



# Nevada State Contractors Board 2015-2016 Strategic Plan

JULY 2015



# acknowledgements

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resources  
and



## letter from the board chair

Each year, the Board makes it a priority to reflect on its past accomplishments and challenges, and identify trends and issues that warrant attention in the months ahead. In the last 12 months, we've dedicated time to enhance and upgrade our information technology support structure. This year we will begin working on new IT projects with the goal of launching a new and improved website interface for licensees, web search functions for the public and a more automated application processing system for applicants and staff. These initiatives continue to aide us in providing the highest quality customer service while offering the most current technologies available.

Enforcement has seen improved outcomes in its sting events targeting unlicensed contractors as a result of increased partnering with local law enforcement agencies. In a growing number of cases, unscrupulous individuals are not only cited by the Board for their unlawful activities, but also arrested for pending warrants. Additionally, the Board has increased its investigative efforts into cases involving fraud to further combat the worst repeat offenders from scamming more homeowners in our communities.

Our public outreach to homeowners and professionals regarding best practices when hiring licensed contractors continues to expand. We have also developed three public service announcements to increase the reach of our message and inform homeowners that the Contractors Board is at their disposal for free assistance in their efforts to select a licensed contractor.

This next year the Board will continue to build on outreach efforts to inform and engage the public, legislators, community groups and the industry at large in new ways. We hope you find the goals and objectives outline in the 2015-16 Strategic Plan to be informative and progressive in addressing the many needs of our customers.

**Guy M. Wells**

Nevada State Contractors Board Chairman



The roof device

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## I. introduction

The Nevada State Contractors Board (NSCB) was created by the Legislature in 1941 to license and regulate contractors. Nevada requires licensure for all aspects of residential and commercial contracting. The Board is also responsible for enforcement, public awareness and administering a homeowner recovery fund.

The Board is empowered with determining applicant qualifications and establishing license conditions including a monetary limit for services and types of work that may be performed. The Board is also empowered to promulgate rules and regulations necessary for implementing and enforcing the enabling statute, NRS 624, and to discipline licensees found in violation of the statute.

The Governor appoints the seven members of the Board to three-year terms. Six members are licensed contractors, and one is a representative of the public.

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

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



## II. overview

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

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

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

Investigators work with contractors and homeowners to correct workmanship issues, assist with money owing disputes, and address violations of industry regulations. They have authority to issue citations, refer cases for disciplinary hearing and even issue Cease and Desist Orders with the authority of the Executive Officer. Additionally, cases against unlicensed contractors are referred to local District Attorney's Offices where individuals may be prosecuted for crimes of unlicensed contracting. Such punishments include a misdemeanor for a first offense, gross misdemeanor for a second offense and class E felony for a third offense. The Board will also seek

enhanced penalties for crimes against seniors – a matter not taken lightly by NSCB.

Outreach initiatives such as the Board’s Senior Awareness Program, Home Improvement Forum and Community Manager continuing education course are vital to raising awareness among the public of the importance of hiring licensed contractors. NSCB also uses mainstream media to promote its message and alert the public of important information. News releases, consumer alerts, public service announcements and coverage of NSCB events aide in this effort.

Each of the operations performed by NSCB allow the Board to accumulate data, identify trends and evaluate what will be needed next. It is with this information that NSCB commits itself to developing a strategic plan each year.

This annual exercise allows the Board flexibility in establishing its goals, reflective discussion of recent challenges and successes and more accurate forecasting of the Board’s infrastructure needs.

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



### III. summary of recent accomplishments

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

#### Licensing

Staff developed an automated system to allow the public to search for a licensed contractor by county and classification on the Board's website and streamlined a number of licensing forms and application materials for improved customer experience.

#### Enforcement

Enforcement staff conducted outreach to law enforcement associations to provide officers with the tools and resources to combat unlicensed contracting and to partner with law enforcement on public sting operations resulting in the arrest of several individuals with outstanding

warrants.

#### Public Awareness and Information

The Board launched a statewide media campaign highlighting the Board's two newest public service announcements, expanded public outreach presentations to various non-profit organizations, community manager groups and law enforcement agencies. The Board also participated in the Legislative Orientation Day for new members of the Legislature where information on NSCB's mission, constituent services and Board operations was communicated.

### Board Development

Board members participated in a variety of trainings sessions addressing the role of a regulatory Board by the Federation of Associations of Regulatory Boards (FARB), and case law pertinent to Administrative Law, Open Meeting Act and other technical procedures.

internal processes and call center navigation to enhance the customer service experience. Additionally the Board effectively managed and coordinated legislative matters to communicate the Board's interest and mission.

### Administrative Efficiency

The Board received national recognition for the development of a mobile application to assist the public with license search functions and reporting of unlicensed activities. The staff improved

“ The licensing team did an outstanding job of helping me understand the application and its classes. They processed the application quickly and efficiently and were very courteous.”

— Robin E.



## IV. strategic issues and priorities

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

### Economic Recovery

As the state's economy continues to recover, the Board will need to manage growth and analyze how the improving economy will impact the construction market place for consumers.

### Workforce Trends

As home remodeling activity and public works projects continue to increase, there will be a growing need for labor in a tight workforce market. The Board will continue to focus on enforcement activities in order to ensure the public's safety. The Board continues to prioritize building internal capacity to address non-residential construction issues as well.

### Legislative Trends

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

### Unlicensed Activity

Unlicensed construction activity, fraud, and out-of-scope work threaten the financial well-being and reputation of legitimate contractors, and have resulted in the need for heightened enforcement, legislative action, industry communications, and public information.

### Changing Demographics

The face of Nevada is changing. The senior population is expected to grow as the Baby Boomer generation continues to age. This requires increasing the availability of information and raising awareness to meet the needs of different populations including prevention of elder abuse.

### Changing Technology

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

## V. strategic plan framework

The NSCB Strategic Plan is organized according to the framework illustrated below and as described on the following pages.

Each year, the Board reviews progress on the Strategic Plan and establishes a new set of specific objectives with assignments and timelines to ensure implementation.





“I was glad to see that you are a group of people that ask/demand of others that they be the best they can be – as individuals and company owners.”

— Branson N.

## VI. mission, vision and values

### Mission

The Nevada State Contractors Board is committed to ensuring the integrity and professionalism of the construction industry in Nevada.

The Nevada State Contractors Board has the responsibility to promote quality construction by Nevada licensed contractors through a regulatory licensing system designed to protect the health, welfare and safety of the public.

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“Striving to Be a Model Regulatory Agency”

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### Vision

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

Our empowered employees are committed to public service and professional development, and work to promote a fair and competitive marketplace.

### Values

The Nevada State Contractors Licensing Board strives for the highest program quality. We commit to uphold the values of:

### *Fairness and Respect*

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

### *Honesty and Integrity*

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

### *Trust*

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

### *Excellence and Exceptional Customer Service*

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

### *Innovation and Creativity*

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

### *Open, Clear and Frequent Communication*

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

### *Education*

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

## VII. customers and constituencies

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

| organizations                  | constituency needs  | constituency contributions                         |
|--------------------------------|---|--|
| State Legislature              | Protection of the public interest and efficient administration of program | Feedback on Board efficiency and effectiveness     |
| State Executive Branch         | Protection of the public interest and efficient administration of program | Feedback on Board efficiency and effectiveness     |
| Office of the Attorney General | Investigation and enforcement of illegal activities                       | Legal guidance and oversight                       |
| Industry Associations          | Fair and competitive marketplace  | Insights or industry trends, issues and challenges |
| Local Governments              | Verification of Contractor license status                                 | Feedback on contractor performance                 |



## VIII. goals

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



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### GOAL 1: LICENSING

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

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### GOAL 2: ENFORCEMENT

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

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### GOAL 3: PUBLIC AWARENESS AND INFORMATION

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

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“Being a licensed contractor is the best thing I have done for my business! Thank you Nevada State Contractors Board!”

— Charles G.



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**GOAL 4: BOARD DEVELOPMENT**

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

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**GOAL 5: ADMINISTRATIVE EFFICIENCY**

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

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## IX. action plan

The following section includes a list of actions currently underway and strategic objectives that will help NSCB meet each of its goals.

These objectives were updated in March of 2015 and were based on the Board's review of the 2014-2015 Strategic Plan. Performance measures and desired outcomes are also identified for each goal area.

“I am very pleased by the service and with the positive support I got from the investigator and his help in getting my complaint resolved.”

— *Lucas J.*



**GOAL 1: LICENSING**

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

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



**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 2015-2016 |   | lead responsibility | completion date |
|-------------------------------|---|---------------------|-----------------|
| <b>1.A</b>                    | Work with the Public Information Office to improve license application forms.   | Licensing Staff     | September 2015  |
| <b>1.B</b>                    | Create a new B-6 license classification for tenant improvement work in high rise buildings.                               | Licensing Staff     | November 2015   |
| <b>1.C</b>                    | Continue to streamline systems and processes within the following areas: (i) application and (ii) license denial process. | Licensing Staff     | June 2016       |

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



**GOAL 2: ENFORCEMENT**

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

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



**GOAL 2: ENFORCEMENT**

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

| specific objectives 2015-2016 |   | lead responsibility | completion date |
|-------------------------------|---|---------------------|-----------------|
| <b>2.A</b>                    | Increase the Board's capacity to better address non-residential construction issues through staff training and recruitment.       | Enforcement Staff   | January 2016    |
| <b>2.B</b>                    | Partner with the Public Information Office to promote the value and public safety message of sting events and related activities. | Enforcement Staff   | June 2016       |
| <b>2.C</b>                    | Establish a proactive approach to monitoring activities on very large construction projects.                                      | Enforcement Staff   | June 2016       |

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



**GOAL 3: PUBLIC AWARENESS AND INFORMATION**

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

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



**GOAL 3: PUBLIC AWARENESS AND INFORMATION**

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

| specific objectives 2015-2016 |  | lead responsibility        | completion date |
|-------------------------------|--|----------------------------|-----------------|
| <b>3.A</b>                    | Partner with organizations that serve seniors in an effort to combat elder abuse and to better inform this population of the NSCB role and the services it provides. | Public Information Officer | June 2016       |
| <b>3.B</b>                    | Conduct town hall meetings with target audience such as seniors and homeowner groups to identify key consumer issues.  | Public Information Officer | June 2016       |
| <b>3.C</b>                    | Organize a media day to positively communicate the Board's mission, role and capabilities.   | Public Information Officer | December 2015   |
| <b>3.D</b>                    | Promote the Residential Recovery Fund by describing what it is, who is eligible to receive funds, and the process for receiving aid.                                 | Public Information Officer | October 2015    |



**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 2015-2016 |   | lead responsibility        | completion date |
|-------------------------------|---|----------------------------|-----------------|
| <b>3.E</b>                    | Utilize a public information budget format showing a range of costs for varying levels of outreach and information materials. | Public Information Officer | August 2015     |
| <b>3.F</b>                    | Develop a plan and proposal for creating a new customer service and satisfaction survey.                                      | Public Information Officer | December 2015   |

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



**GOAL 4: BOARD DEVELOPMENT**

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

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



**GOAL 4: BOARD DEVELOPMENT**

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

| specific objectives 2015-2016 |  | lead responsibility    | completion date |
|-------------------------------|--|------------------------|-----------------|
| <b>4.A</b>                    | Continue to identify and offer new trainings applicable to Board member roles and responsibilities.            | Executive Team Members | June 2016       |
| <b>4.B</b>                    | Develop talking points to better communicate the Board's role and function to internal and external audiences. | Executive Team Members | September 2015  |



**GOAL 4: BOARD DEVELOPMENT**

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

| performance measures | desired outcomes  |
|----------------------|---|
| Board Engagement     | Board is active and engaged, providing clear direction to staff |



**GOAL 5: ADMINISTRATIVE EFFICIENCY**

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

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



**GOAL 5: ADMINISTRATIVE EFFICIENCY**

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

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

| specific objectives 2015-2016 |  | lead responsibility    | completion date |
|-------------------------------|--|------------------------|-----------------|
| <b>5.A</b>                    | Develop a plan for completing the document digitization project.                                     | Executive Team Members | July 2015       |
| <b>5.B</b>                    | Develop a staffing plan to prepare for increased workloads.  | Executive Team Members | September 2015  |
| <b>5.C</b>                    | Implement the new licensing and enforcement database system.   | Executive Team Members | June 2016       |
| <b>5.D</b>                    | Create a pool of administrative law judges to handle the Board's current and future case load.       | Executive Team Members | December 2015   |
| <b>5.E</b>                    | Identify opportunities to meet with and engage members of the Legislature during the interim period. | Executive Team Members | June 2016       |
| <b>5.F</b>                    | Review the Board's internal processes and procedures.  | Executive Team Members | January 2016    |

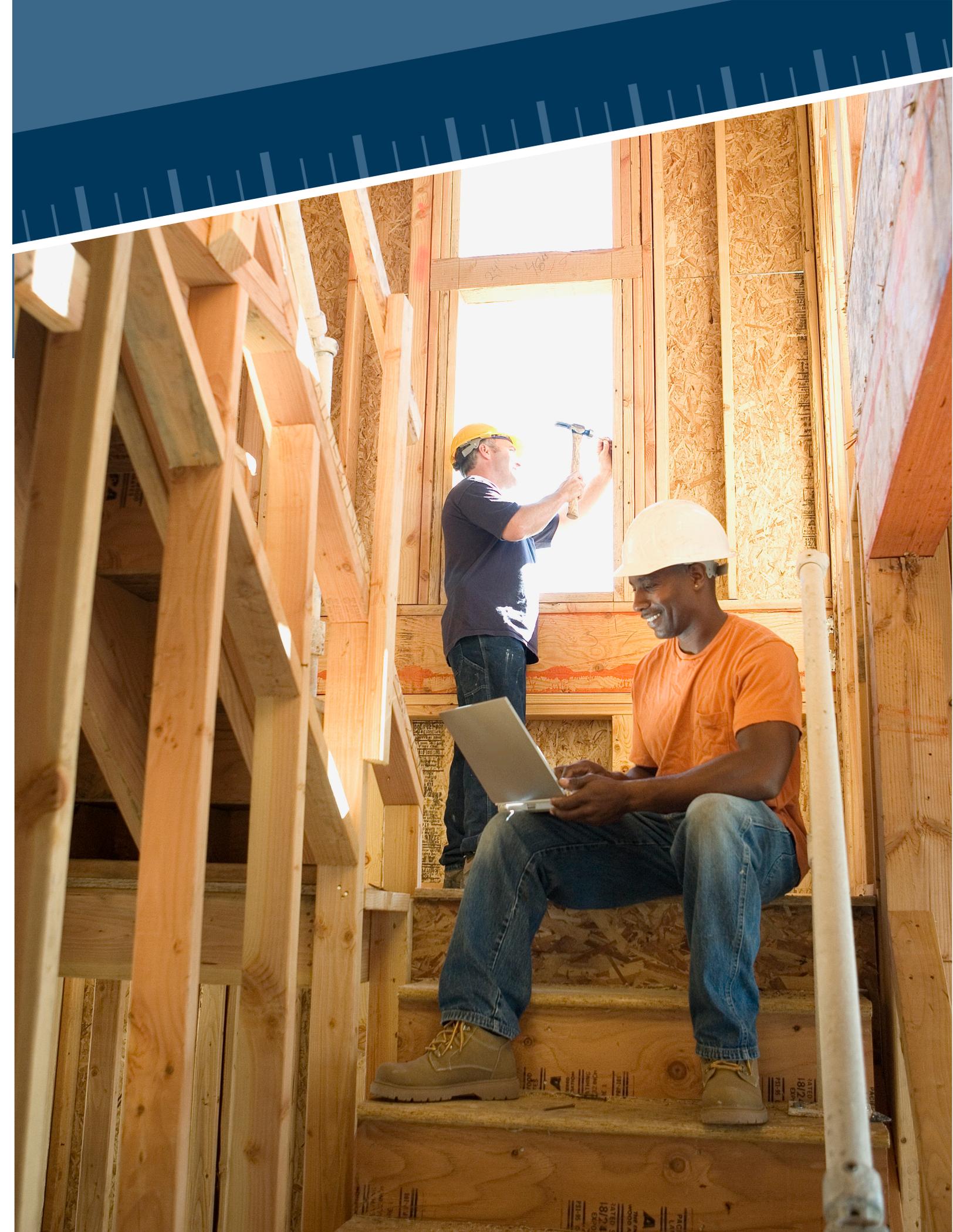



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**GOAL 5: ADMINISTRATIVE EFFICIENCY**

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 |



## appendix A: recent accomplishments 2014-2015

### Licensing

- Streamlined and automated licensing forms and application materials for improved customer experience.
- Developed an automated system to allow the public to search for a licensed contractor by county and classification on the Board's website.
- Significantly improved the application denial hearing process and procedures for processing application denial appeals.

### Enforcement

- Expanded the Board's investigative efforts of fraudulent cases.
- Enhanced the Board's ability to investigate and address non-residential construction issues by recruiting compliance investigators with relevant experience and developing a list of qualified independent contractors to assist in such matters when needed.
- Conducted outreach to law enforcement associations promoting the Board's mission while providing

tools and resources that can be used by officers in the field to combat unlicensed contracting.

- Enhanced collaborative efforts with local law enforcement on enforcement-related matters, working diligently to have undercover officers available at all sting events targeting unlicensed contractors and resulting in the arrest of several individuals with outstanding warrants.

### Public Awareness and Information

- Expanded public outreach presentations to various non-profit organizations, community manager groups and law enforcement agencies.
- Conducted outreach to solar industry representatives to address heightened compliance issues identified by NSCB.
- Collaborated with Department staff on the development of new collateral materials specific to the needs of customers and aided in the revision and streamlining of documents and forms.

- Launched a statewide media campaign highlighting the Board’s two newest public service announcements.
- Participated in the Legislative Orientation Day for new members of the Legislature to provide information on NSCB’s mission, constituent services and Board operations.
- Partnered with NV Energy in a homeowner series addressing residential solar initiatives.

### Board Development

- Engaged Board members in a variety of trainings including an overview of the role of a regulatory Board by FARB, attendance at the Judicial College and updates to case law pertinent to Administrative Law, Open Meeting Act and other technical procedures.
- Welcomed the re-appointment of four Board members to continue serving the State of Nevada for another three-year term.
- Expanded the Board member orientation training to expand upon the Administrative Procedures Manual.

### Administration and Information Technology

- Developed a strategic plan specific to information technology needs of the Board addressing all functions and areas of operation.
- Received national recognition for the Board’s development of a mobile application to assist the public with license search functions and reporting of unlicensed activities.
- Evaluated and secured a solution for the Board’s accounting, licensing and enforcement software upgrade.
- Improved internal processes and call center navigation to enhance customer service experience.
- Utilized a legislative consultant to effectively manage and coordinate legislative matters during the 2015 Legislative Session while communicating the Board’s mission and priorities.

“ I am very happy with how fast the Board got back to me. You all represent what customer service should be about.”

— Yan H.





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