewal was conducted very professionally and expeditiously."
- "The references required, should be more specific in what the Board is looking for from the persons making the recommendations."
- "The two ladies in the front office that dealt with lately in changing my license, were very helpful and acted very professional. I was very pleased with the process. The NSCB website is very user friendly now and is used by our office regularly to check on subcontractor's license status."
- "I sent in an application to add an officer to the company – which my cashier's check was accepted. And I turned in an application to add a qualifier – with another cashier's check that was rejected because 'it wasn't a cashier's check'...I can only ask that the person(s) reviewing the applications look a little closer. About the website, it no longer has a link to 624 NRS NAC or the link to the section for lien laws."
- "The lady at the front counter was very helpful and kind. My processing and payment went along quite quickly. She has been there for years. Always nice to stop in to make payments and update my license information. Thank you!"

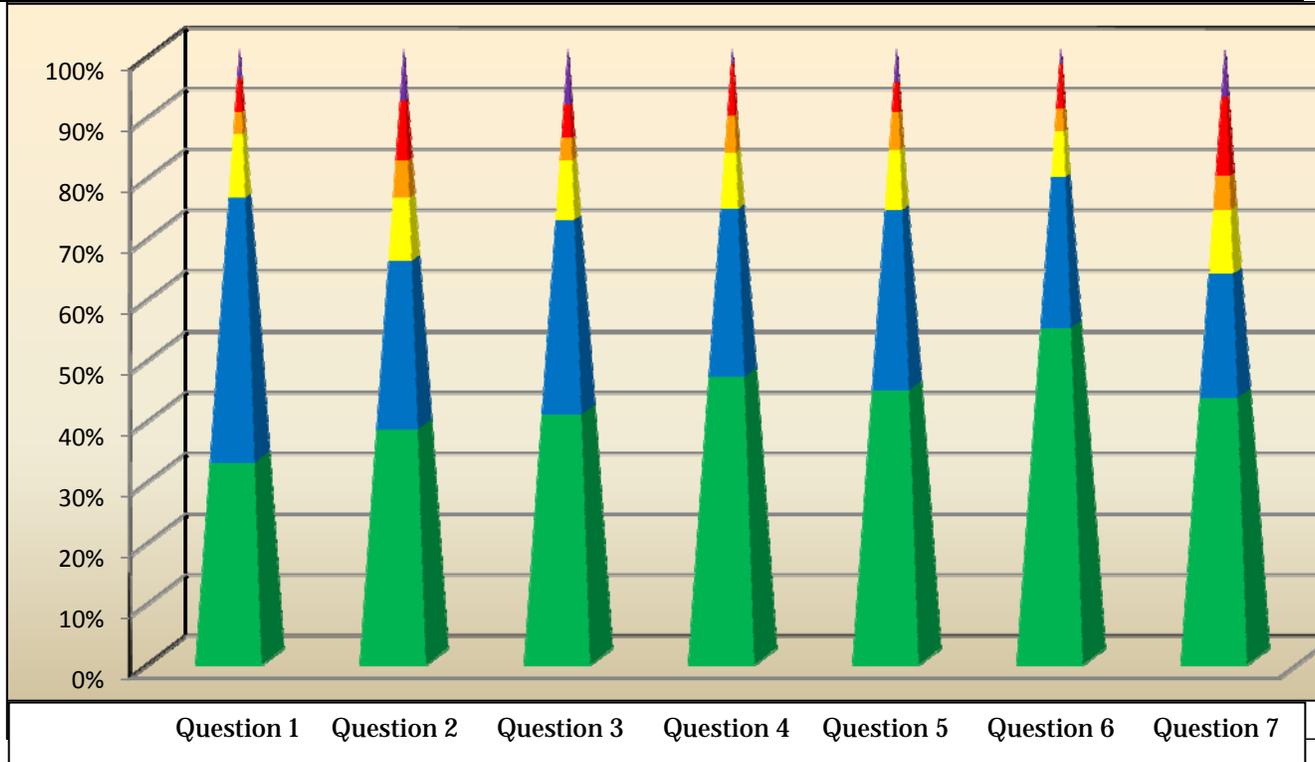
How NSCB is Responding

NSCB's licensing operations have continued to improve and customers are noticing. Enhanced customer service trainings are equipping staff with the proper communication tools to discuss sensitive and timely matters with emotionally invested consumers and contractors. There continues to be a need for improved customer relations and efficiency of processing, which is an ongoing focus for the Licensing Department. Ensuring every staff member has a sufficient and equitable working knowledge of licensing processes is paramount to a positive customer experience.

Relative to the website and information available to consumers and contractors, enhancements will continue to be made. The Licensing Department is working with Information Technology to identify new technologies, enhance online features, and make available more automated services. The launch of the online license renewal system is expected to be the first step of many to streamline a user's experience with NSCB.

ENFORCEMENT SURVEY RESPONSES (Respondent, Complaint, Unlicensed Complaint)

Answer Options	Excellent	Good	Fair	Poor	Unacceptable	N/A	Response Count
1. Completeness and clarity of forms and instructions.	54	71	17	6	9	8	165
2. Length of time it took to investigate the complaint filed against me.	63	45	17	10	16	14	165
3. Length of time it took to notify me of the complaint against my license.	67	52	16	6	9	15	165
4. Quality and clarity of correspondence received from NSCB staff.	77	45	15	10	14	4	165
5. Length of time it took to respond to my phone/email inquiries.	73	48	16	10	8	9	164
6. Professional and courteous conduct by NSCB staff.	89	40	12	6	12	4	163
7. Overall satisfaction with the manner in which the investigation was handled.	71	33	17	9	21	13	164



ANALYSIS OF ENFORCEMENT SURVEY RESPONSES

What the Data Tells Us

- Customer satisfaction rates as excellent/good approximately 72% of the time.
- NSCB staff's professionalism and courteous conduct was rated highest in the "excellent" category among all questions. This speaks to the effectiveness of customer service trainings and the overall character of NSCB staff.
- Customer interactions with NSCB rated fair, poor, unacceptable, and N/A 28% of the time.
- Areas where ongoing evaluation for improvement is needed and the length of time it takes to investigate a complaint and the overall satisfaction in which the investigation was held, as these rendered the most "unacceptable" responses from customers.

What Customers Are Saying...

- "We just received our license and the process was easy to understand and navigate. Everyone we've had contact with was very helpful and nice! Thank you."
- "I went to the board with a complaint about a contractor not paying my company and I could not get a ruling even though the evidence was overwhelmingly in my favor..."
- "I should have checked the contractor's record before hiring on my neighbor's recommendation. The NSCB was able to help immediately and I had the problem resolved in excellent time. Very good job!"
- "I received a letter saying my complaint had been resolved, however, there are still the same ongoing problems and no one has explained what exactly was fixed."
- "I believe the 'plumber' I reported is still operating as a 'plumber' even though he is no longer licensed with the state contractors board but the only way the board will go after him is if I hire him to do more substandard work. I think your agency should be more proactive instead of non-responsive."
- "My sincere appreciation is extended...as consumers there are matters we do not understand. [NSCB staff] were excellent in the handling of a situation for which I had requested assistance. They were courteous, pleasant, professional and patient with me. Thank you to the NV STATE BOARD OF CONTRACTORS for the service they provide we consumers."

How NSCB is Responding

Based on the comments and survey responses received relative to enforcement efforts, there are many commendations to be made to staff, but there are also areas where enhancements are necessary. It is evident that ongoing consumer education and outreach is paramount to NSCB's identity. While consumers may know who we are, many do not utilize our services before hiring a contractor; instead, NSCB is used more reactively once issues are identified. Additionally, consumers and contractors alike need to be kept informed of their options, such as the Unlicensed Contractor Hotline, if they come across an unlicensed contractor performing work. Some of the constructive feedback received indicates that contractors also need increased communication and explanation about case developments or other matters they may be working with the Board on. As we continue to improve our timeliness, increased and improved communications are paramount to successful customer service. NSCB will continue to identify innovative staff development and customer service trainings in the coming year and work more with industry partners to better identify how NSCB can be of greater value to them.



Highlights

- The Board and Executive Team worked closely with MIG on the development and finalization of the new NSCB logo.
- The Board is in the beginning stages of enhancing the visibility and image of NSCB. Activities currently performed have been the creation of a Facebook and Twitter page, which now showcase NSCB’s new logo, and the inventory of all collateral and documentation materials that will need to be updated to reflect the new logo for consistent messaging. The combined and continued initiatives being taken will have a positive impact on the image of NSCB for internal and external stakeholders.
- NSCB’s Public Information Office is working in consultation with MIG and management on the development of a comprehensive imaging strategy. The goal is to not only introduce the new logo/image to the public, but also to reintroduce NSCB’s image to key partners through targeted interface plans.

Year in Review

The best practices for four states and various local agencies were reviewed and evaluated. As a result of this research, the following activities have been or are currently in development by the Board:

- A third party consultant, MIG was retained to update all NSCB printed materials to achieve a professional, relevant and consistent message.
- NSCB is pursuing alternate opportunities to demonstrate video media services.
- The development and implementation of the “Public Awareness Program” statewide is contingent upon the receipt of the updated NSCB printed material for distribution.
- The investigative team identified rural areas to be targeted and documentation to be distributed. Laughlin, Mesquite, Tonopah, Elko, Pioche and Ely have been identified as areas needing additional information. Monthly road trips are on-going.
- The review of local media outlets where additional media coverage can be obtained is complete. Print and electronic media in markets statewide have been identified. Press releases are being sent on a regular basis.
- Discussed the use of social media opportunities.

NSCB continues to develop and refine the printed material in an effort to design NSCB’s identity infrastructure with those principals in mind. In addition to the printed materials and logo, the Board has placed a strong focus on the company’s identity through staff activities as they relate to customer service.



GOAL

7

The purpose of this goal is to create a culture within the organization that continues to empower our employees and one that places a high value on professional development and continuous learning.

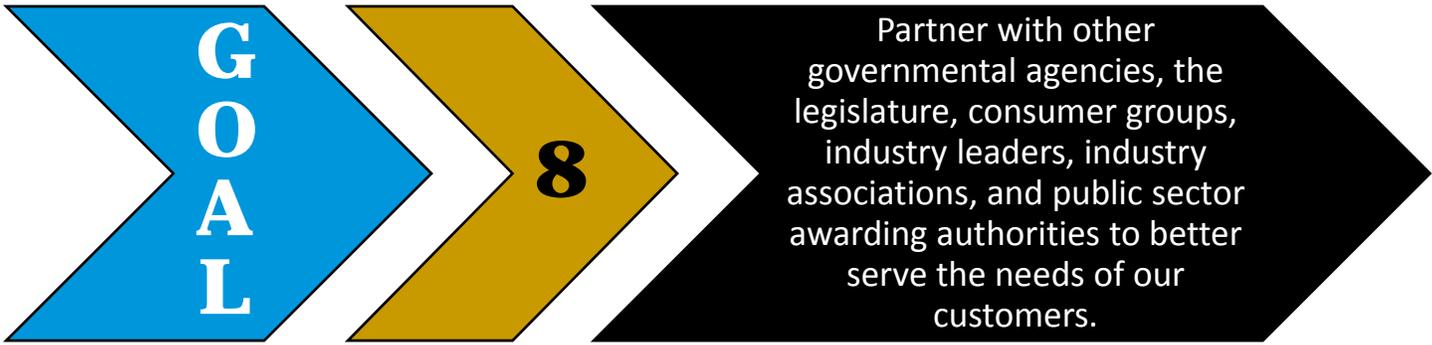
Highlights

- Formal employee training was provided by New Horizons specific to Microsoft Office Suite to include Microsoft Word, Excel, Outlook, Powerpoint and Visio. This training is valuable because it ensures all staff has a consistent and equal working knowledge of office software, which ultimately improves work efficiency.
- Customer service training was another key focus for 2010-11. All employees received formal customer service training, as well as additional in-house training by various trade representatives and representatives from the legal community.
- To better track the effectiveness of our customer service, NSCB created an online customer satisfaction survey, which is sent to any customer who has contact with NSCB personnel at front counters in both offices.
- Professional development activities include the following:
 - Investigations supervisory personnel and executive staff attended the performance management system training class on May 17, 2011. The class focused on the preparation of employee performance appraisals.
 - All of the compliance investigators participated in the residential air duct testing training and field demonstration on May 26, 2011. The training was provided by Barbara Collins, a Senior Building Science Consultant with ERH West. The training was sponsored by Nevada Renewable Energy and Energy Efficiency Authority (REEEA). The program is specific to new residential construction, air duct testing certification requirements and will commence on July 2011. The air duct testing certification will be performed by a third party group and/or consultant.
 - Pavestone training was held June 14, 2011; HVAC Training with Ed Bliss from Carl's A/C is scheduled for July 08, 2011; and LP Gas Board training is scheduled for Friday, July 22, 2011

Year in Review

Team building events, professional development, and employee recognition programs are an ongoing focus item for NSCB. While many of the activities centered on professional development, team building was also addressed through events, such as the Employee Appreciation BBQ sponsored by the Board members and the Veteran's Day and Christmas luncheons. These activities provide management and staff the opportunity to recognize each other's efforts, give commendations, and learn more about one another.





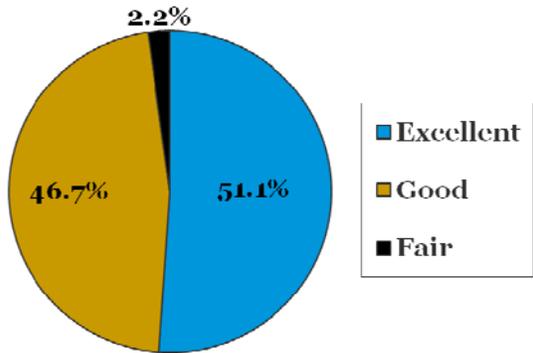
Highlights

- The Board convened focus groups and roundtable discussions with a variety of stakeholders to discuss key industry issues and identify opportunities to collaborate on solutions. Participants in these meetings included:
 - Specialty contractors who discussed prime contractor matters;
 - Industry associations who focused on unlicensed contractors;
 - District Attorney and Law Enforcement looked at unlicensed contractors and elderly abuse issues;
 - Building officials of both Southern and Northern Nevada
 - Home Depot – 2 meetings – Henderson and Reno
 - Pool Contractor Association
 - Fire Marshall and industry representatives
 - Department of Aviation
- The Executive Officer was invited to be the keynote speaker at the National Electrical Contractors Association.
- The Board participated in a joint meeting with the California State Contractors Board in June, which gave all members a chance to discuss industry trends, issues, best practices, and collaborative opportunities.

Year in Review

- The Board was engaged in several industry groups throughout the year and also received recognition from industry partners. Below are highlights of the Board’s involvement:
- The Executive Officer was an active Board member of the National Association of State Contractor Licensing Agencies (NASCLA), chairing the Resource Committee and attending the annual conference.
 - The Southern Nevada Home Builders Association recognized the Executive Officer with an award in December 2010.
 - In March of 2011, NSCB Chairman Kevin Burke moderated a roundtable discussion on industry trends at the NASCLA national meeting.

Roundtable Discussions



How Roundtable Participants are Rating Their Experience

“Your meetings are great and productive and I appreciate the cooperation.”

“I applaud your efforts to have the roundtable discussions and provide a platform for people to be heard.”



PERFORMANCE MEASURES

ABOUT NSCB'S PERFORMANCE MEASURES

The 2010-11 Strategic Plan outlined a number of performance measures for each Department. Included in this section is a list of each department's performance measures, the intended targets to reach, and the actual outcomes as of June 30, 2011.

In order to create a quick visual reference about progresses being made for each performance measures, a color-coded system was initiated. Below is a key, which will guide you in understanding what each color represents.

It is the goal of NSCB to utilize this model on a quarterly basis in order to demonstrate progress being made throughout the year. The ultimate intent is for all performance measures to reach the green level, so that we may continue to advance our targets in future years.

Performance Measure Color System

	The Department is within 0-5% of meeting the intended target
	The Department is within 5-10% of meeting the intended target
	The Department is more than 10% away from reaching the intended goal
	The Department is currently working to establish measurement protocols

As you will notice, NSCB staff continues to work on methods for tracking some of the necessary performance measure data. Once tracking becomes more efficient and consistent across the organization, the performance measure document will be updated to reflect the progress being made.

LICENSING PERFORMANCE MEASURES			
Indicator	Progress	Target	Actual
New license application processing time		Approve, table or deny 75% of applications within 60 days of receipt	56%
License change application processing time		Approve, table or deny 90% of applications within 30 days of receipt	70%
Renewal application processing time		100% of applications are completed or sent deficiency notice within 3 days	
		90% of financial statement renewals are decided in 60 days	
Overall licensee satisfaction with services provided		80% of licensees rate NSCB as good or excellent overall	78%

ADMINISTRATION PERFORMANCE MEASURES

Indicator	Progress	Target	Actual
Being on budget		Balanced budget	Under projected budget
Overall licensee satisfaction with services received		100% of licensees are satisfied with NSCB services	78%
Overall consumer satisfaction with services received		100% of consumers are satisfied with NSCB services	75%

PUBLIC AWARENESS PERFORMANCE MEASURES

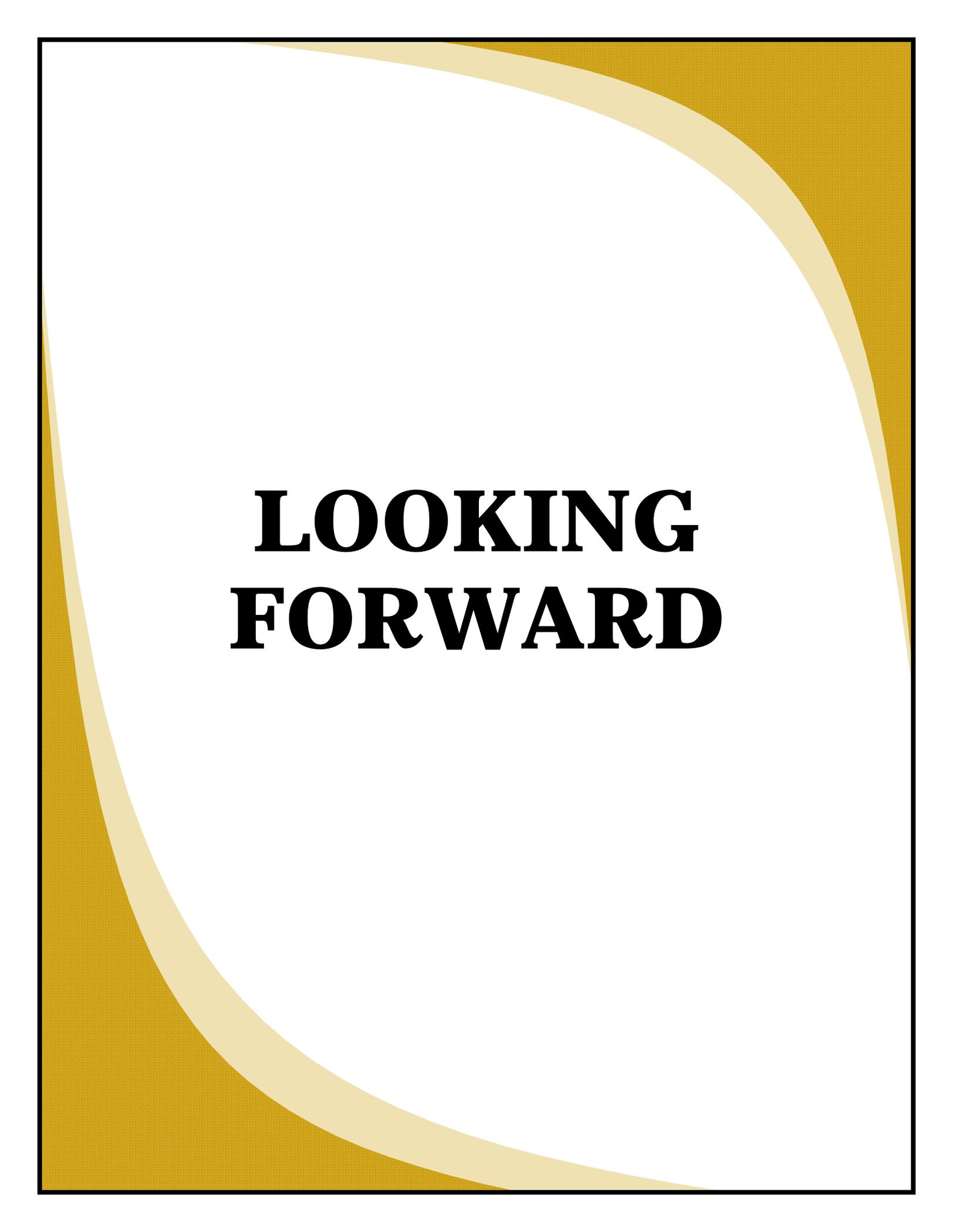
Indicator	Progress	Target	Actual
Timeliness of NSCB published information as related to a particular issue		Published information within 1 day from initial awareness of issue	
Awareness of and access to NSCB services		60% of Nevada adult population is aware of NSCB services	
Quality of information provided by NSCB		100% of licensees are satisfied with the quality of information	
		100% of customers are satisfied with the quality of information	

RECOVERY FUND PERFORMANCE MEASURES

Indicator	Progress	Target	Actual
Time to achieve resolution of claim		For minor claim: 90 days from filing claim	100%
Time to process Recovery Fund case		90% of the Recovery Fund cases processed within 150 days	100%
Consumer awareness of the Recovery Fund		100% of all NSCB customers awareness of Recovery Fund	90%
Number of awards		100% of eligible claimants receive awards	100%
Overall satisfaction with Recovery Fund		90% of eligible claimants are satisfied	80%
Level of funds in the account (fund solvency)		Capacity to over 5 years of claims	100%

ENFORCEMENT PERFORMANCE MEASURES

Indicator	Progress	Target	Actual
Investigative case resolution		90% of all investigative cases resolved within 90 days from receipt of case	92%
Response to life/safety issues		Respond to 100% of all life/safety issues within 24 hours of notification	100%
Response to unlicensed contractor complaints		Respond to 100% of all unlicensed contractor complaints within 48 hours of reported illegal activity	100%
Response to any complaint received by NSCB		Respond to 100% of any complaint by phone and/or by email within 72 hours from receipt of open case	
Frequency of rural proactive enforcement sweeps to detect and apprehend unlicensed contractors		Once per quarter in all rural areas (including Laughlin, Mesquite, Elko, Ely, and Pahrump)	>1/qt
Frequency of building department and district attorney office contacts for coordination of investigation activities		Once per quarter	100
Compliance case resolution		90% of criminal cases resolved or recommended for prosecution/issuance of a citation within 90 days from receipt of complaint	96
Criminal conviction rate		Maintain a criminal conviction rate of 80%	68
Issuance of final Decision and Order		Final order issued on 95% of cases heard within 120 days of when the complaint and requirement to answer and notice to respond are issued	100
Unlicensed contractor prosecutions		10% increase in the number of unlicensed contractor prosecutions	
Due process for the licensed professional or the unlicensed individual		100% fair treatment	
Percentage of licensees attesting to the value of their contractor's license		100%	



**LOOKING
FORWARD**

A PLAN FOR THE FUTURE...

2010-11 Reflections

The 2010-11 Strategic Plan was successful in guiding the Board toward new achievements. Due to the goals and objectives outlined in the Plan, NSCB now has greater technology, improved social media and outreach strategies, an online licensing renewal program that is near completion, and enhanced enforcement activities with the implementation of electronic fingerprint records. NSCB's Strategic Plan is much more than just a document. It is the organization's backbone – the star behind all of the work being performed on a daily basis. Staff utilizes the Strategic Plan for professional direction, focus, and inspiration.

There's a phrase, "You can't get to where you're going, unless you know where you've been." The Strategic Planning process is a continual opportunity for Board members and management to reflect on where we've been – what's worked well, what areas need improvement – and set the course for where we are going. Every year NSCB is presented with challenges. For those that we overcome, we set new goals. For those we've yet to conquer, we evaluate our strategies and try again. Therefore, to the coming year's challenges and opportunities, we at NSCB say, "Bring it...we're ready!"

2011-12 Strategic Plan Goals

Strategic Planning discussions afforded NSCB the opportunity to consolidate and streamline its goals for fiscal year 2011-12. For the year ahead, each goal has been centered around a core function of the Board. This structure is beneficial for many reasons:

1. It reinforces teamwork. When each staff member contributes to accomplishing their Department's goal, they help bring the Board closer to fulfilling its vision;
2. It keeps expectations manageable, making what needs to be accomplished throughout the year more identifiable; and
3. Each goal creates the beginning of a framework where staff can then work together to develop a roadmap to achieve it.

NSCB is excited to begin the 2011-12 year and focus on the following goals:

- **Licensing:** Ensure that all applicants and licensees are qualified to provide construction services and provide licensing services in a timely and professional manner.
- **Enforcement:** Reduce, eliminate or prevent unlicensed activity and unprofessional conduct that poses a threat to public safety and threatens legitimate business activity.
- **Public Awareness and Information:** Enhance the visibility of the NSCB and ensure accurate information is available to the public and professionals through a variety of media.
- **Partnering:** Partner with other public and private organizations to better serve customers and leverage resources.
- **Board Development:** Organize Board training and activities to focus on governance and policy issues while ensuring the execution of the Strategic Plan.
- **Administrative Efficiency:** Improve agency operations and technology to achieve regulatory efficiency, customer service and consumer protection.