



Nevada State Contractors Board
2025-26
Strategic Plan
JULY 2025



acknowledgements

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letter from the board chair

The construction industry is no different than other industries across the state. Impacted by economic changes and new business opportunities, we are continually evaluating our processes and services to ensure we aid consumers and contractors equitably as our state adapts to the changing environments.

Strategic planning is one tool that we rely on to guide our compass and ensure we do not lose sight of areas of importance for the year ahead. It has helped us improve our regulation of pool and solar contractors over the years, enhanced consumer protections related to residential improvement projects and strengthened our ability to discipline and prosecute individuals who elect to perform construction services unlawfully across our state.

As a model regulatory agency, we set high standards for our agency that include annual audits of our finances and operations, frequent communication and training with regulatory bodies across the nation on best practices and common issues, and strategic partnerships with industry, state and local representatives that allow for the sharing of resources, knowledge, and advancement of shared goals.

This year, the Nevada State Contractors Board continues these efforts and again strives to move the needle forward by enhancing its use of technology, including the integration of more automated and AI-generated services for improved and expedited communication to our customers. We will be focused on improving efficiency across all of our operational areas to improve timeliness of service, efficiency of resources and clearer communication.

We will be working closely with new community partners to foster innovative programs, build upon existing platforms, and expand communication to underserved populations. Our Board is also excited to begin implementing a range of resources and public outreach tools with the use of Language Access Plan funds acquired in the third quarter of FY 2024-25.

Our environment will always be changing, but our mission remains constant as we advance our goals to adapt to the ongoing needs of those we serve.

BOYD MARTIN

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. 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 aid 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 more than 18,000 licensees in the State of Nevada to serve, the Licensing Department is NSCB's customer service cornerstone and initial point of contact for all applicants 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 stemming from residential construction.

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, Women in Construction forums, Workforce

Development panels and tailored presentations for specialized groups involved with hiring contractors, such as property 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

Created and began implementation of a system for tracking key performance indicators associated with the licensing process aimed at reducing application processing times.

Enforcement

Established a Solar Investigations Unit to focus solely on solar complaints and collaborate with local and state agencies to promote consumer protection.

Public Awareness and Information

Promoted investigation outcomes and public safety messages to statewide media while conducting consumer protection forums aimed at educating seniors and homeowners on the value of hiring licensed contractors.

Board Development

Developed a legislative package for the 2025 Legislative Session that focused on solar and unlicensed contracting matters.

Administrative Efficiency

Implemented a Language Access Plan to enhance resources and communication across all Board services for non-English speaking customers.

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 Trends

Nevada's solid construction industry continues to see growth, especially in the residential sector. This high level of construction activity, coupled with supply chain constraints, inflation, and interest rate increases, is pushing up costs of labor and materials making housing less affordable for many Nevadans.

Workforce Trends

The construction of large industrial buildings in the North, commercial projects in the South and public works projects statewide continue to drive the need for residential development and qualified contractors.

Unlicensed Activity

As the demand for construction services continues to increase, so does unlicensed contractor activity and substandard workmanship in areas like patio and home improvement projects. Consequently, the increased demand to investigate allegations of construction fraud and related unlawful activity remains a top priority of the Board.

The Board's Solar Investigations Unit has helped to reduce solar complaints; however they remain a priority focus of public protection efforts. Promotion of the Solar Watch List and Unlicensed Violators Watch List are online tools to inform consumers about unlawful contractors and used in discussions with state and local partners to aid in the awareness and prosecution of named individuals and entities. Improving access to licensed contractors in rural areas is another area of focus for the Board in the coming year.



Regulatory Streamlining

NSCB continues its efforts to improve the licensing process in an effort to encourage all those engaged in construction activity become properly licensed.

The Residential Recovery Fund

Nevada is one of the few states that offers homeowners an opportunity to recover costs if financially harmed by a licensed contractor. The Fund's balance remains strong, despite an increase of claims over the past fiscal year. Construction in the state is predicted to continue at a high level in the near future. A high level of activity combined with the climbing cost and scarcity of materials, may result in a continued increase in claims by homeowners.

Contractor Trends

Nevada's strong economy has continued to attract more construction companies into the marketplace to meet the increased demand for public and private clients. The Board will continue to monitor the level of construction activity and its effect on the Board's licensing and enforcement activities.

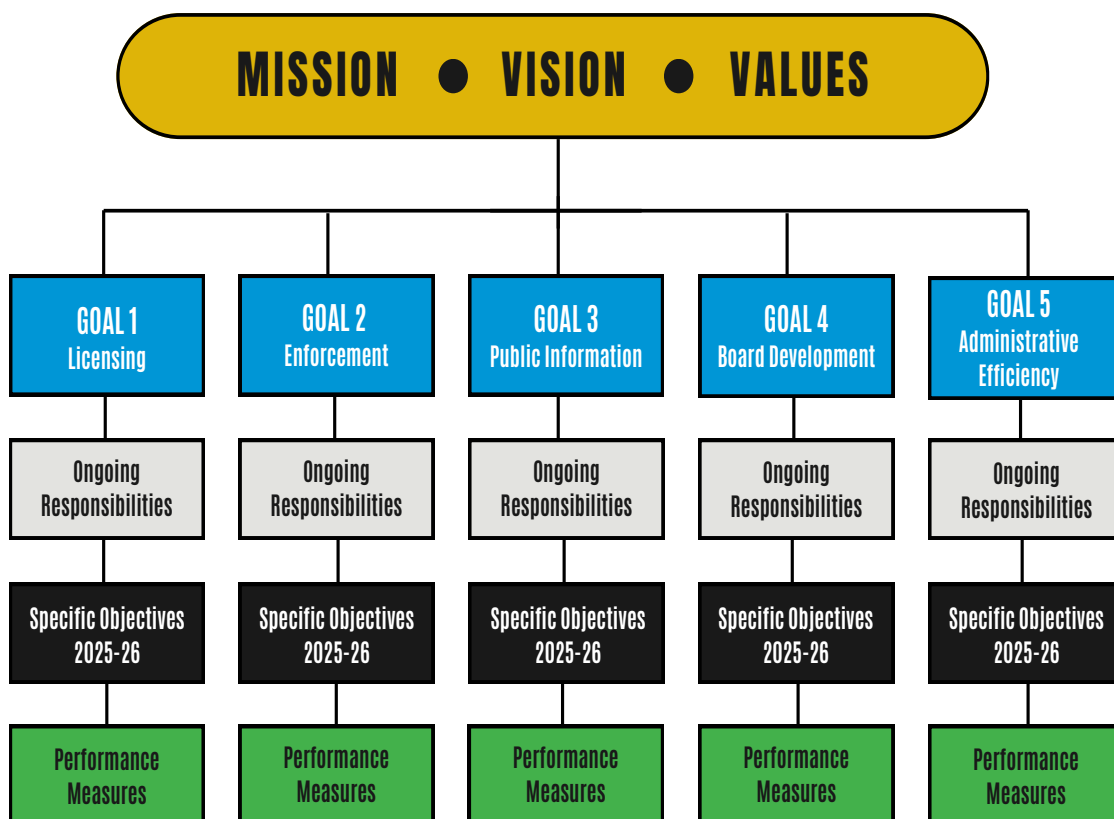
Changing Technology

Like other industries, new technologies in the construction industry are making their appearance, requiring the Board to stay abreast of these trends and their impact on public health and safety.

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.





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.

"Focused on being 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 on industry trends, issues and challenges
Local Governments	Verification of Contractor license status	Feedback on contractor performance
News Media	Timely and accurate information	Insight on NSCB issues, trends and effectiveness



VIII. goals

The NSCB has established five goals providing 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.



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 2025 and were based on the Board's review of the 2024-25 Strategic Plan. Performance measures and desired outcomes are also identified for each goal area.



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 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, especially with regard to changes in construction methods and technology.	Licensing Staff
Ensuring that license exams are up-to-date and consistent with industry best practices.	Licensing Staff
Updating the licensure exam program on a periodic basis.	Licensing Staff
Identifying opportunities to expand license by endorsement opportunities for testing and experience requirements with other states.	Licensing Staff
Identifying options for applicants to comply with license requirements while maintaining high standards.	Licensing Staff
Identifying new opportunities to expand license by endorsement.	Licensing Staff
Drawing on the experience of other states for ideas on license simplification and compliance.	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 2024-2025		lead responsibility	completion date
1.A	Provide neighboring states with an overview of Nevada licensing process to help prepare applicants and mitigate potential delays to licensure.	Licensing Staff	July 2025
1.B	Work with exam provider PSI to improve exam process.	Licensing Staff	August 2025
1.C	Review and make recommendations to improve the processing of applications.	Licensing Staff	August 2025
1.D	Work with Information Technology to enhance GL reporting and communication.	Licensing Staff	September 2025
1.E	Simplify and improve the instructions on all contractor license applications.	Licensing Staff	November 2025
1.F	Make licensing applications and priority documents available in Spanish.	Licensing Staff	December 2025
1.G	Improve phone queue with AI and digital routing options.	Licensing Staff	January 2026
1.H	Evaluate licensing fee structure and make recommendations for changes.	Licensing Staff	June 2025

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
Encouraging individuals contracting without a license to apply for a contractor's license.	Enforcement Staff
Maintaining level of enforcement required to meet public health and safety requirements.	Enforcement Staff
Continuing to provide customer service training for all enforcement personnel.	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 2024-2025		lead responsibility	completion date
2.A	Work with Information Technology to implement AI communications for expedited information to common investigative questions.	Enforcement Staff	August 2025
2.B	Make recommendations to improve the complaint process.	Enforcement Staff	September 2025
2.C	Improve the monitoring of unlicensed contractors.	Enforcement Staff	October 2025
2.D	Implement an investigator training program.	Enforcement Staff	December 2025
2.E	Review and make recommendations to improve and streamline investigations and reports.	Enforcement Staff	January 2026
2.F	Explore cost savings opportunities to include use of technology and automated processes.	Enforcement Staff	March 2026
2.G	Explore software solutions that allow investigative staff to access GL on mobile devices for improved efficiency.	Enforcement Staff	April 2026
performance measures		desired outcomes	



GOAL 2: ENFORCEMENT

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

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 contractor licensing requirements.	Public Information Office Staff
Keeping all NSCB interested parties up-to-date on all legislative changes that affect the construction industry.	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 2024-2025		lead responsibility	completion date
3.A	Identify opportunities to link the Board's website prominently on state, local and industry web pages.	Public Information Officer	July 2025
3.B	Collaborate with centers of influence, industry groups and community partners to enhance NSCB-related messaging through social media, websites and outreach opportunities.	Public Information Officer	August 2025
3.C	Review and update the Board's collateral materials, including translated copies in Spanish.	Public Information Officer	September 2025
3.D	Collaborate with departments to improve and consolidate website content.	Public Information Officer	December 2025
3.E	Develop video resources to target audiences that support departmental processes, i.e., application assistance, filing a complaint, Recovery Fund, etc.	Public Information Officer	January 2026
3.F	Expand the Board's Workforce Development Program.	Public Information Officer	April 2026

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
Identifying opportunities to engage in efforts to promote the Board's mission with legislative representatives, government officials and the public.	Executive Team Members
Maintaining Board member involvement in NSCB outreach activities.	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 2024-2025		lead responsibility	completion date
4.A	Expand training program for members to include operational/departmental responsibilities and general overviews.	Executive Team Members	May 2026
4.B	Establish outreach requirements for Board members to engage in community/industry events.	Executive Team Members	May 2026
4.C	Explore Board affiliations to identify and promote partnership opportunities and outreach activities.	Executive Team Members	May 2026

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 identifying ways to make Board operations more flexible and agile.	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, updating the plan on a periodic basis, and engaging Board staff in plan implementation.	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 2024-2025		lead responsibility	completion date
5.A	Evaluate opportunities to recoup expended funds and unpaid fines and fees.	Executive Team	July 2025
5.B	Expand digital and paperless processes.	Executive Team	July 2025
5.C	Identify and make recommendations for technology upgrades and replacement needs.	Executive Team	July 2025
5.D	Identify and share under-utilized functions of GL that could improve system processes and customer experience for possible implementation.	Executive Team	August 2025
5.E	Advance Board software programs to current platforms and improve network capabilities.	Executive Team	December 2025
5.F	Review personnel expenses and make recommendations for cost-savings and efficiencies.	Executive Team	December 2025
5.G	Update employee onboarding experience and handbook.	Executive Team	January 2026
5.H	Expand capabilities of payment methods.	Executive Team	March 2026



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 2024-25

Licensing

- Identified methods for reducing application processing times and implemented changes resulting in improved outcomes.
- Implemented a series of improvements to the licensing operation including document management and complaint investigations in collaboration with the Enforcement Department.
- Began utilizing on-demand language access services for translation and interpretation assistance during customer service interactions.
- Reviewed experience requirements specific to family-owned and multi-generational businesses to improve the licensing process.

Enforcement

- Increased the level of enforcement with a special focus on unlicensed solar contractors.
- Increased efforts to address unlicensed contracting activities of both prime and subcontractors, especially targeting large-scale projects conducted by out-of-state developers.
- Identified and made legislative recommendations for enhanced penalties for unlicensed contracting.
- Enhanced online consumer protection resources highlighting unlawful and unlicensed contractors.

Public Information & Awareness

- Facilitated media requests in response to significant enforcement cases and pertinent consumer information related to home construction and remodeling needs.
- Collaborated with the Licensing Department and UNLV's Office of Economic Development to promote Construction 1.0 and 2.0 Workshops featuring a six-week course on the construction industry and how to become licensed.
- Collaborated with industry professionals to promote Workforce Development Panels designed to encourage and inspire high school students to pursue careers in construction upon graduation.
- Hosted the Board's annual Hammers and Hope event, garnering significant media interest on the promotion of career opportunities for females in the construction industry.

Board Development

- Expanded training sessions with a focus on priority areas of the Board and related processes.
- Engaged the Legislative Subcommittee to discuss bills and make recommendations on actions and Board positions.
- Welcomed new Board member Walter Flores-Aguirre and facilitated onboarding training and education.

Administrative Efficiency

- Developed plan for upgrading the Board's internal IT services including customer assistance functions.
- Received proposals from qualified vendors to analyze Board operations and make recommendations to streamline and improve Board processes.
- Developed recommendations for streamlining the Board's hearing processes.
- Engaged in the 83rd Legislative Session, providing testimony on bills of importance to the Board and meeting with legislators and industry groups.
- Held numerous discussions with the Director of Business and Industry and members of the Governor's staff offering insights and feedback on suggested changes to align with the Administration's modernization plans.
- Collaborated with representatives across the industry and business community on issues of importance, including rural housing development, use of unlicensed contractors, and the application process.



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