



Nevada State Contractors Board
2026-27
Strategic Plan
JULY 2026



acknowledgements

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letter from the board chair

As we look toward the year ahead, Nevada’s construction industry continues to play a vital role in shaping our state’s economic strength and community development. From record levels of residential growth in the south to major infrastructure projects revitalizing northern Nevada, we see an industry that remains resilient, innovative, and deeply connected to the well-being of our residents.

Yet, with opportunity comes responsibility. The Nevada State Contractors Board remains steadfast in its mission to protect the public and support a fair, competitive marketplace. Our oversight ensures that only qualified, licensed contractors operate in Nevada—professionals who meet the state’s high standards for skill, integrity, and accountability. This is not only a matter of regulation; it is the foundation of consumer confidence and trust.

The coming year will bring continued focus on consumer protection initiatives. The Board will strengthen outreach to homeowners about the importance of hiring licensed contractors and using the NSCB’s online verification tools. We are also enhancing enforcement efforts to identify and eliminate unlicensed activity, which undermines both consumer safety and the legitimate construction workforce.

Equally important is our commitment to supporting Nevada’s licensed contractors. We will expand educational resources, promote transparency in the permitting and licensing process, and work collaboratively with industry partners to ensure regulations remain practical and forward-looking. The goal is a balanced environment—one where consumers are protected, and qualified contractors can thrive.

As Nevada grows, so too must our collective commitment to integrity.

KENT LAY

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.



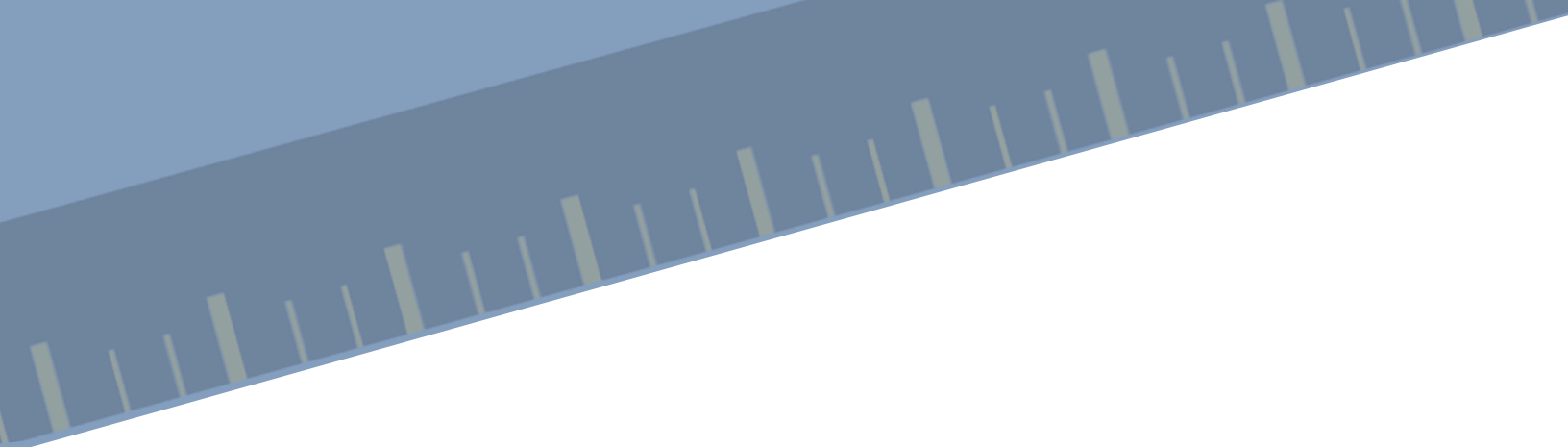
ii. overview

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 19,000 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. Thousands of 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

Led efforts to modernize licensing by introducing a new classification, improving application workflows, expanding language access for exams, and moving credentials online to make the process faster, more accessible, and user-friendly.

Enforcement

Boosted public outreach and awareness through community engagement, improved investigation processes to handle cases more efficiently, and strengthened enforcement efforts to better protect consumers from unlicensed contractors.

Public Information & Awareness

Expanded outreach to women and youth to promote construction career pathways, increased social media presence to boost visibility and engagement, and partnered across departments to improve website content for clarity and accessibility.

Board Development

Participated in legislative review and policy recommendations, supported leadership transition to ensure continuity, and increased community engagement to strengthen public awareness and relationships.

Administrative Efficiency

Led multiple technology improvements, including planning an AV system upgrade to enhance collaboration, developing a Spanish-language AI Chatbot to improve customer support, updating payment processing systems for greater security and efficiency, and configuring network equipment to strengthen overall system performance.

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 construction industry has slowed after recent growth, as high interest rates and rising labor and material costs limit new development. Residential building remains stable but constrained by affordability challenges, while long-term demand and population growth continues to support a gradual recovery.

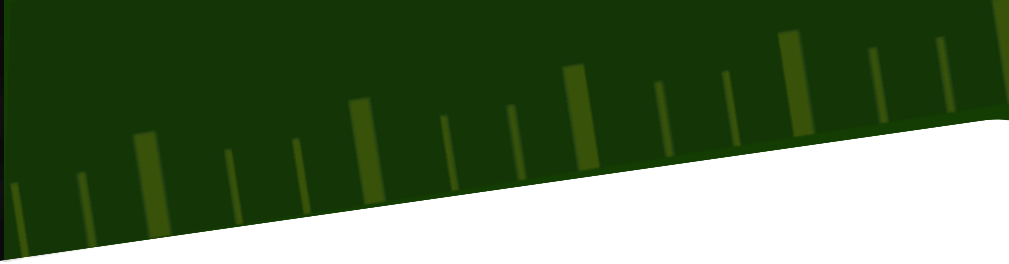
Workforce Trends

Commercial, public works, and residential projects continue to drive the need for residential development and qualified contractors.

Unlicensed Activity

Rising demand for construction has led to more unlicensed contracting, especially in patio and home improvement projects. The new Residential B7 license is expected to reduce these issues by increasing proper licensing.

Solar-related complaints have decreased thanks to the Board's investigations unit, but they remain a priority. Tools like the Solar Watch List and Unlicensed Violators Watch List help inform consumers and support enforcement efforts. Expanding access to licensed contractors in rural areas is another key focus going forward.



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.

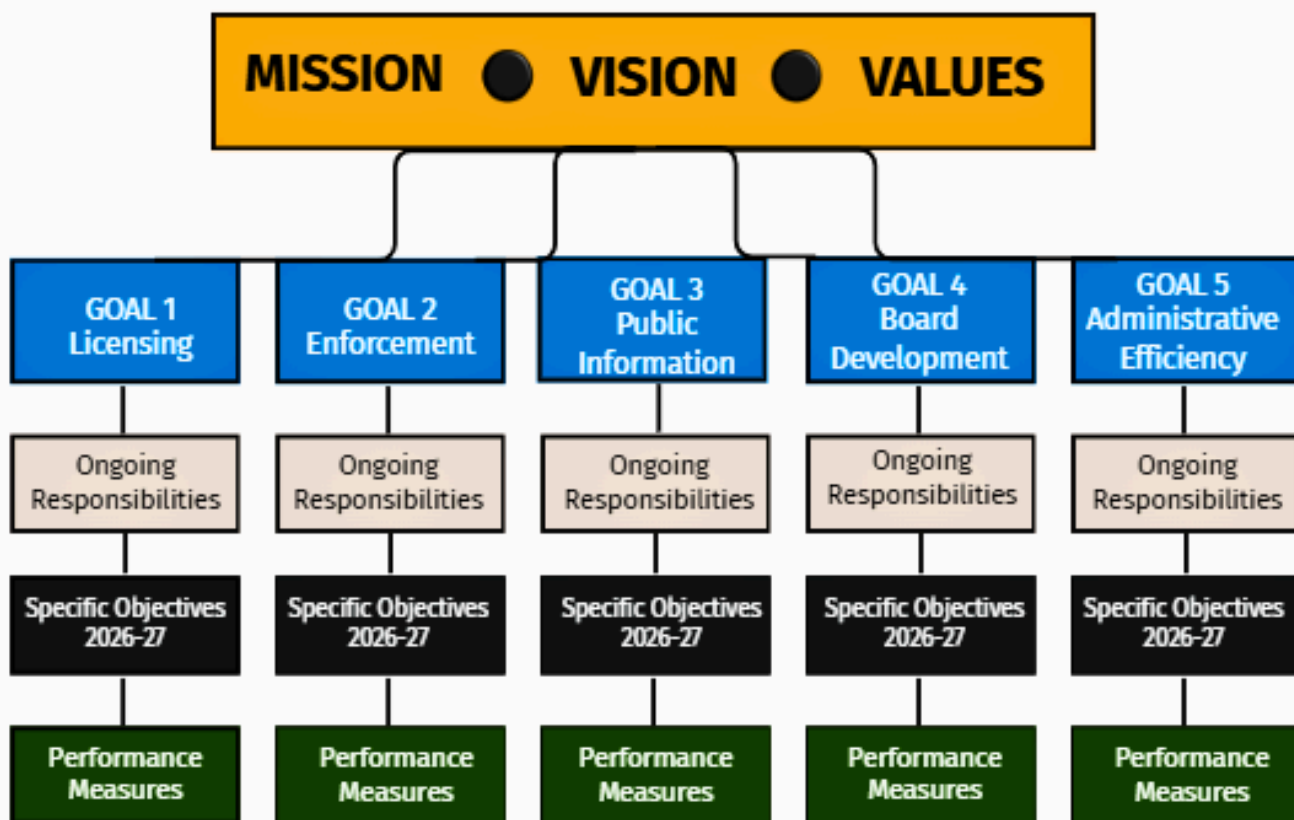
Changing Technology

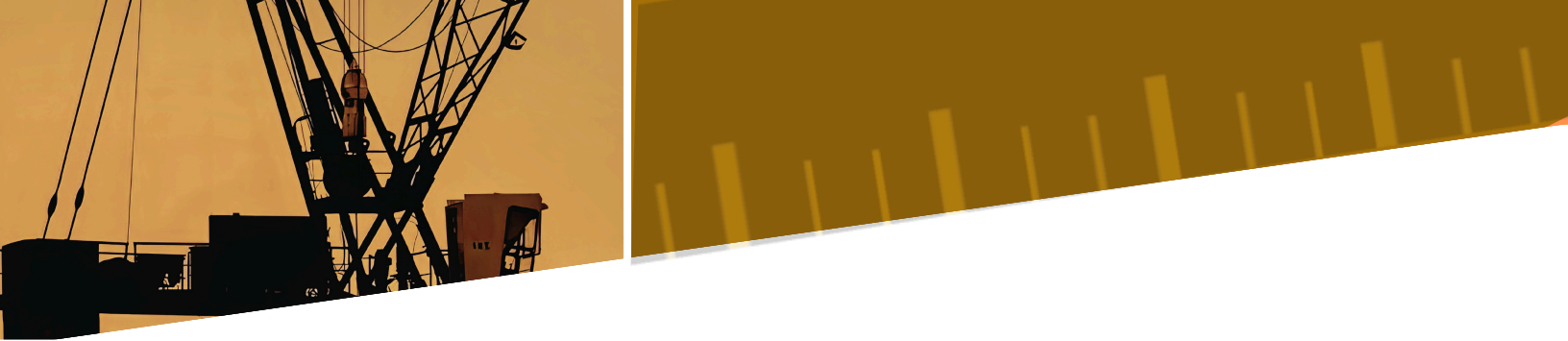
Like other industries, new technologies in the construction industry are making their appearance, requiring the Board to stay abreast of these trends and their impact on public health and safety.

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

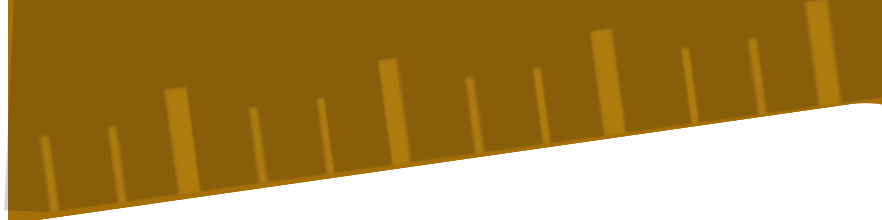
We build partnerships and engage with customers in meaningful interactions. We believe in open communication, participatory governance, and transparency.

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 the application process
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 2026 and were based on the Board's review of the 2026-27 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 2026-2027	lead responsibility	completion date
1.A	Conduct comprehensive review of all license classifications/establish working group.	Licensing Staff	Jun 2027
1.B	Create form to simplify license determinations.	Licensing Staff	Sep 2026
1.C	Work with PSI Services to resolve retesting pre-approval requirements to prevent delays with licensure.	Licensing Staff	Aug 2026
1.D	Perform nationwide research to determine if additional states qualify for licensure by endorsement pursuant to NAC 624.600 and NAC 624.615.	Licensing Staff	Jun 2027
1.E	Increase the number of forms available in Spanish to improve accessibility.	Licensing Staff	Jan 2027
1.F	Implement time management training programs to improve staff efficiency.	Licensing Staff	May 2027

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

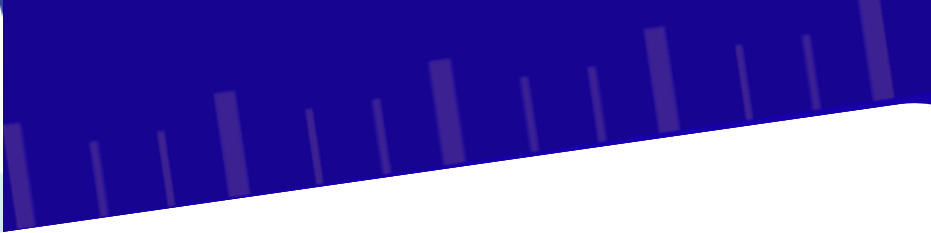


GOAL 2: ENFORCEMENT

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

	specific objectives 2026-2027	lead responsibility	completion date
2.A	Create and implement training programs to strengthen investigation Departments	Enforcement Staff	Jul 2026
2.B	Increased monitoring of unlicensed contractors.	Enforcement Staff	Jul 2026
2.C	Improve Compliance case management timelines to ensure cases are resolved within 90 days.	Enforcement Staff	Apr 2027
2.D	Enhance investigator training by conducting site visits to active construction projects at various stages of development.	Enforcement Staff	Dec 2026

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 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 2026-2027	lead responsibility	completion date
3.A	Organize public outreach events to educate community about licensing requirements and processes.	Public Information Staff	Feb 2027
3.B	Expand “In the Field Trip” to Northern Nevada.	Public Information Staff	Nov 2026
3.C	Collaborate with real estate industry to provide education and guidance on construction laws and regulatory requirements.	Public Information Staff	Feb 2027
3.D	Update NSCB Media Center videos on NSCB website.	Public Information Staff	Feb 2027
3.E	Create Business Assistance Program video for 24-hour access in English and Spanish.	Public Information Staff	Jul 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 2026-2027	lead responsibility	completion date
4.A	Continued Board training for subcommittees, Recovery Fund, and licensing.	Executive Team Members	Oct 2026
4.B	Continued Board Member involvement in NSCB outreach activities.	Executive Team Members	Aug 2026
4.C	Continued collaboration with contractor associations, legislative representatives, and government officials.	Executive Team Members	Nov 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 services 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
Recognizing Board employees for superior performance.	Executive Team Members
Seeking opportunities to leverage resources through creative partnerships.	Executive Team Members



GOAL 5: ADMINISTRATIVE EFFICIENCY

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

	specific objectives 2026-2027	lead responsibility	completion date
5.A	Complete process for recovering credit card fees and introduce additional payment options to improve flexibility and cost efficiency.	Executive Team Members	Ongoing
5.B	Support evaluation and selection of a new operating system and integrated accounting solution.	Executive Team Members	Ongoing
5.C	Advance the RFP process for upgrading the Reno audio/visual system.	Executive Team Members	Aug 2026
5.D	Finalize digital dashboard through GL.	Executive Team Members	Jun 2026

performance measures	desired outcomes
Fiscal Management	Balanced Budget
Customer experience	Satisfied customers
Agency operations	Preservation of industry knowledge



appendix A: recent accomplishments 2025-26

Licensing

- Created new Residential B-7 license classification, including defining its scope, requirements, and qualifications, and developed the corresponding application process to support applicants from submission through approval.
- Partnered with PSI to expand accessibility by offering 13 license classification exams in Spanish, helping ensure broader access for Spanish-speaking applicants and improving overall equity in the licensing process.
- Enabled online access to license documents and pocket cards, allowing users to conveniently download and store their credentials digitally, reducing processing time and improving user experience.

Enforcement

- Increased homeowner engagement, streamlined case processes to resolve issues faster and reduce caseload, and improved online resources to help consumers avoid unlicensed contractors.
- Strengthened enforcement against unlicensed contractors, specifically in high-risk solar work, by creating a dedicated Solar Investigations Unit and partnering with local and state agencies.
- Expanded efforts to curb unlicensed activity by prime and subcontractors, on large, out-of-state projects, by using legislative changes that increase penalties and strengthen deterrence.

Public Information & Awareness

- Expanded participation in licensing and enforcement events specifically geared toward women and youth, helping introduce these audiences to career opportunities in the construction industry and fostering greater diversity within the field.

- Increased presence across social media platforms, growing audience reach and overall visibility while also enhancing the value and impact of media and advertising efforts.
- Collaborated with multiple departments to improve and update website content, ensuring information is clear, accessible, and aligned with organizational goals and user needs.

Board Development

- Actively participated in the legislative subcommittee to review proposed bills, contribute subject-matter expertise, and provide recommendations on appropriate actions and official Board positions.
- Supported leadership transition by welcoming new Board Chairman Kent Lay, helping ensure continuity, alignment on priorities, and a smooth onboarding into the role.
- Increased participation in community events, representing the Board in public settings to strengthen relationships, raise awareness of its mission, and enhance community engagement.

Administrative Efficiency

- Initiated preparation for an audiovisual (AV) system upgrade designed to improve connectivity and enhance collaboration between offices, supporting more efficient communication and hybrid engagement capabilities.
- Developed an AI Chatbot in Spanish to assist consumers with frequently asked questions, expanding accessibility and improving response times for Spanish-speaking users.
- Partnered with the Accounting Department to update credit card processing systems, enhancing security, reliability, and overall transaction efficiency.
- Configured new network equipment to strengthen system performance and support ongoing technological improvements.



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