



Nevada State Contractors Board
2024-2025
Strategic Plan
JULY 2024



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letter from the board chair

Our Board continues to invest in the strategic planning process because year after year, we see our goals progressing to new stages, our operational visions realized, and most importantly, we take the time to reflect on the challenges and opportunities that delivered us to today.

Although it may seem an endless cycle of repetition, strategic planning is what keeps us focused, driven, and in pursuit of being the model regulatory agency we are. Complacency is not a word in our vocabulary, but honesty and integrity are.

As we embark on another year of licensing, enforcement, administrative, outreach, and legislative efforts, our Board continues to see value in being resourceful in its operations and use of time.

The Licensing Department has made great strides to automate and streamline our license application processes and enhance training and online resources to address common questions and concerns. With new license applications on the rise due to ongoing residential and commercial construction demands, we are setting goals that strive to reduce processing times while also tracking key indicators of importance to various licensing efforts.

Looking at our Enforcement Department, you will find much of our focus remains on the residential solar industry based on the heightened needs for consumer protection in this trade. Due to the high contract values and complexity of contract terms, we continue to be concerned about the increasing numbers of complaints filed by consumers who have fallen victim to unlawful construction practices, and we will be strengthening our staff, enforcement, and subsequent penalties for those who continue to operate in such a manner.

With the Board's new website offering an improved user experience, our Public Information Office will expand upon its video resources and converting new and existing materials into Spanish to ensure our message is more broadly reached among communities where unlicensed contracting is prevalent.

One of the many ways we retain our status as a model regulatory agency is our commitment to self-review. This year, in addition to participating in the legislative process and monitoring bills of importance, we will also be engaging a third party to review our processes and procedures to offer recommendations for improvements and efficiencies. Along this effort, the Board's Information Technology Department will also be developing a proposal guided toward improving internal IT services that will ultimately enhance each of our customers' experiences.

Every step made forward toward achievement of these goals and objectives is a reminder **that there is** still much more road ahead of us to travel, and I assure you we look forward to seeing where our journey will continue a year from now.

BOYD MARTIN
Nevada State Contractors Board Chair



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I. introduction

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

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

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

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

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



II. overview

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

The Board's Licensing Department further promotes consumer protection through the licensing application process. With more than 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

Improved customer service resources across all facets of operations, including phone calls, website, staff training, and seminar presentations.

Enforcement

Worked collaboratively with multiple local and state agencies to combat unlicensed contracting activities with a focus on growing residential solar construction concerns.

Public Awareness and Information

Consistently engaged media outlets from across the state who publicized the Board's consumer protection messages related to unlicensed contractor scams, how to verify a contractor's license, and other timely alerts.

Board Development

Held discussions and participated in trainings with state officials and leaders related to regulatory oversight, issues, and trends.

Administrative Efficiency

Facilitated rulemaking and related initiatives across all departments in regard to the implementation of new laws, including residential home improvement projects and Executive Orders.

IV. strategic issues and priorities

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

Economic Trends

Nevada's solid construction industry continues to see growth, especially in the residential sector. This high level of construction activity, coupled with supply chain constraints, inflation, and interest rate increases, is pushing up costs of labor and materials making housing less affordable for many Nevadans.

Workforce Trends

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

Unlicensed Activity

As the 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. In particular, the Board has seen a sharp rise in consumer complaints related to solar energy system installations. 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.



Regulatory Streamlining

NSCB continues its efforts to improve the licensing process in an effort to encourage all those engaged in construction activity become properly licensed.

The Residential Recovery Fund

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

Contractor Trends

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

Changing Technology

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

V. strategic plan framework

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

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





VI. mission, vision, and values

Mission

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

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

"Focused on being a model regulatory agency."

Vision

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

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

Values

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

Fairness and Respect

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

Honesty and Integrity

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

Trust

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

Excellence and Exceptional Customer Service

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

Innovation and Creativity

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

Open, Clear, and Frequent Communication

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

Education

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

VII. customers and constituencies

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

organizations	constituency needs	constituency contributions
State Legislature	Protection of the public interest and efficient administration of program	Feedback on Board efficiency and effectiveness
State Executive Branch	Protection of the public interest and efficient administration of program	Feedback on 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
News Media	Timely and accurate information	Insight on NSCB issues, trends and effectiveness



VIII. goals

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



GOAL 1: LICENSING

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



GOAL 2: ENFORCEMENT

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



GOAL 3: PUBLIC AWARENESS AND INFORMATION

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



GOAL 4: BOARD DEVELOPMENT

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



GOAL 5: ADMINISTRATIVE EFFICIENCY

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



IX. action plan

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

These objectives were updated in March 2024 and were based on the Board's review of the 2023-24 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 objectives 2024-2025		lead responsibility	completion date
1.A	Prepare a plan and cost estimate for creating a “dashboard” that will track key performance indicators associated with the licensing process; present the plan for Board review and implementation.	Licensing Staff	July 2024
1.B	Identify methods for reducing application processing time.	Licensing Staff	August 2024
1.C	Implement a series of improvements to the licensing operation including document management and complaint investigations (in cooperation with the Enforcement Division).	Licensing Staff	December 2024
1.D	Review the monetary license limits associated with each license category and recommend potential adjustments for Board consideration and direction.	Licensing Staff	January 2025
1.E	Evaluate authority under existing law and draft proposed regulation related to qualifications for family owned, multi-generation businesses.	Licensing Staff	April 2025

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 2024-2025		lead responsibility	completion date
2.A	Increase the level of enforcement with a special focus on unlicensed solar contractors.	Enforcement Staff	July 2024
2.B	Establish a new investigative unit focusing entirely on solar-related contracting activities.	Enforcement Staff	July 2024
2.C	Increase efforts to address unlicensed contracting activities of both prime and subcontractors, especially targeting large scale projects being conducted by out-of-state developers.	Enforcement Staff	December 2024
2.D	Identify areas where the penalties for unlicensed contracting may be increased and make recommendations to the Board and State legislature for potential adjustments.	Enforcement Staff	December 2024
2.E	Recommend a set of severe penalties for contracting violations associated with solar system installations.	Enforcement Staff	January 2025



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 2024-2025		lead responsibility	completion date
3.A	Develop a series of short consumer-oriented videos on key topics including the value of hiring a licensed contractor, prevalent industry scams (e.g., solar installations), and other related topics.	Public Information Officer	July 2024
3.B	Target consumer information to the needs of populations most vulnerable to unsavory business practices such as seniors and Spanish-language speakers; make consumer information available in both Spanish and English formats.	Public Information Officer	September 2024

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

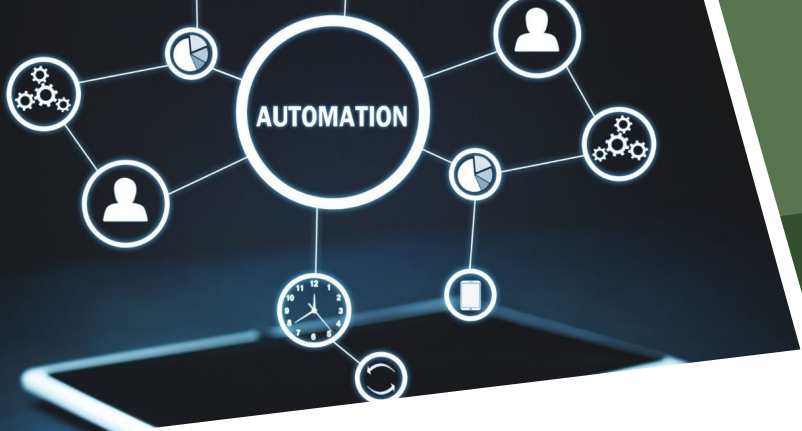


GOAL 4: BOARD DEVELOPMENT

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

specific objectives 2024-2025		lead responsibility	completion date
4.A	Establish a Board subcommittee and develop a legislative package of potential and recommended legislative.	Executive Team Members	July 2024

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 2024-2025		lead responsibility	completion date
5.A	Develop a plan and cost estimate for upgrading the Board’s internal IT services including an online customer assistance function; obtain Board comments and direction on how best to proceed.	Executive Team	July 2024
5.B	Issue a request for proposals (RFP) from qualified vendors to analyze Board operations and recommend potential areas for streamlining and simplifying Board processes; obtain Board comments and direction for vendor selection.	Executive Team	August 2024
5.C	Engage the selected consultant to complete the assessment and analysis of Board processes, and obtain consultant recommendations for presentation and direction from the Board.	Executive Team	December 2024
5.D	Develop recommendations for streamlining the Board’s routine hearing processes.	Executive Team	February 2025



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 2023-2024

Licensing

- Enhanced customer service opportunities through the implementation of an e-mail notification system for license renewal and updating the Board’s automated phone system to provide clarity for callers seeking application assistance.
- Reviewed and made updates to various trade exams in addition to adding additional forms and materials online related to license change requests.
- Conducted several exam reviews during the period to add questions related to recently enacted legislation, as well as updated licensing classifications and exam reference materials to be consistent with current law.

Enforcement

- Hosted regular Underground Economy Task Force meetings with representatives from the state’s Business and Industry Division, DETR, OSHA, trade associations and others aimed at combatting unlicensed contracting through enhanced outreach and prosecution efforts.
- Created a consumer complaint tracking system that allows the Board to better understand and identify factors that contribute to time spent during an investigation to close a case.
- Conducted numerous community and industry presentations throughout the year addressing the public safety

concerns seen among unlawful construction activities and underscoring the importance of verifying the licensure of all contractors on a project.

- Held a joint enforcement operation with the Las Vegas Metropolitan Police Department proactively identifying individuals operating without a license across Southern Nevada; these efforts are in addition to the proactive enforcement initiatives conducted weekly by criminal investigators statewide.
- Participated in a statewide Veteran Peer Mentoring Program in conjunction with the Secretary of State and Wounded Warriors Project to support NSCB employees who have served in the armed forces.

Public Information & Awareness

- Created new print and social media materials following the approval of Assembly Bill, including a Consumer Contract Checklist disseminated print articles and Industry Bulletins, hosting industry-based speaking engagements, and facilitating interviews and information with the media.
- Engaged in several media opportunities, including a press conference, highlighting harm caused to consumers by unlicensed contractors, disaster preparedness, and the importance of hiring a licensed contractor generating more than 2 million views statewide.

- Collaborated with Governor Lombardo on the development of public service announcements promoting the Board’s mission and reminding seniors to stay vigilant when engaging in home construction projects.
- Hosted the 4th Annual Hammers & Hope event promoting construction career pathways and mentoring opportunities to more than 200 women across the state.
- Expanded the use of social media outreach to include weekly posts focused on consumer tips, agency resources, as well as highlighting significant events and media coverage gained throughout the year.

Board Development

- Hosted a joint meeting with the California Contractors State License Board that fostered discussions on interstate licensing, enforcement, and public relations trends; upcoming commercial projects between state lines; and collaborative approaches to common challenges and opportunities noticed among the Boards.
- Attended several training sessions promoting best practices in regulatory oversight and compliance with applicable laws.
- Welcomed Sean Stewart and Bryce Clutts to the Commission on Construction Education.

Administrative Efficiency

- Conducted rulemaking to address requirements of Executive Orders 2023-03 and 2023-04, Assembly Bill 39, and make updates related to financial statement requirements; carpentry, steel reinforcing and

erection, solar and wrecking classifications; and Commission on Construction Education grant requests, among others.

- Provided information and guidance to the industry on newly enacted laws impacting residential construction projects and related contracting requirements.
- Participated in multiple national, state, and industry forums aimed improving regulatory operations and oversight, collaborating on common industry goals, discussing industry economics and trends, and enhancing public safety resources and services for the public.
- Held ongoing discussions with the Attorney General’s office and related state and local entities on the significant harm being noticed among residential solar construction projects relative to poor workmanship, working outside the scope of a license, and abandonment.
- Finalized and implemented a new website for the Board that offers an improved user experience through consolidated and streamlined access to information, automated processes and subscription services, and overall ease of usability.
- Implemented several upgrades to the Board’s infrastructure, database, and server systems.
- Awarded multiple construction education grants from the Construction Education Fund to academic and industry groups seeking to provide construction-focused programs and training services.



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