



*Nevada State Contractors Board*  
**2014-2015**  
**Strategic Plan**

*JULY 2014*



# acknowledgements

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resources  
dr



## letter from the board chair

It's amazing the difference a year can make for an organization. Having spent the last 12 months focused on partnering initiatives, the development of a mobile application to enhance our customers' experience when researching contractors' licenses, improving internal operations and hearing processes, and creating new outreach programs for community managers and homeowners associations, the Nevada State Contractors Board now has the opportunity to set a new direction for the coming year.

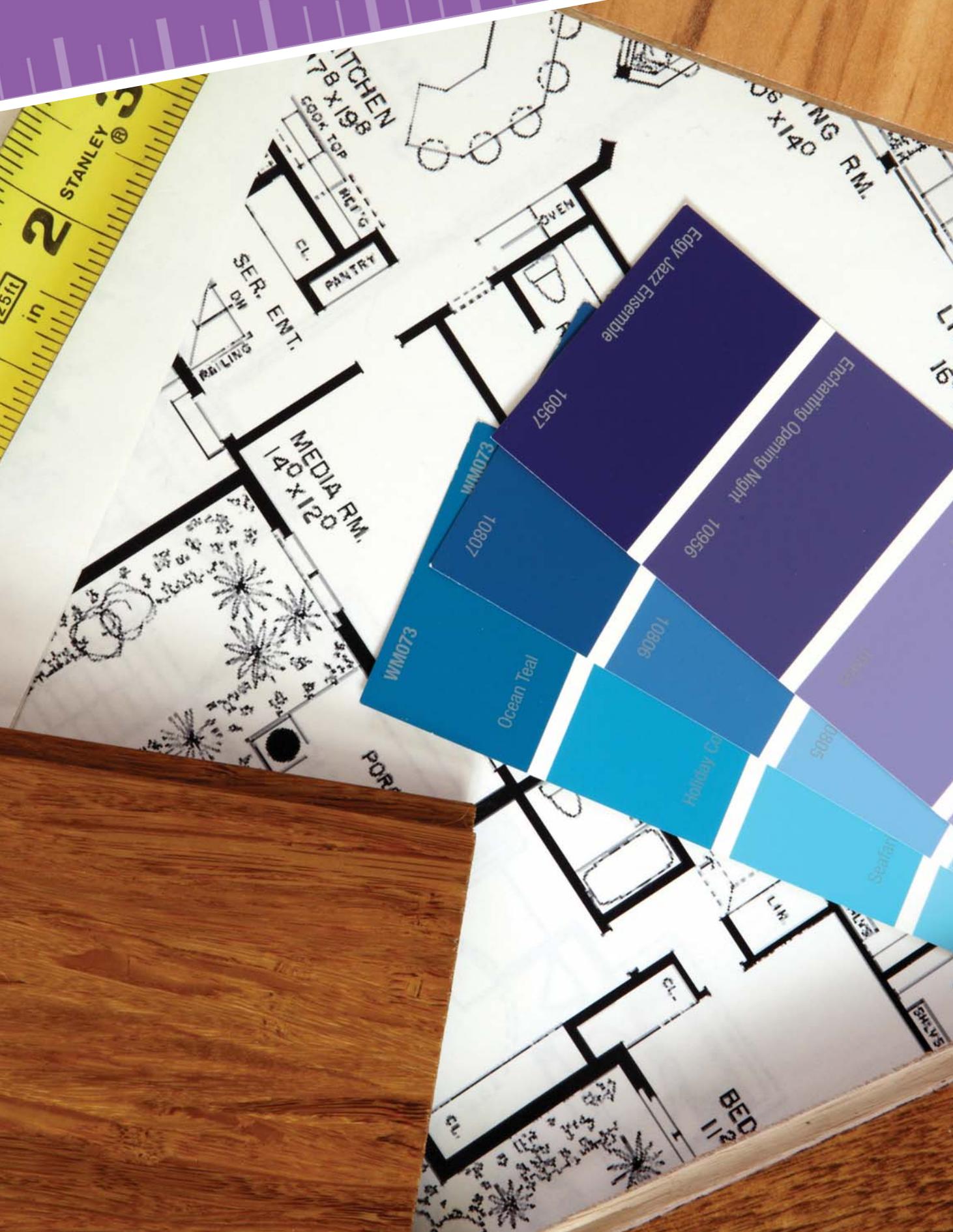
As was seen following the 2013 legislative session, the need for enhanced technology is becoming more of a necessity than ever before. The Board spent the year implementing processes for electronic information sharing between state agencies in an effort to communicate more effectively and expeditiously when a contractor fails to uphold their state mandated responsibilities. This year, the Board is committed to furthering its technological efforts by investing in new infrastructure, which will increase the capabilities for staff to assist the public, and enhancing the Board's website by providing the public with contractor license lists broken down by classification in each county.

These are but a few of the initiatives we are setting out to achieve this year, and we feel confident in the value they will add to the Board's operations and our customers' experience. That is our goal, at least, when developing our strategic plan each year. As we sit down to discuss the prior year's challenges and successes, and as we develop new goals and objectives, we do our best to forecast the needs of the agency, our customers and the industry.

There is always excitement when embarking on a new strategic plan and setting out to accomplish new goals. It's a challenge we give ourselves every year, but it's the end result, reflecting on the journey and sharing our outcomes and experiences with you that we enjoy most.

**Guy M. Wells**

Nevada State Contractors Board Chairman



Color swatches for room design:

- 10957: Edgy Jazz Ensemble
- 10956: Enchanting Opening Night
- 10807: Ocean Teal
- 10806: Holiday
- 10805: Seafar
- WM073



# contents

I.	Introduction.....	1
II.	Overview .....	2
III.	Summary of Recent Accomplishments.....	4
IV.	Strategic Issues and Priorities.....	6
V.	Strategic Plan Framework.....	7
VI.	Mission, Vision and Values .....	8
VII.	Constituencies and Customers.....	9
VIII.	Goals.....	10
IX.	Action Plan.....	12
	Goal #1 – Licensing.....	13
	Goal #2 – Enforcement.....	15
	Goal #3 – Public Awareness and Information .....	18
	Goal #4 – Partnering.....	20
	Goal #5 – Board Development.....	22
	Goal #6 – Administrative Efficiency.....	24
	Appendix A: Recent Accomplishments 2013-2014 .....	27



## 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, which was established in 1999. The Fund provides financial assistance to single-family homeowners who have suffered damages in certain cases.



## II. overview

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

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

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

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

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

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

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

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

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



### III. summary of recent accomplishments

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

#### Licensing

Staff held workshops and hearings to discuss changes to license classifications, streamlined the application denial process, developed classification lists by county to allow for more targeted license contractor searches among the public, and modified the licensing application to reduce applicant errors and omissions.

#### Enforcement

Enforcement staff enhanced case outcome reports to include more expanded findings and evaluations, explored the use of alternative programs for contractors to utilize in lieu of fines, and offered post-certification training to interested compliance investigators.

#### Public Awareness and Information

The Board increased its outreach efforts through a combination of statewide media placements and community presentations, including new public service announcements, a three-hour continuing education course for community managers and meetings with city personnel to promote Board resources and review legislative requirements.

#### Partnering

The Board held a number of roundtable discussions with members of the industry. Additionally, Board staff participated in a variety of industry events, collaborated with industry experts on community presentations and worked with local and state officials on common interest initiatives.

### Board Development

The Administrative Procedures Manual was improved to better acquaint new Board members with the Board's many functions. Many Board subcommittees met to discuss issues, develop solutions and provide guidance to staff. Ongoing Board training remained a priority.

### Administrative Efficiency

Many enhancements were made to the Board's internal operations including development and launch of a mobile

application to verify license information and report unlicensed contracting activity in real time. Staff also identified accounting and licensing software needs, evaluated viable options for replacing the current licensing and enforcement program and researched options for an audit of internal processes.

“Thanks for a very thorough investigation and for a decision that I perceive as just and fair.”

— *J. Fraisse*



## IV. strategic issues and priorities

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

### **Economic Recovery**

The State's economy is recovering slowly, and with this recovery come greater risks for contractors and a need to remain disciplined in the contractor license approval process.

### **Workforce Trends**

A recent increase in home remodeling activity and public works projects is driving the need to focus enforcement activities in these areas. The Board has also identified the need to build internal capacity to address non-residential construction issues as well.

### **Unlicensed Activity**

Unlicensed construction activity, fraud and out-of-scope work are continuing trends that threaten the financial well-being and reputation of legitimate

contractors, and have resulted in the need for heightened enforcement, legislative action, industry communications and public information.

### **Changing Demographics**

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

### **Changing Technology**

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

## V. strategic plan framework

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

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





“Great staff to work with, very knowledgeable and prompt.”

— M. Naiburgolf

## VI. mission, vision and values

### Mission

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

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

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“Striving to Be a Model Regulatory Agency”

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### Vision

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

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

### Values

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

#### Fairness and Respect

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

#### Honesty and Integrity

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

#### Trust

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

#### Excellence and Exceptional Customer Service

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

#### Innovation and Creativity

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

#### Open, Clear and Frequent Communication

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

#### Education

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

## VII. customers and constituencies

<i>individuals</i>	<i>constituency needs</i>	<i>constituency contributions</i>
Public – property and homeowners	Public health, safety and welfare	Feedback on customer experience
Applicants	Licensing requirements, guidelines and resources	Feedback on 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

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



## VIII. goals

The NSCB has established six goals which provide the framework of its mission:



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### **GOAL 1: LICENSING**

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

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### **GOAL 2: ENFORCEMENT**

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

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### **GOAL 3: PUBLIC AWARENESS AND INFORMATION**

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

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“I was pleasantly surprised by how easy my renewal was to process.”

— R. Lettman



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**GOAL 4: PARTNERING**

Partner with other public and private organizations to better serve customers and leverage resources.

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**GOAL 5: BOARD DEVELOPMENT**

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

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**GOAL 6: ADMINISTRATIVE EFFICIENCY**

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

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## IX. action plan

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

These objectives were updated in March of 2014 and were based on the Board's review of the 2013-2014 Strategic Plan. Performance measures and desired outcomes are also identified for each goal area.

“I’m very thankful for the state contractor’s license board. Thank you for helping us resolve our issue with a contractor.”

— *D. Harner*



**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.

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

<i>specific objectives 2014-2015</i>		<i>lead responsibility</i>	<i>completion date</i>
<b>1.A</b>	Develop classification listings by county for inclusion on the Board's website.	Licensing Staff	August 2014
<b>1.B</b>	Identify a pathway to transition from a B-2 classification to a full "B" classification.	Licensing Staff	August 2014
<b>1.C</b>	Finalize and implement a procedure for processing application denial appeals and improve license application denial hearings.	Licensing Staff	July 2014



#### **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.

<i>performance measures</i>	<i>desired outcomes</i>
Timeliness	Qualified and licensed professional contractors
Customer Experience	Satisfied licensees



**GOAL 2: ENFORCEMENT**

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

<i>ongoing responsibilities</i>	<i>lead responsibility</i>
Respond to complaints from the public in a timely manner and enforce regulations to protect public health, safety and welfare.	Enforcement Staff
Facilitate early intervention on serious life safety complaints.	Enforcement Staff
Ensure that disciplinary processes are effective and fair.	Enforcement Staff
Increase enforcement of unlicensed contracting activities.	Enforcement Staff
Strengthen efforts to prevent and prosecute elder abuse.	Enforcement Staff
Improve enforcement in rural areas.	Enforcement Staff



**GOAL 2: ENFORCEMENT**

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

<i>specific objectives 2014-2015</i>		<i>lead responsibility</i>	<i>completion date</i>
<b>2.A</b>	Build capacity within the Board to better address non-residential construction issues through staff training and recruitment efforts.	Enforcement Staff	March 2015
<b>2.B</b>	Develop a list of qualified independent contractors to assist with non-residential construction issues when needed.	Enforcement Staff	July 2014
<b>2.C</b>	Conduct outreach to local law enforcement agencies to seek their assistance in identifying potential fraudulent contractors; target fraud and detective units.	Enforcement Staff	December 2014



**GOAL 2: ENFORCEMENT**

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

<i>performance measures</i>	<i>desired outcomes</i>
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 accurate information is available to the public and professionals through a variety of media.

<i>ongoing responsibilities</i>	<i>lead responsibility</i>
Maximize public awareness of NSCB services and the benefits of hiring a licensed contractor through continued public outreach initiatives.	Public Information Officer
Enhance the use of online services.	Public Information Officer
Keep public information and collateral materials up-to-date.	Public Information Officer
Maximize the use of the NSCB newsletter and website to provide timely information.	Public Information Officer
Expand customer awareness of the Residential Recovery Fund.	Public Information Officer



**GOAL 3: PUBLIC AWARENESS AND INFORMATION**

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

<i>specific objectives 2014-2015</i>		<i>lead responsibility</i>	<i>completion date</i>
<b>3.A</b>	Develop targeted collateral pieces for law enforcement, Board initiatives and consumers.	Public Information Officer	May 2015
<b>3.B</b>	Update the communications plan to include options for expanding the Board's public service announcements (PSAs) and media plan efforts.	Public Information Officer	October 2014
<b>3.C</b>	Meet with departmental staff to discuss and evaluate options for enhancing public information resources specific to departmental needs.	Public Information Officer	January 2015

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



**GOAL 4: PARTNERING**

Partner with other public and private organizations to better serve customers and leverage resources.

<i>ongoing responsibilities</i>	<i>lead responsibility</i>
Improve Board effectiveness through partnerships and intergovernmental relationships.	Executive Team Members
Seek opportunities to leverage resources through creative partnerships.	Executive Team Members
Partner with the District Attorney's office to aggressively prosecute elder abuse.	Executive Team Members
Survey partners on a regular basis to improve two-way communication.	Executive Team Members
Work with city and county building departments to increase awareness of the Board.	Executive Team Members



**GOAL 4: PARTNERING**

Partner with other public and private organizations to better serve customers and leverage resources.

<i>specific objectives 2014-2015</i>		<i>lead responsibility</i>	<i>completion date</i>
<b>4.A</b>	Implement an advocacy plan to engage and inform elected officials of Board programs and initiatives.	Executive Team Members	May 2015
<b>4.B</b>	Coordinate a “Legislative Day” in Carson City.	Executive Team Members	January 2015

<i>performance measures</i>	<i>desired outcomes</i>
Partnering Activity	Increase in the number of productive partnerships



**GOAL 5: BOARD DEVELOPMENT**

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

<i>ongoing responsibilities</i>	<i>lead responsibility</i>
Focus Board efforts and activities on policy, governance and strategic plan implementation.	Executive Team Members
Keep the new Board member orientation and training program up-to-date.	Executive Team Members
Assist Board members in learning the Contractors License Law and Administrative Code.	Executive Team Members
Partner with contractor associations, law enforcement, building officials and governmental agencies to address mutual concerns and/or issues.	Executive Team Members

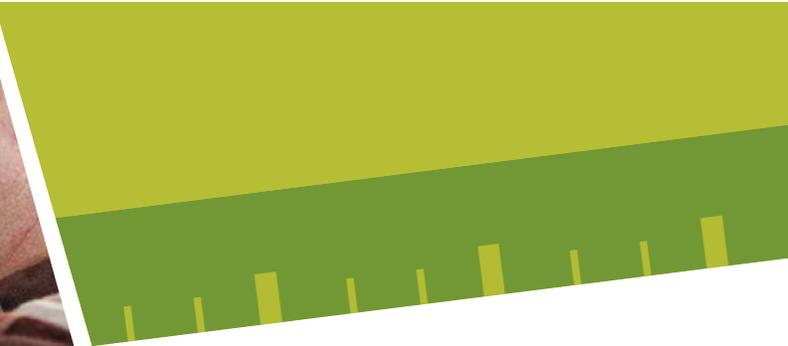


**GOAL 5: BOARD DEVELOPMENT**

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

<i>specific objectives 2014-2015</i>		<i>lead responsibility</i>	<i>completion date</i>
<b>5.A</b>	Develop a new Board member orientation presentation to expand upon the Administrative Procedures Manual.	Executive Team Members	December 2014

<i>performance measures</i>	<i>desired outcomes</i>
Board Engagement	Board is active and engaged, providing clear direction to staff



**GOAL 6: ADMINISTRATIVE EFFICIENCY**

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

<i>ongoing responsibilities</i>	<i>lead responsibility</i>
Provide excellent customer service and continue to develop and modify programs to improve customer experience.	Executive Team Members
Periodically survey peer agencies for best practices, benchmark NSCB performance and re-engineer and refine processes as needed.	Executive Team Members
Track performance measures and focus on improving processes that fall below their targets or exceed budgets.	Executive Team Members
Improve and maintain IT systems and the use of technology for document imaging, investigative services and other agency functions.	Executive Team Members
Foster a culture of teamwork and collaboration.	Executive Team Members
Develop an annual strategic plan, measure results and update the plan on a periodic basis.	Executive Team Members
Ensure that all Board staff members are aware of employment policies and procedures.	Executive Team Members
Continue the Employee Recognition Program.	Executive Team Members

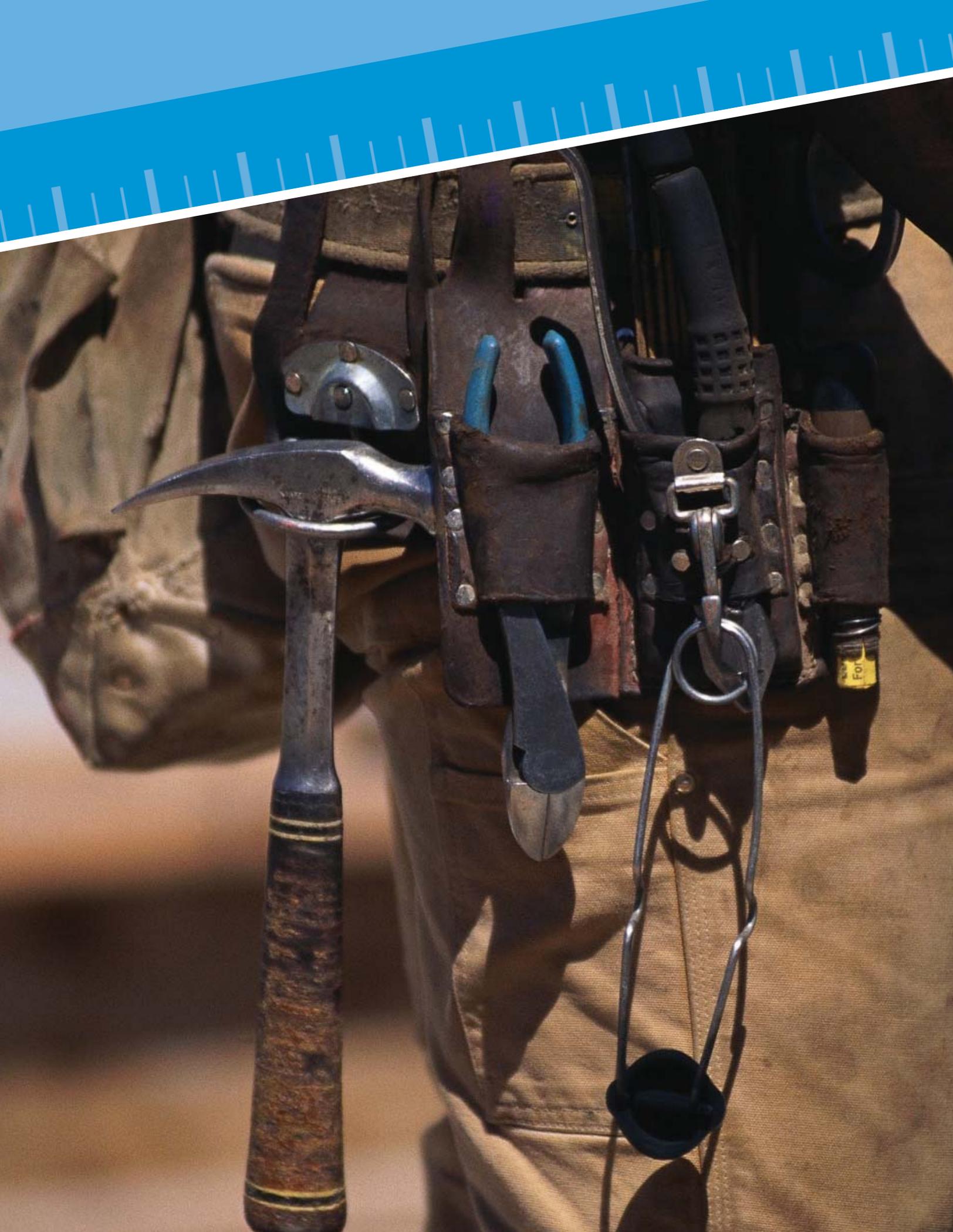


**GOAL 6: ADMINISTRATIVE EFFICIENCY**

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

<i>specific objectives 2014-2015</i>		<i>lead responsibility</i>	<i>completion date</i>
<b>6.A</b>	Evaluate accounting, licensing and enforcement software options and solicit proposals from interested vendors.	Executive Team Members	September 2014
<b>6.B</b>	Obtain proposals to conduct a Board audit of internal processes.	Executive Team Members	June 2014
<b>6.C</b>	Prepare an information technology strategic plan to address all Board functions.	Executive Team Members	July 2014

<i>performance measures</i>	<i>desired outcomes</i>
Fiscal Management	Balanced budget
Customer Experience	Satisfied customers



## appendix A: recent accomplishments 2013-2014

### Licensing

- Adopted Regulations R095-12, and R096-12, which revised provisions of the C-3 (Carpentry) license and made various modifications to other license classifications.
- Scheduled a workshop and hearing for regulations R018-14 and R019-14 with regard to tree trimming services and the imposition of fines.
- Began implementing a process of developing classification lists by county, which will be made available on the Board's website.
- Streamlined the presentation of information to the Board during hearings.
- Made changes to the licensing application to reduce applicant errors and enhanced data collection efforts relative to application denial hearings.
- Implemented new procedures and program changes to comply with the provisions of AB86 concerning unemployment and industrial insurance requirements.

### Enforcement

- Evaluated ways to enhance investigative efforts specializing in commercial construction and public works projects.
- Conducted multiple sting operations resulting in the identification and citation of many unlicensed contractors for violations of contracting and advertising laws under NRS and NAC 624. Sting operations also led to media publicity and public awareness of unlawful activities.
- Added several people to the Most Wanted list and collaborated with neighboring states on media outreach, resulting in each of the individuals turning themselves in or being located by law enforcement.

### Public Awareness and Information

- Launched two new Public Service Announcements.
- Gained approval from the Commission on Common Interest Developments for a three-hour continuing education

course and conducted multiple educational training seminars.

- Joined a panel of industry experts from various trades in a presentation to homeowners about the importance of hiring licensed contractors.
- Developed new pamphlets for consumers to assist them with home repairs after a disaster and to assist in the contractor's license application process.

### Partnering

- Held industry roundtable discussions with pool and building trade contractors, which provided the opportunity to discuss a variety of issues and enhance communications.
- Held a number of meetings with community managements groups and local city contract personnel to promote the hiring of licensed contractors.
- Worked collaboratively with select state agencies on the implementation of communication protocols relative to a contractor's lapse in employment and industrial insurance following the 2013 legislative session.
- Collaborated with a variety of experts throughout the state to conduct a one-day training seminar for contractors.

Topics included ADA compliance, building laws, unlicensed contracting, media relations, accounting best practices, etc.

### Board Development

- Enhanced the Administrative Procedures Manual to include departmental overviews, which will provide new members with a more comprehensive overview of Board functions.
- Participated in a number of trainings, including Judicial College, Administrative Procedures Act, Open Meeting Law and other relevant courses to the duties of a Board member.
- Collaborated with executive staff in a strategic planning session to develop the 2014-15 Strategic Plan. The one-day meeting focused on issue identification, overview of successes and challenges and a forecast of objectives and goals for the year to come.

## Residential Recovery Fund

(Update after the May 28th RRF Meeting)

- Beginning July 1, 2013, the Residential Recovery Fund assessments were reduced by 41 percent.
- The Board authorized over \$42,000 in Residential Recovery Fund payments to homeowners.
- A total of 28 homeowners received recourse through the Residential Recovery Fund for an average award of approximately \$1,500.

## Administration and Information Technology

- Board staff attended and participated in a number of internal and external training seminars for staff development.
- Implemented a long-term solution for compliance with AB 86 which will allow the Division of Industrial

Relations and the Department of Employment, Training and Rehabilitation to send the Board notifications relating to compliance with the new law.

- Upgraded inbound call handling to basic automatic call distributor software. The department will initiate user training once installation of the system is complete.
- Continued to streamline the Board's online appearance and internal technologies to improve and enhance the efficiencies of Board staff in their daily operations.

“The NSCB website works extremely well. I’m very satisfied, thank you.”

— J. Payne







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