



Nevada State Contractors Board
2020-2021
Strategic Plan

JULY 2020



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letter from the board chair

As we enter fiscal year 2020-21, our state and nation are in the midst of unprecedented economic loss and unemployment. Businesses across all sectors are adapting service delivery models to prioritize the public's health and safety, while individuals within our communities are faced with unforeseen hardships as they navigate the new 'normal' standard of living.

Amidst the circumstances that are before us, there is always a silver lining to focus our attention. The Nevada State Contractors Board, like many of our licensees, is driven by the need to implement creative solutions and improve operations using limited resources, while also being cautious not to lower our customer service standards.

The strategic plan we constructed in early March 2020, was no longer reflective of the realities facing the Board in the months that followed. Being flexible and adaptive to quickly meet the changing needs of our environment became the new 'normal' in a short two-month period. The silver lining we experienced and will continue to focus on in this year's Strategic Plan, include the benefits added through our expanded use of technology and our attention to eliminate or modify policies, procedures, and requirements for enhanced operational efficiency.

As you will see in the goals and objectives outlined, we have placed a strong emphasis on performing comprehensive reviews of all policies and procedures to help reduce personnel and operational costs, including the automation of processes and application requirements where feasible.

Our enforcement and public information departments will place their concentration on communicating the value of licensure and working with staff to improve the delivery of customer service goals at a time when consumers' vigilance is heightened.

Continuing collaborative partnerships with state and national government representatives as well as industry groups will help ensure the actions being taken by the Board support a unified message and mission. The Joint Task Force in place with the Nevada Labor Commissioner's office will highlight this purpose as we work together to strengthen contractor compliance of labor laws and unlawful practices to further the integrity of the construction industry as a whole.

In the weeks and months ahead, our sights will be set on bettering the industry we serve. We commit to making continuous strides to improve the effectiveness of our operations while enriching the experience of every customer who seeks our assistance.

KENT LAY
Nevada State Contractors Board Chair



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I. introduction

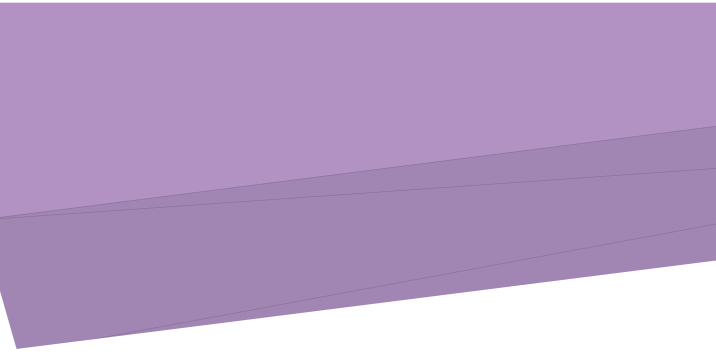
The Nevada State Contractors Board (NSCB) was created by the Legislature in 1941 to license and regulate contractors. Nevada requires licensure for all aspects of residential and commercial contracting. The Board is also responsible for enforcement, public awareness and administering a homeowner recovery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

The Board is empowered with determining applicant qualifications and establishing license conditions 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. 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, Home Improvement Forum and tailored

presentations for specialized groups involved with hiring contractors, such as community 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

Developed an automated new license application for online use to provide improved staff efficiency and overall customer experience, which will enter the testing phase in FY 2020-21.

Enforcement

Implemented changes to the Residential Recovery Fund to increase award amounts for owners of single-family residences who are harmed by licensed contractors during the course of their project.

Public Awareness and Information

Hosted the first Hammers & Hope event designed to encourage women to seek careers in construction by connecting them to industry mentors and career training opportunities.

Board Development

Expanded the Board's training program to include new topics regarding regulatory trends and responsibilities, and bankruptcy laws.

Administrative Efficiency

Engaged with several state and national government representatives in discussions concerning best practices of regulatory boards and improved efficiencies.

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.

IV. strategic issues and priorities

Economic Uncertainty

The expansion of Nevada's economy had placed increased pressure on labor markets and the need for qualified construction workers. However, the COVID-19 pandemic has introduced a high degree of uncertainty in the future of Nevada's construction activity. The Board will be closely monitoring economic conditions and the effect of the coronavirus on the construction industry.

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 out-of-state contractors. Recent economic shortfalls and high unemployment across the nation will be key factors in addressing workforce needs.

Legislative Trends

Much of the nation is focused on occupational licensing and identifying ways to ease licensing burdens and barriers, while expanding opportunities for individuals interested in entering the

construction industry.

The Board has already begun identifying increased opportunities for licensure by endorsement, and will continue to evaluate and pursue similar initiatives during upcoming legislative sessions.

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 be assessing the level of construction activity on an ongoing basis to understand the impact of the pandemic on the Board's resources and enforcement activities.

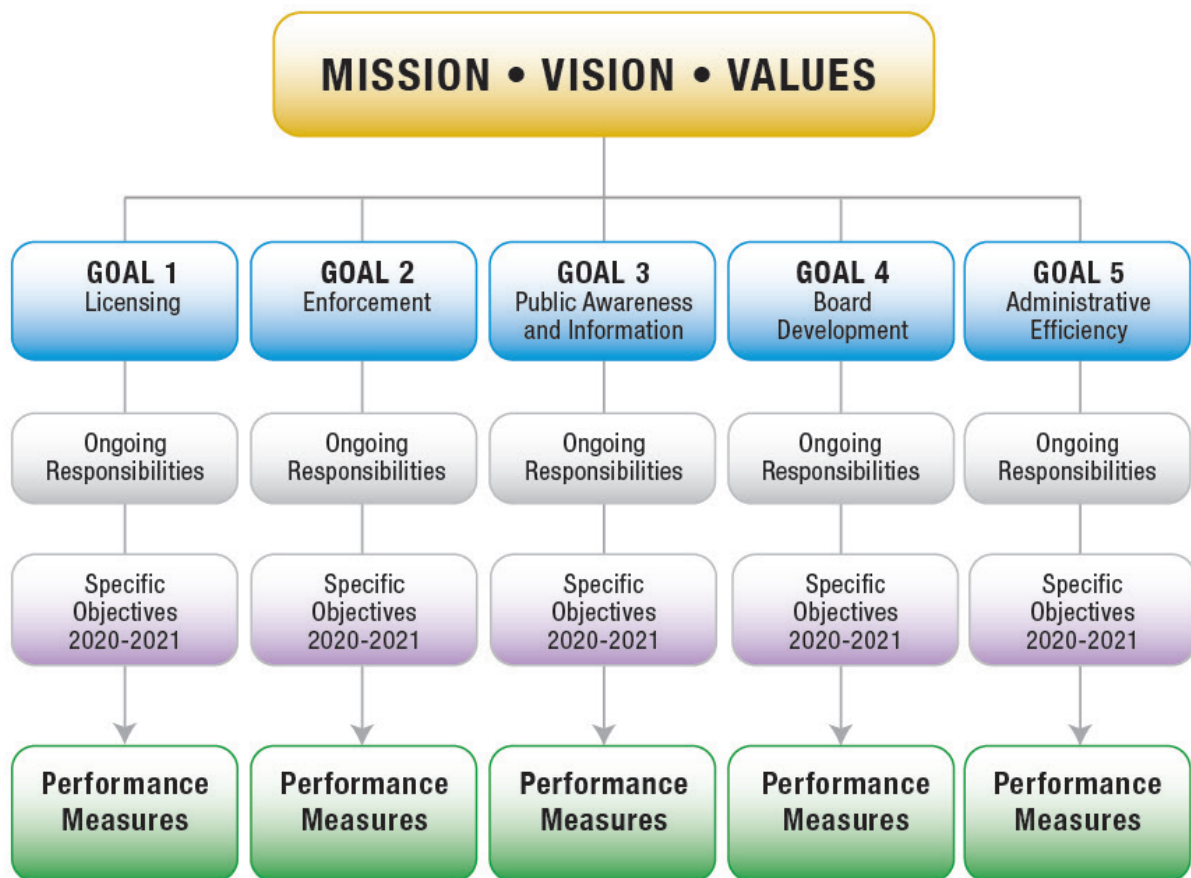
Changing Technology

Like other industries, building and construction continue to experience the impact of new technologies. These changes in turn require NSCB to keep 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.





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.

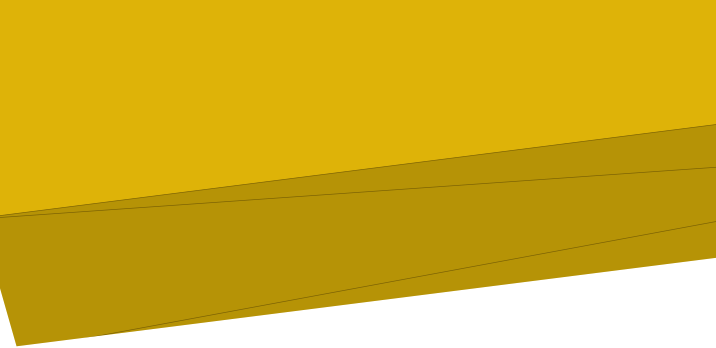
Education

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 of 2020 and were based on the Board's review of the 2019-20 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.

specific objectives 2020-2021		lead responsibility	completion date
1.A	Evaluate all processes and procedures to reduce processing time and costs.	Licensing Staff	July 2020
1.B	Review laws and regulations related to licensure and recommend changes that reduce barriers and encourage licensure for all qualified candidates.	Licensing Staff	July 2020
1.C	Expand the use of online application and automated processes where feasible.	Licensing Staff	March 2021

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



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 2020-2021		lead responsibility	completion date
2.A	Identify ways to maintain an adequate level of enforcement with reduced resources.	Enforcement Staff	August 2020
2.B	Meet with Nevada Highway Patrol to evaluate the feasibility and frequency of sting operations.	Enforcement Staff	October 2020
2.C	Implement customer service training for enforcement personnel involved in field operations.	Enforcement Staff	April 2021



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 of the Board.	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 2020-2021		lead responsibility	completion date
3.A	Develop a new 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 homeowners, seniors and elected officials, as well as applicants.	Public Information Officer	July 2020
3.B	Expand outreach to potential licensees to spark interest in the contractor profession.	Public Information Officer	October 2020
3.C	Work with State Legislators to conduct town hall meetings in their districts regarding the role of NSCB.	Public Information Officer	December 2020

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 2020-2021		lead responsibility	completion date
4.A	Develop a summary document of contractor board best practices.	Executive Team Members	January 2021
4.B	Conduct a joint planning session with the Commission on Construction Education.	Executive Team Members	January 2021
4.C	Implement a comprehensive Board training program.	Executive Team Members	March 2021
4.D	Increase Board involvement in NSCB outreach activities.	Executive Team Members	March 2021
4.E	Continue use of online meetings to further reduce costs.	Executive Team Members	July 2021

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 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 2020-2021		lead responsibility	completion date
5.A	Prepare proposals for the upcoming legislative session.	Executive Team	July 2020
5.B	Reduce office and operating expenses in light of current budget realities.	Executive Staff	July 2020
5.C	Initiate the process and develop a proposal for a graduated fee structure for license applications and renewals	Executive Staff	July 2020
5.D	Conduct staff workshops on the 2020-2021 Strategic Plan.	Executive Team	August 2020
5.E	Review and update the staff succession plan.	Executive Team	October 2020
5.F	Establish a Labor Task Force in conjunction with the Labor Commissioner.	Executive Team	September 2020
5.G	Research best practices and efficiency improvements related to the Board's operations and make recommendations to the Board for potential adoption.	Executive Team	November 2020
5.H	Conduct a review of Board policies and procedures and update as necessary.	Executive Team	December 2020
5.I	Identify ways to make Board operations more flexible and agile in light of changing conditions.	Executive Team	January 2021
5.J	Update website content and make recommendations for site architecture and improved organization.	Executive Team	March 2021



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 2019-2020

Licensing

- Provided greater portability of licensure by adopting regulations to clarify and expand experience documentation requirements.
- Developed an automated online new license application, which will enter the testing phase in FY 2020-21.
- Completed imaging and archival of nearly 32,000 historical licensee records. This project included the development of imaging storage procedures for general correspondence, public records requests, record subpoenas, and criminal complaints.
- Improved the Board's Business Assistance Program materials and transitioned the in-person meeting to live, online platform held once a month.

Enforcement

- Implemented changes to the Residential Recovery Fund, which allows harmed owners of single-family residences to receive up to \$40,000 on individual claims. Awards for multiple claims filed against a single contractor were increased to \$750,000 or 20% of the Recovery Fund balance, whichever is less.
- Adopted regulations outlining the qualifications for a person serving as a hearing officer to whom the Board has delegated certain authority.
- Promoted investigative case outcomes

regarding consumer abuse highlighting Board efforts to resolve consumer concerns and related criminal prosecutions that were ordered by the Courts.

- Investigated multiple complaints against a single unlicensed contractor, alleging roofing and new construction work being performed. Case referred to local district attorney, which resulted in the conviction of a Gross Misdemeanor and restitution for the victims.

Public Information & Awareness

- Promoted the 20th Anniversary of the Residential Recovery Fund with recognition from Governor Steve Sisolak's office, the Nevada State Legislature, and the Clark County Commission.
- Expanded the Board's online video resources, recording several short informational clips about consumer and contractor-focused topics. Videos also included two Recovery Fund testimonials and production of a recorded online Business Assistance Program presentation.
- Hosted the first Hammers & Hope event in partnership with the Nevada Association of Women in Construction, Las Vegas Chapter. The event promoted construction workforce opportunities and connected over 250 women with career resources and industry professionals.

- Worked with Information Technology to propose recommended changes to the Board's website addressing organizational and navigation improvements.

Board Development

- Enhanced the Nevada State Contractors Board Member Orientation Manual to welcome and educate new members on the roles, responsibilities, and statutory requirements of being a public servant.
- Provided a variety of trainings to Board members on topics concerning regulatory oversight, trends, and responsibilities; ethics and open meeting laws; and bankruptcy laws. Presentations were provided by the Nevada Attorney General's office, Nevada Labor Commissioner, the National Judicial College, and the Federation of Associations of Regulatory Boards.

Administrative Efficiency

- Hosted several Nevada Construction Industry Relations Committee meetings to coordinate and publish updates to the Nevada Blue Book 2020 Edition.
- Held staff workshops on the FY 2019-20 Strategic Plan to engage staff in the achievement of outlined goals and objectives.
- Updated the Board's Succession Plan to provide an overview of Board personnel needs in the projected future.
- Implemented a new human resource management system for improved personnel monitoring capabilities.
- Engaged with several state and national government representatives in discussions concerning best practices of regulatory boards and improved efficiencies.
- Responded timely to the Legislative Commission's Sunset Subcommittee and Governor's Office Division of Internal Audits on requests for information related to audit recommendations and Board operations.



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