

Nevada State Contractors Board 2021-2022

2021-2022 Strategic Plan JULY 2021



acknowledgements

Governor

Steve Sisolak

Board Members

Kent Lay, Chair Margaret Cavin Bryan Cowart Joe Hernandez Jan Leggett Boyd Martin Steve Menzies

Staff Members

Margi Grein, Executive Officer Tim Geswein, General Counsel Nancy Mathias, Licensing Administrator Paul Rozario, Director of Investigations Brian Hayashi, IT Manager Jennifer Lewis, Public Information Officer





letter from the board chair

Strategic planning is a process that focuses on the future goals of an organization, but also allows for meaningful reflection on the prior year's efforts and environmental influences that played a role. Having weathered one of the most unique and unprecedented times in our nation's history, there is much to look forward to and learn from as we press forward as a model regulatory agency.

Flexibility and adaptation became predominant cornerstones of the Board's operations during the pandemic, and will continue to drive our administrative and department initiatives in the year ahead. Highlighted throughout the Plan are objectives to continue maximizing resources and streamlining processes to enhance the efficiency of staff and improve customer experiences.

As we consider the state of the construction industry, we recognize the need to begin discussing and addressing the impact new technologies may have on future regulatory efforts. We also recognize the value of automation and will be looking at opportunities to make more of our forms and applications available for online submission to the Board.

The pandemic also underscored the importance of enhancing outreach opportunities for consumers. Despite the economic challenges noticed across the state, the demand for residential, commercial, and public works construction projects remained high. The Board will continue its collaboration with industry and local organizations to promote construction career opportunities for women, young adults, and disadvantaged populations in hopes more people will take advantage of the variety of employment opportunities available throughout the industry.

Additionally, we remain committed to working with state agency and government partners to streamline information sharing for common goals, improve compliance among our licensees with enhanced messaging opportunities, and stay engaged with occupational licensing discussions and trends to ensure we are progressive in our efforts to provide the highest quality of service.

The Nevada State Contractors Board is proud to serve the residents and licensees of Nevada. Each investment we make to improve our operations helps exemplify our commitment to customers service and our consideration of the public's time. On behalf of the Board, we look forward to sharing our progress each quarter and encourage you to attend our meetings to see firsthand the fruits of our labors.

KENT LAY

Nevada State Contractors Board Chair





contents

I.	Introduction	1
II.	Overview	
III.	Summary of Recent Accomplishments	4
IV.	Strategic Issues and Priorities	5
V.	Strategic Plan Framework	7
VI.	Mission, Vision and Values	8
VII.	Customers and Constituencies	9
VIII.	Goals	10
IX.	Action Plan	12
	Goal #1 – Licensing	13
	Goal #2 – Enforcement	15
	Goal #3 – Public Awareness and Information	18
	Goal #4 – Board Development	20
	Goal #5 – Administrative Efficiency	22
Appe	ndix A: Recent Accomplishments 2020-21	26





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

The Board's Licensing Department further promotes consumer protection through the licensing application process. With more than 16,000 licensees in the State of Nevada to serve, the Licensing Department is NSCB's customer service cornerstone and initial point of contact for all 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, Construction



Career 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

Launched an automated new license application for online use to provide improved staff efficiency and overall customer experience.

Enforcement

Cross-trained investigative staff to maximize resources and better streamline investigations that include both licensed and unlicensed alleged violations.

Public Awareness and Information

Hosted several Women in Construction and Construction Career panels to highlight construction career opportunities and promote skills-based resources, such as apprenticeship and training programs.

Board Development

Updated the New Board Member Administrative Procedures Manual to reflect the most current responsibilities and expectations as defined in Board policies and procedures, as well as state laws and regulations.

Administrative Efficiency

Collaborated on various intiatives with state and local agencies, legislators, and stakeholders, including a Labor Task Force, 2021 Legislative Session, and public outreach activities.



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

The strength of Nevada's economy in the residential sector continues to drive the need for qualified construction workers. The Board will be closely monitoring economic conditions and their effect on Board operations.

Workforce Trends

Large commercial, public works, and residential projects across the state have drawn heavily on Nevada's construction industry, creating a greater demand for qualified contractors and workforce needs.

Legislative Trends

Much of the nation is focused on occupational licensing and expanding opportunities for individuals interested in entering the construction industry.

The Board continues its efforts to streamline licensing procedures and reduce processing time.

In addition, the Board anticipates an increased need to stay abreast of requests from the State Legislature for information on Board operations and procedures.

Unlicensed Activity

The ongoing demand to investigate allegations of construction fraud and unlawful activity remains a priority of the Board. While the public is facing significant economic stress, the Board anticipates an increase in unlicensed activities at the residential level as well as unscrupulous activity causing harm to consumers. The Board will remain proactive in both its enforcement efforts to combat unlicensed activity, as well as its public outreach efforts to educate consumers about the loss of protections when using unlicensed contractors and how the Board's resources can be utilized.



Contractor Trends

Prior to the COVID-19 pandemic, Nevada's economic recovery was drawing more companies into the marketplace to meet the increased demand for public and private projects. 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, building and construction continue to experience the impact of new technologies. These changes in turn require NSCB to keep 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.





VI. mission, vision and values

Mission

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

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

"Striving to Be a Model Regulatory Agency"

Vision

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

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

Values

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

Fairness and Respect

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

Honesty and Integrity

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

Trust

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

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

Innovation and Creativity

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

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

Education

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



VII. customers and constituencies

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

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



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 2021 and were based on the Board's review of the 2020-21 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 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
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.

specif	ic objectives 2021-2022	lead responsibility	completion date
1.A	Determine if license requirements can be simplified in areas such as documentation of work experience, financial responsibility, certificate postings and processing deadlines. Recommend changes that reduce barriers and encourage licensure for all qualified candidates.	Licensing Staff	January 2022
1.B	Review regulations and trade examination content to address changes in technology and construction methods.	Licensing Staff	January 2022

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





GOAL 2: ENFORCEMENT

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

specif	ic objectives 2021-2022	lead responsibility	completion date
2.A	Meet with Nevada Highway Patrol to evaluate the feasibility and frequency of sting operations.	Enforcement Staff	September 2021
2.B	Determine if the license appeals and denial hearings process can be improved through expanded pre-hearing investigations.	Enforcement Staff	November 2021
2.C	Identify ways to automate the paperwork associated with enforcement activities.	Enforcement Staff	February 2022
2.D	Work with industry representatives to identify new ways to address unlicensed contracting activity.	Enforcement Staff	February 2022
2.E	Implement customer service training for enforcement personnel involved in field operations.	Enforcement Staff	April 2022





GOAL 2: ENFORCEMENT

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

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





GOAL 3: PUBLIC AWARENESS AND INFORMATION

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

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

specif	ic objectives 2021-2022	lead responsibility	completion date
3.A	Update the NSCB Communications Plan, emphasizing low cost ways to promote licensing. Include other key messages, such as the value of hiring a licensed contractor, and focus on target-audiences, especially new homeowners, seniors and elected officials, as well as applicants.	Public Information Officer	July 2021
3.B	Inform the Board's target audiences regarding recent legislative changes.	Public Information Officer	October 2021
3.C	Provide information to owners, developers and real estate professionals on the importance of using licensed contractors.	Public Information Officer	December 2021
3.D	Expand the functionality of the NSCB mobile app.	Public Information Officer	January 2022
3.E	Continue outreach to potential licensees to spark interest in the contractor profession.	Public Information Officer	January 2022

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





GOAL 4: BOARD DEVELOPMENT

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

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





GOAL 4: BOARD DEVELOPMENT

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

specific objectives 2021-2022		lead responsibility	completion date
4.A	Prepare talking points for Board members regarding the purpose and role of the Contractors Board.	Executive Team Members	August 2021
4.B	Implement a Board training session on the application denial process.	Executive Team Members	November 2021
4.C	Conduct a joint planning session with the Commission on Construction Education.	Executive Team Members	January 2022
4.D	Increase Board involvement in NSCB outreach activities.	Executive Team Members	March 2022

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
Reviewing and updating the staff succession plan.	Executive Team Members
Recognizing Board employees for superior performance.	Executive Team Members
Seeking opportunities to leverage resources through creative partnerships.	Executive Team Members

specif	ic objectives 2021-2022	lead responsibility	completion date
5.A	Initiate the Labor Task Force in conjunction with the Labor Commissioner.	Executive Team	September 2021
5.B	Evaluate alternatives for providing legal and other professional services in an effort to reduce costs.	Executive Team	January 2022
5.C	Update website content and make recommendations for improved organization and ease of use.	Executive Team	March 2022





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 2020-2021

Licensing

- Evaluated and implemented processes and procedures to reduce time and costs related to the application process, including credit reports and bank verification forms; fingerprint requirements for current, active licensees seeking additional licensure; and efforts to gather information on incomplete applications.
- Developed an electronic edition of the Board's Contractor Handbook, which is available on the Board's website for download.
- Initiated a review of all licensure examinations in coordination with the Board's exam provider, PSI, to ensure exam questions are sourced to the most up to date codes and references. The Board also approved a contract to continue using the services of PSI Services.
- Updated licensing applications and improved reports related to pending license applications to provide easier monitoring and more timely staff responses.
- Launched the Board's online new license application, which allows for an automated submission of documents to the Board.

Enforcement

- Completed rulemaking related to Assembly Bill 440 (2019 Legislative Session), which establishes an administrative fine range assessment for failure to provide a builder's warranty in certain circumstances. Rulemaking also included additional changes to NAC 624 including establishing new administrative fines for violating state law regarding unfair business practices, and making other conforming changes.
- Cross-trained enforcement staff to maximize resources during the pandemic. This effort included modification of investigative procedures between CIU and SIU to allow SIU investigators to complete both the licensed and unlicensed investigations when a complaint received by the Board alleged both (licensed contractor hiring an unlicensed contractor).

Public Information & Awareness

- Developed a Communications Plan for FY 2020-21 outlining key strategies for outreach and engagement of Nevada seniors, homeowners, legislators, and contractors.
- Hosted several Women in Construction and Construction Career panel discussions with non-profit organizations and educational groups across the state. Each



- panel sought to connect audience members with industry professionals and outline various career paths and skill sets that can be acquired, including paid-for training and apprenticeship opportunities.
- Virtually held the 7th Annual Contractor
 Training Day event featuring 11 expert
 panelists on topics concerning Nevada's
 labor laws; contractor compliance with
 state and local requirements; and the
 current and future state of the construction
 industry.
- Conducted virtual town hall meetings with state legislators and local government representatives in their districts to promote the services of the Contractors Board and the importance of hiring licensed Nevada contractors.

Board Development

- Utilized virtual meeting platforms throughout the pandemic to assist in reducing Board expenses and encourage public attendance.
- Expanded the Board's training program to include topics such as Bankruptcy Law and Administrative Law, among other regulatory-focused trainings.

Administrative Efficiency

 Engaged in the 2021 Legislative Session by advocating for Board-sponsored bills, testifying on legislative matters of interest to the Board, and working collaboratively with legislators and stakeholders on bill language.

- Established a Labor Task Force with the Office of the Labor Commissioner to improve information sharing enforcement of labor-related issues among Nevada's licensed contractors.
- Updated the Board's staff succession plan and the New Board Member Administrative Procedures Manual, which reflects the most current policies and statutory requirements.
- Evaluated and reduced the Board's office and operating expenses to maximize efficiency with limited resources during the pandemic.
- Conducted staff workshops on the 2020-21 Strategic Plan and quarterly updates.
- Researched best regulatory practices concerning Board operations in an effort to improve efficiencies. All identified opportunities were already utilized by the Board.



SOUTHERN NEVADA OFFICE

2310 Corporate Circle, Ste. 200 Henderson, NV 89074 (702) 486-1100 (702) 486-1190 Fax

NORTHERN NEVADA OFFICE

5390 Kietzke Lane, Ste. 102 Reno, NV 89511 (775) 688-1141 (775) 688-1271 Fax

www.nscb.nv.gov

