



Nevada State Contractors Board
2022-2023
Strategic Plan
JULY 2022



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letter from the board chair

Why does the Board have a strategic planning process? For more than 80 years, the Nevada State Contractor's Board has fulfilled its mission to ensure the integrity and professionalism of the construction industry in Nevada, while protecting the health, safety and welfare of the public by being nimble, resourceful, and open to new ideas. Our strategic plan serves as a roadmap that enables the Board to achieve its goals and operate in a more efficient and effective manner.

With Nevada's emergence from the pandemic, the Board sees opportunities including in enhancing our efforts to guard the public from harmful contracting activity through our enforcement, licensing, outreach and communications efforts. We continue to make protecting vulnerable Nevadans, including seniors, a top priority in our investigations, publications, correspondence with media, and focus at events. The return of in-person Board meetings, hearings, as well as community events provides Board Members and Staff opportunities to interact with the public in a more personal manner and directly provide examples of our resource materials.

Another opportunity for the Board is to lead the industry down a more sustainable and adaptable path, better protected from uncertainty. While many sectors of the construction industry thrived during the pandemic, others struggled. For the industry on a whole, challenges like supply chain uncertainty continue to hinder projects. Additionally, economic factors like rising inflation and interest rates are also concerning. The Board will remain engaged in all the major issues affecting the industry, while keeping important updates and communications flowing.

With a continued high demand for construction related services, the Board remains vigilant in enforcing the law and investigating allegations or wrongdoing. Our efforts this year include the formation of a task force consisting of federal, state, and local agencies who have authority over permitting, regulatory, and legal aspects of contracting. We will also focus on working directly with district attorney offices around the state to prosecute more cases against unlicensed contractors.

Further, the Board continues to participate in federal, state, and local legislative and policy making sessions related to protecting the public and promoting quality construction. Additionally, we will remain innovative in our licensing department and will be adding a new remodeling classification. We will also enhance our technological offerings to contractors and the public by refreshing our website and mobile application later in the fiscal year.

In our daily efforts, the Nevada State Contractors Board and our staff understand the importance of our work to both keep a vibrant construction industry and protect the public from harm. We appreciate the input and feedback we receive from throughout the strategic planning process and during its implementation. On behalf of the Board, we thank you for taking the time to review our 2022-'23 Strategic Plan that follows. We believe this year's plan not only demonstrates our commitment, but also challenges us to reach new heights.

KENT LAY
Nevada State Contractors Board Chair



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I. introduction

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

The Board is empowered with determining applicant qualifications and establishing license conditions. The Board is also empowered to promulgate rules and regulations necessary for implementing and enforcing the enabling statute, NRS 624, and to discipline licensees found in violation of the statute.

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

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

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



II. overview

NSCB is an agency dedicated to consumer protection. Each of its departments 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 17,000 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

Expanded types of acceptable experience documentation and modified forms to improve processes. Established subcommittee to explore feasibility of new category for residential remodeling.

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 Construction Career panels and participated in events focused on Women in Contracting to highlight construction career opportunities and promote skills-based resources, such as apprenticeship and training programs. Attended home shows and events around the state, including those organized by senior communities, passing on information to homeowners.

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 initiatives with state and local agencies, legislators, and stakeholders, including a Labor Task Force, 2021 Legislative Priorities, 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

As Nevada's economy continues to grow, the construction industry continues to see strong growth as well, especially in the residential sector which is being fueled by migration from other states. This high level of construction activity, coupled with supply chain constraints, inflation, and interest rate increases, is pushing up costs of labor and materials.

Workforce Trends

Large commercial, public works, and residential projects continue to drive the need for qualified contractors across the State.

Unlicensed Activity

As the high demand for construction services continues to increase so does unlicensed contractor activity. Consequently, the increased demand to investigate allegations of construction fraud and related unlawful activity remains a top priority of the Board. The Board anticipates an increase in the level of unscrupulous behavior causing harm to consumers. The Board will need to 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 available to them when using unlicensed contractors.



The Residential Recovery Fund

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

Contractor Trends

Nevada's post COVID-19 economic recovery has continued to attract more construction companies into the marketplace to meet the increased demand for public and private clients. The Board will continue to monitor the level of construction activity and its effect on the Board's licensing and enforcement activities.

Changing Technology

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

V. strategic plan framework

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

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





VI. mission, vision, and values

Mission

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

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

“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 2022 and were based on the Board's review of the 2021-22 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, especially with regard to changes in construction methods and technology.	Licensing Staff
Ensuring that license exams are up-to-date and consistent with industry best practices.	Licensing Staff
Updating the licensure exam program on a periodic basis.	Licensing Staff
Identifying opportunities to expand license by endorsement opportunities for testing and experience requirements with other states.	Licensing Staff
Identifying options for applicants to comply with license requirements while maintaining high standards.	Licensing Staff
Identifying new opportunities to expand license by endorsement.	Licensing Staff
Drawing on the experience of other states for ideas on license simplification and compliance.	Licensing Staff



GOAL 1: LICENSING

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

specific objective 2022-2023		lead responsibility	completion date
1.A	Finalize and implement the new category for residential remodeling work.	Licensing Staff	December 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
Continuing to provide customer service training for all enforcement personnel.	Enforcement Staff



GOAL 2: ENFORCEMENT

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

specific objectives 2022-2023		lead responsibility	completion date
2.A	Re-engage the task force and work with industry representatives State-wide to identify new ways to address unlicensed contracting activity.	Enforcement Staff	August 2022
2.B	Identify ways to automate the paperwork associated with enforcement activities.	Enforcement Staff	September 2022
2.C	Modify the job description for enforcement personnel to expand the potential applicant pool.	Enforcement Staff	December 2022
2.D	Implement customer service training for enforcement personnel involved in field operations, especially highlighting the skills needed to work with those whose first language is not English.	Enforcement Staff	April 2023



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 contractor licensing requirements.	Public Information Office Staff
Keeping all NSCB interested parties up-to-date on all legislative changes that affect the construction industry.	Public Information Office Staff



GOAL 3: PUBLIC AWARENESS AND INFORMATION

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

specific objectives 2022-2023		lead responsibility	completion date
3.A	Update the NSCB Communications Plan, emphasizing the benefits of hiring licensed contractors.	Public Information Officer	September 2022
3.B	Inform homeowners (including emphasizing seniors and other vulnerable communities), the media, real estate industry, and other stakeholders about contracting rules and requirements; provide outreach materials in Spanish.	Public Information Officer	December 2022
3.C	Update the NSCB website and mobile app to improve ease of use, “look and feel,” and site navigation.	Public Information Officer	January 2023

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



GOAL 4: BOARD DEVELOPMENT

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

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

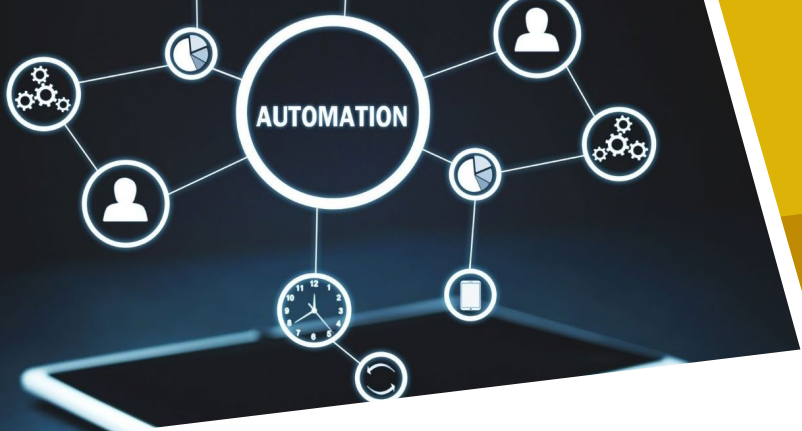


GOAL 4: BOARD DEVELOPMENT

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

specific objectives 2022-2023		lead responsibility	completion date
4.A	Establish a subcommittee for legislative matters.	Executive Team Members	July 2022
4.B	Submit a proposed bill draft request to provide an informal process as an alternative method to resolve administrative citations.	Executive Team Members	July 2022
4.C	Develop a new Board member training program	Executive Team Members	October 2022
4.D	Conduct a joint planning session with the Commission on Construction Education.	Executive Team Members	December 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

specific objectives 2022-2023		lead responsibility	completion date
5.A	Explore the use of software to enhance communications for certain types of projects.	Executive Team	July 2022
5.B	Implement an online meeting option for specific types of meetings and hearings.	Executive Team	August 2022
5.C	Develop and implement a “carbon footprint” reduction program to lower the costs and impacts of Board operations.	Executive Team	June 2023



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 2021-2022

Licensing

- Expanded acceptable experience documentation to include a master's certification in a discipline substantially similar to the requested classification.
- Completed rulemaking proceedings that allow credit toward the experience requirement based on completion of a training program for occupational, vocational, career, trade or technical education.
- Modified reference certificate forms in an effort to ensure certification of proper employment periods and detailed work experience.
- Established a subcommittee to explore the feasibility of creating a new license category for residential remodeling.
- Completed a review of all general engineering and general building exams to ensure they address the most recent building codes. Code reviews are ongoing related to other exam categories.
- Updated the electrical and photovoltaic exams to address changes in energy storage technology.
- Identified underperforming exams that may not address current practices. Currently working with vendor to develop plan to address needed updates.

Enforcement

- In an effort to automate processes and reduce the amount of paper produced within the Investigations Division, documents and evidence files associated with cases are now scanned.
- Returned to a full staffing level by hiring new investigators and support staff after several retirements, helping to ensure a swift resolution of complaints.
- 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 alleged the involvement of both licensed and unlicensed contractors (Example: licensed contractor hiring an unlicensed contractor).

Public Information & Awareness

- Developed a Communications Plan for FY 2021-22 outlining key strategies for outreach and engagement of Nevada seniors, homeowners, legislators, applicants, and contractors.
- Hosted and participated in several Construction Career panel discussions with non-profit organizations and educational groups across the state. Many of these events were focused on

encouraging women and other disadvantaged groups into the construction industry. 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.

- Targeted specific outreach to real estate industry. Efforts included preparing social media kits, writing columns for industry newsletters, distributing timely information on legislation and creating social media tailored to the industry. Additionally, the Board recruited real estate professional to participate on panel discussions.
- Exhibited at various home shows in Summerlin, Henderson, and Reno. Shared Board information and resources with hundreds of individuals including many Seniors and other vulnerable populations.

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

- Implemented legislation from the 2021 Nevada Legislature. Efforts included guiding related regulations through

the regulatory process, working closely working with the industry and elected officials throughout the process.

- The Board's Executive Officer again participated on the Labor Commissioner's Task Force on Employee Misclassification to improve information sharing regarding enforcement of labor-related issues among Nevada's licensed contractors. During the fiscal year, the Executive Officer was appointed to the Task Force's Agency Review and Policy Subcommittee.
- Conducted an evaluation of the current legal and professional service costs and needs. Resulting changes were implemented staffing changes in the legal department.
- Moved the Southern Nevada Office into a new office space, where we reduced both our square footage and operating expenses to maximize efficiency and reduce our carbon footprint.
- Conducted staff workshops on the 2021-22 Strategic Plan and quarterly updates.
- Staff reviewed and updated the staff succession plan.
- Additionally, the Executive Team recognized employees for superior performance.



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