



*Nevada State Contractors Board*

# **STRATEGIC PLAN**

**EXECUTIVE OFFICER REPORT**

**QUARTER FOUR REPORT**

*April - June 2020*

**FY 2019-20 ANNUAL REPORT**

*July 2019 - June 2020*



## **Members of the Board**

Kent Lay, *Chair*

Guy Wells, *Treasurer*

Margaret Cavin

Joe Hernandez

Jan B. Leggett

Melissa Maguire

Steve Menzies

## **Executive Leadership**

Margi Grein, *Executive Officer*

Tim Geswein, *Board Counsel*

Nancy Mathias, *Licensing Administrator*

Paul Rozario, *Director of Investigations*

Brian Hayashi, *IT Manager*

Jennifer Lewis, *Public Information Officer*

## **Mission Statement**

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



## Message from the Executive Officer

The contrasts between the beginning and end of FY 2019-20 were unprecedented and unforeseen. Our industry was in the midst of economic progress, welcoming high demands of residential, commercial, and public works projects. At that time, the largest crisis facing Nevada contractors was identifying solutions to increase the skilled-labor workforce. Then came March 2020. While construction was deemed essential and able to continue throughout the pandemic, heightened safety restrictions, budgetary concerns, and employment challenges quickly altered everything we knew to be ‘normal.’

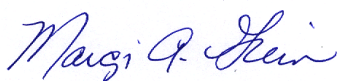
Nearly overnight, the Contractors Board adjusted its model of service delivery. We made immediate and swift decisions to best protect our staff and customers, while maintaining the most vital operations licensees, applicants, and consumers rely upon. Most notable was the temporary implementation of a telework environment, shifting our public meetings to an online platform in compliance with the Governor’s emergency directives and Open Meeting Law requirements, and providing greater electronic means to contact and submit documents to the Board’s offices.

Despite the challenges faced in recent months, the Board made significant strides in its strategic goals during the fiscal year. We partnered with the industry to promote construction workforce opportunities for women, hosting our first Hammers & Hope event in March, 2020. The event helped to inspire more than 200 women interested in a career in construction.

Our Board has remained actively engaged in a number of state and national forums aimed at improving occupational licensing and addressing regulatory reform, including the National Occupational Licensing Policy Consortium and related Nevada workgroups, the Legislative Commission’s Sunset Subcommittee and Executive Branch Audit Committee meetings, the Federation of Association of Regulatory Boards, and the National Association of State Contractor Licensing Agencies.

Contractor compliance and enforcement efforts were expanded during the year through the establishment of a Joint Labor Task Force with the Nevada Labor Commissioner. The joint initiative aims to address labor brokering in construction; ensure safe working conditions and proper payment of wages for workers; create an environment in which legitimate business can thrive; and, support the collection of all Nevada taxes, fees, and penalties due from employers.

Although the next fiscal year carries some uncertainties, the Contractors Board’s mission remains unaffected. Just as the industry has demonstrated its perseverance through prior economic downturns, we remain focused on the opportunities that will progress our strategic priorities, while continuing to prioritize quality customer service and promoting the health and safety of Nevada consumers and contractors.

A handwritten signature in blue ink that reads "Margi A. Grein".

MARGI A. GREIN

Nevada State Contractors Board Executive Officer

# Contents

Executive Officer - Quarter 4 Highlights .....	1
Executive Officer - FY 2019-20 Trends .....	2
Licensing - Licensing & Cost Recovery Data Dashboard .....	3
Licensing - Quarter Four Snapshot.....	4
Licensing - Overview and Comparison.....	5
Licensing - New License Application Trends .....	6
Licensing - Issued License Trends .....	7
Licensing - License Renewal Trends.....	8
Licensing - Endorsement and Exam Trends .....	9
Licensing - Annual Highlights.....	10
Enforcement - Background Check Trends.....	11
Enforcement - Complaint Trends.....	12
Enforcement - Annual Recovery Fund Highlights .....	13
Enforcement - Compliance Case Highlights .....	14
Enforcement - Criminal Case Highlights .....	15
Information Technology - Quarter 4 Highlights .....	16
Public Information - Quarter 4 Highlights .....	17
Looking Forward: Fiscal Year 2020-21.....	18



# Executive Officer - Quarter 4 Highlights

## **Board Holds Joint Meeting with California Contractors State License Board (Goal 4)**

In June, the Board held its annual joint meeting with the California Contractors State License Board. The meeting provided a forum to discuss each state's response to and effects on Board operations following pandemic emergency declarations, including licensing processes and testing; enforcement investigative processes; telework conditions; public hearings and meetings; outreach initiatives; and operating budgets. The discussion also addressed efforts to reduce barriers to licensure and automate licensing applications and forms; and highlighted changes that have been noticed in construction business practices and jobsite safety following the determination that construction remains an essential service during government stay-at-home orders.

## **Strategic Plan, Board Operations, and Policies Revised During Pandemic (All Goals)**

Although initially drafted during the third quarter, the FY 2020-21 Strategic Plan was revised in June to modify outlined objectives to more closely align with the economic and operational realities of the Board. Preceding these changes were shifts in the Board's operations, including enhanced electronic communications, online public and business meeting services, and budgetary reductions. Policy changes implemented in compliance with Governor Sisolak's emergency orders included extending the time to replace a qualified individual; and extending the period of license renewal.

## **Board Submits Bill Draft Proposals for 2021 Legislative Session (Goals 2 and 5)**

The Board approved three bill draft requests (BDR) at its April 2020 meeting, which were subsequently submitted to the Governor's office for consideration. The proposed requests seek to clarify the Cease & Desist Order process to provide further remedies to harmed parties; add a definition of single-family residence to the Residential Recovery Fund to reduce confusion; and amend provisions related to disciplinary actions.

## **Executive Officer Participates in National Regulatory Forums (Goals 1, 3, 5)**

Executive Officer Grein remained active in several national forums during the reporting period, including participation in the Federation of Association of Regulatory Boards (FARB) Super Strategic Action Team, Governing Members meeting, FARB Portfolio, and FARBside chat. These forums provide for discussions on educating and creating a unified message for occupational licensing across the nation's regulatory communities; help identify best practices; address regulatory policy trends and stakeholder outreach; and afforded guidance on the reopening strategies being undertaken in industries across the states. Grein also participated in the National Association of State Contractor Licensing Agencies Nominations Committee meeting where future leadership decisions were discussed.

## **Board Continues Engagement in State Occupational Licensing Discussions (Goals 1, 4, & 5)**

During the quarter, several meetings were held by the legislative and executive branches in Nevada to discuss occupational licensing and regulatory reform. Executive Officer Grein participated in a monthly Occupational Licensing Working Group meeting as part of a federal grant received by the Governor's Office of Workforce Innovation to survey the state's regulatory boards, review processes and laws, and put forth a list of recommended changes to improve occupational licensing operations and structure. Grein also attended meetings held by the Legislative Commission's Sunset Subcommittee and the Executive Branch Audit Committee.

## **Board Hosts NCIRC Meeting; Publishes 2020 Nevada Blue Book (Goals 2, 5)**

Following several meetings with the Nevada Construction Industry Relations Committee, the 2020 Edition of the Nevada Blue Book was published and distributed to all participating agencies.

# Executive Officer - FY 2019-20 Trends

## Regulatory Oversight and Reform

The Legislative Commission's Sunset Subcommittee and the Governor's Division of Internal Audits have both taken lead roles in evaluating board operations, researching the organizational structure of regulatory boards in neighboring states, and changes for Nevada's occupational and professional licensing. At the forefront is a recommendation to place professional licensing boards and commissions under the oversight of Nevada's Department of Business & Industry. In doing so, it is believed Nevada would be able benefit from streamlined operations and consolidated services.

Concurrently, the Governor's Office of Workforce Innovation (OWINN) is working with the American Institutes for Research (AIR) as part of the Reform Grant from the United States Department of Labor to identify and report on the top barriers to licensure. A Literature Review Report by AIR was released cataloging occupational licensing in Nevada, its benefits, approaches taken to reduce barriers, identified best practices and opportunities for improvement, and next steps needed to reduce barriers to occupational entry. This report has been guiding monthly discussions among OWINN and Nevada's occupational boards in an effort to further produce recommendations for improvement.

## Automation and Efficiency

The Board continues efforts to improve online services and enhance automation. The Board will be furthering its efforts to improve operational efficiencies following a comprehensive review of case and document management systems, business processes, operations and procedures. The effort is being undertaken by a consultant with a proven track record of helping state agencies and organizations transition to a paperless service-delivery model and electronic workflows.

## Engaging Women in Construction Workforce Opportunities

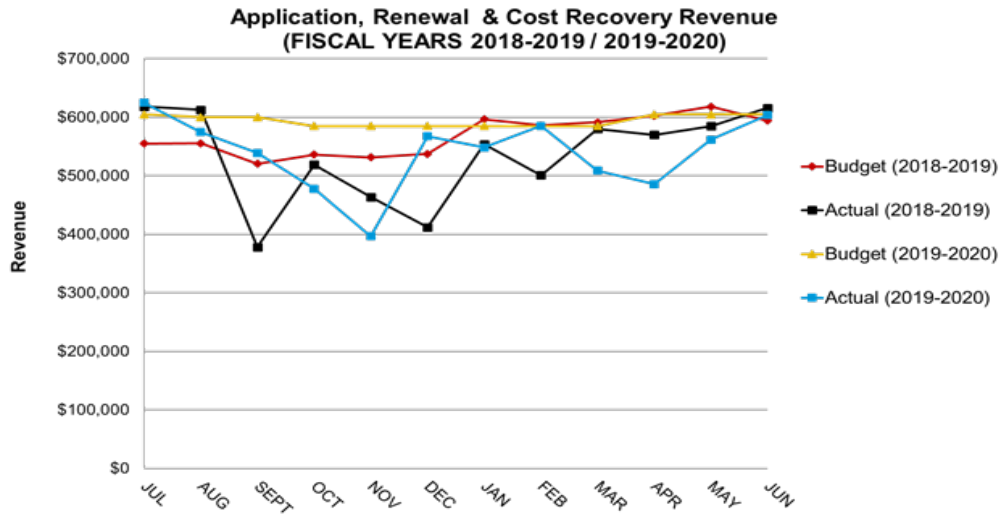
Having participated in several workforce development panel discussions, the Contractors Board noticed a need to better engage women in discussions about construction career opportunities. Hammers & Hope was created by the Board in collaboration with the National Association of Women in Construction, Nevada Chapter, to serve as an inspiring and empowering event for women to gain access to industry mentors and learn about apprenticeship, training, and related programs. The event welcomed more than 200 women interested in joining construction, demonstrating a viable need for outreach - an effort the Board is committed to continuing in the year ahead.

# Licensing & Cost Recovery Data Dashboard

Budget (2018-2019)	JULY-18	AUG-18	SEPT-18	OCT-18	NOV-18	DEC-18	JAN-19	FEB-19	MAR-19	APR-19	MAY-19	JUN-19	TOTALS
License Renewals	\$350,000	\$350,000	\$315,000	\$330,000	\$326,000	\$332,000	\$390,000	\$380,000	\$385,000	\$395,000	\$410,000	\$387,000	\$4,350,000
New License Fee	\$66,666	\$66,667	\$66,667	\$66,666	\$66,667	\$66,667	\$66,666	\$66,667	\$66,667	\$66,666	\$66,667	\$66,667	\$800,000
Application Fee	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$600,000
License Changes	\$41,666	\$41,667	\$41,667	\$41,666	\$41,667	\$41,667	\$41,666	\$41,667	\$41,667	\$41,666	\$41,667	\$41,667	\$500,000
Investigative Recov Costs	\$33,333	\$33,333	\$33,334	\$33,333	\$33,333	\$33,334	\$33,333	\$33,333	\$33,333	\$33,333	\$33,333	\$33,334	\$400,000
Renewal Late Fees	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$90,000
Renewal Inactive Fee	\$5,800	\$6,100	\$6,200	\$7,200	\$6,400	\$6,200	\$7,300	\$6,900	\$7,200	\$8,500	\$8,900	\$8,300	\$85,000
<b>TOTALS</b>	<b>\$554,965</b>	<b>\$555,267</b>	<b>\$520,368</b>	<b>\$536,365</b>	<b>\$531,567</b>	<b>\$537,368</b>	<b>\$596,465</b>	<b>\$586,067</b>	<b>\$591,368</b>	<b>\$602,665</b>	<b>\$618,067</b>	<b>\$594,468</b>	<b>\$6,825,000</b>
Actual (2018-2019)	JULY-18	AUG-18	SEPT-18	OCT-18	NOV-18	DEC-18	JAN-19	FEB-19	MAR-19	APR-19	MAY-19	JUN-19	TOTALS
License Renewals	\$412,800	\$381,600	\$237,540	\$354,000	\$275,400	\$257,300	\$358,200	\$315,000	\$394,600	\$356,320	\$355,500	\$418,390	\$4,116,650
New License Fee	\$76,200	\$93,600	\$28,800	\$62,400	\$73,800	\$32,400	\$79,800	\$63,600	\$42,940	\$71,400	\$66,000	\$69,625	\$760,565
Application Fee	\$41,400	\$48,600	\$46,500	\$45,000	\$54,600	\$46,200	\$45,000	\$47,700	\$60,600	\$50,700	\$59,700	\$52,200	\$598,200
License Changes	\$42,425	\$40,350	\$35,475	\$33,575	\$34,150	\$35,075	\$37,225	\$37,475	\$52,300	\$48,600	\$47,025	\$41,025	\$484,700
Investigative Recov Costs	\$32,230	\$37,526	\$21,335	\$13,889	\$18,644	\$26,766	\$21,744	\$25,138	\$18,109	\$30,794	\$45,216	\$17,665	\$309,056
Renewal Late Fees	\$7,500	\$6,000	\$6,113	\$6,825	\$5,025	\$7,428	\$7,650	\$8,250	\$6,113	\$7,575	\$8,475	\$7,391	\$84,343
Renewal Inactive Fee	\$5,700	\$5,100	\$2,325	\$3,300	\$2,100	\$6,600	\$4,200	\$3,900	\$5,570	\$4,460	\$3,000	\$9,395	\$55,650
<b>TOTALS</b>	<b>\$618,255</b>	<b>\$612,776</b>	<b>\$378,088</b>	<b>\$518,989</b>	<b>\$463,719</b>	<b>\$411,769</b>	<b>\$553,819</b>	<b>\$501,063</b>	<b>\$580,231</b>	<b>\$569,849</b>	<b>\$584,916</b>	<b>\$615,690</b>	<b>\$6,409,164</b>
Variance (2018-2019)	JULY-18	AUG-18	SEPT-18	OCT-18	NOV-18	DEC-18	JAN-19	FEB-19	MAR-19	APR-19	MAY-19	JUN-19	TOTALS
License Renewals	\$62,800	\$31,600	(\$77,460)	\$24,000	(\$50,600)	(\$74,700)	(\$31,800)	(\$65,000)	\$9,600	(\$38,680)	(\$54,500)	\$31,390	(\$233,350)
New License Fee	\$9,534	\$26,933	(\$37,867)	(\$4,266)	\$7,133	(\$34,267)	\$13,134	(\$3,067)	(\$23,727)	\$4,734	(\$667)	\$2,958	(\$39,435)
Application Fee	(\$8,600)	(\$1,400)	(\$3,500)	(\$5,000)	\$4,600	(\$3,800)	(\$5,000)	(\$2,300)	\$10,600	\$700	\$9,700	\$2,200	(\$1,800)
License Changes	\$759	(\$1,317)	(\$6,192)	(\$8,091)	(\$7,517)	(\$6,592)	(\$4,441)	(\$4,192)	\$10,633	\$6,934	\$5,358	(\$642)	(\$15,300)
Investigative Recov Costs	(\$1,103)	\$4,193	(\$11,999)	(\$19,444)	(\$14,689)	(\$6,568)	(\$11,589)	(\$8,195)	(\$15,225)	(\$2,539)	\$11,883	(\$15,669)	(\$90,944)
Renewal Late Fees	\$0	(\$1,500)	(\$1,388)	(\$675)	(\$2,475)	(\$73)	\$150	\$750	(\$1,388)	\$75	\$975	(\$110)	(\$5,657)
Renewal Inactive Fee	(\$100)	(\$1,000)	(\$3,875)	(\$3,900)	(\$4,300)	\$400	(\$3,100)	(\$3,000)	(\$1,630)	(\$4,040)	(\$5,900)	\$1,095	(\$29,350)
<b>TOTALS</b>	<b>\$63,290</b>	<b>\$57,509</b>	<b>(\$142,280)</b>	<b>(\$17,376)</b>	<b>(\$67,848)</b>	<b>(\$125,599)</b>	<b>(\$42,646)</b>	<b>(\$85,004)</b>	<b>(\$11,137)</b>	<b>(\$32,816)</b>	<b>(\$33,151)</b>	<b>\$21,222</b>	<b>(\$415,836)</b>
Budget (2019-2020)	JULY-19	AUG-19	SEPT-19	OCT-19	NOV-19	DEC-19	JAN-20	FEB-20	MAR-20	APR-20	MAY-20	JUN-20	TOTALS
License Renewals	\$370,000	\$365,000	\$365,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$370,000	\$370,000	\$370,000	\$4,310,000
New License Fee	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$900,000
Application Fee	\$66,666	\$66,667	\$66,667	\$66,666	\$66,667	\$66,667	\$66,666	\$66,667	\$66,667	\$66,666	\$66,667	\$66,667	\$800,000
License Changes	\$48,333	\$48,333	\$48,334	\$48,333	\$48,333	\$48,334	\$48,333	\$48,333	\$48,334	\$48,333	\$48,333	\$48,334	\$580,000
Investigative Recov Costs	\$33,333	\$33,333	\$33,334	\$33,333	\$33,333	\$33,334	\$33,333	\$33,333	\$33,334	\$33,333	\$33,333	\$33,334	\$400,000
Renewal Late Fees	\$6,666	\$6,667	\$6,667	\$6,666	\$6,667	\$6,667	\$6,666	\$6,667	\$6,667	\$6,666	\$6,667	\$6,667	\$80,000
Renewal Inactive Fee	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$60,000
<b>TOTALS</b>	<b>\$604,998</b>	<b>\$600,000</b>	<b>\$600,002</b>	<b>\$584,998</b>	<b>\$585,000</b>	<b>\$585,002</b>	<b>\$584,998</b>	<b>\$585,000</b>	<b>\$585,002</b>	<b>\$604,998</b>	<b>\$605,000</b>	<b>\$605,002</b>	<b>\$7,130,000</b>
Actual (2019-2020)	JULY-19	AUG-19	SEPT-19	OCT-19	NOV-19	DEC-19	JAN-20	FEB-20	MAR-20	APR-20	MAY-20	JUN-20	TOTALS
License Renewals	\$419,400	\$337,200	\$361,990	\$284,620	\$249,600	\$383,440	\$374,700	\$384,000	\$309,750	\$370,800	\$435,375	\$370,723	\$4,281,598
New License Fee	\$79,200	\$86,400	\$63,600	\$64,800	\$43,800	\$78,000	\$52,800	\$66,600	\$79,390	\$35,400	\$37,200	\$98,100	\$785,290
Application Fee	\$49,200	\$51,681	\$46,420	\$61,580	\$39,220	\$43,500	\$47,700	\$59,400	\$57,300	\$35,830	\$38,400	\$53,100	\$583,330
License Changes	\$42,106	\$41,545	\$34,875	\$37,975	\$36,900	\$34,325	\$38,175	\$41,800	\$37,350	\$24,950	\$32,575	\$38,400	\$440,975
Investigative Recov Costs	\$21,871	\$46,498	\$20,112	\$20,641	\$17,675	\$17,592	\$24,009	\$24,097	\$14,948	\$12,909	\$13,810	\$28,795	\$262,958
Renewal Late Fees	\$7,575	\$8,100	\$5,438	\$5,550	\$7,125	\$5,175	\$6,975	\$7,350	\$5,925	\$2,475	\$1,125	\$9,525	\$72,338
Renewal Inactive Fee	\$5,400	\$3,300	\$6,450	\$2,700	\$2,400	\$5,400	\$4,200	\$2,100	\$4,220	\$3,300	\$3,300	\$4,930	\$47,700
<b>TOTALS</b>	<b>\$624,751</b>	<b>\$574,723</b>	<b>\$538,884</b>	<b>\$477,866</b>	<b>\$396,720</b>	<b>\$567,432</b>	<b>\$548,559</b>	<b>\$585,347</b>	<b>\$508,883</b>	<b>\$485,664</b>	<b>\$561,785</b>	<b>\$603,572</b>	<b>\$6,474,188</b>
Variance (2019-2020)	JULY-19	AUG-19	SEPT-19	OCT-19	NOV-19	DEC-19	JAN-20	FEB-20	MAR-20	APR-20	MAY-20	JUN-20	TOTALS
License Renewals	\$49,400	(\$27,800)	(\$3,010)	(\$65,380)	(\$100,400)	\$33,440	\$24,700	\$34,000	(\$40,250)	\$800	\$65,375	\$723	(\$28,403)
New License Fee	\$4,200	\$11,400	(\$11,400)	(\$10,200)	(\$31,200)	\$3,000	(\$22,200)	(\$8,400)	\$4,390	(\$39,600)	(\$37,800)	\$23,100	(\$114,710)
Application Fee	(\$17,466)	(\$14,987)	(\$20,248)	(\$5,086)	(\$27,447)	(\$23,167)	(\$18,966)	(\$7,267)	(\$9,367)	(\$30,836)	(\$28,267)	(\$13,567)	(\$216,670)
License Changes	(\$6,228)	(\$6,789)	(\$13,459)	(\$10,358)	(\$11,433)	(\$14,009)	(\$10,158)	(\$6,533)	(\$10,984)	(\$23,383)	(\$15,758)	(\$9,934)	(\$139,025)
Investigative Recov Costs	(\$11,462)	\$13,165	(\$13,222)	(\$12,692)	(\$15,658)	(\$15,742)	(\$9,324)	(\$9,236)	(\$18,386)	(\$20,424)	(\$19,523)	(\$4,539)	(\$137,042)
Renewal Late Fees	\$909	\$1,433	(\$1,230)	(\$1,116)	\$458	(\$1,492)	\$309	\$683	(\$742)	(\$4,191)	(\$5,542)	\$2,858	(\$7,663)
Renewal Inactive Fee	\$400	(\$1,700)	\$1,450	(\$2,300)	(\$2,600)	\$400	(\$800)	(\$2,900)	(\$780)	(\$1,700)	(\$1,700)	(\$70)	(\$12,300)
<b>TOTALS</b>	<b>\$19,753</b>	<b>(\$25,277)</b>	<b>(\$61,118)</b>	<b>(\$107,132)</b>	<b>(\$188,280)</b>	<b>(\$17,570)</b>	<b>(\$36,439)</b>	<b>\$347</b>	<b>(\$76,119)</b>	<b>(\$119,334)</b>	<b>(\$43,215)</b>	<b>(\$1,430)</b>	<b>(\$655,812)</b>



# Licensing - Quarter 4 Snapshot



APRIL TO JUNE 2020			
Licenses (Beginning of Quarter)	16,878		
New Licenses Issued	213		
* Licenses Cancelled/Surrendered/Revoked	(92)		
Variance in Suspended/Reinstated Licenses	(56)		
* Licenses (End of Quarter)	16,943		
# of Licenses on April 1, 2020	16,878		
* # of Licenses on June 30, 2020	16,943		
* Licenses Gained/Lost	65		
Renewal Revenue Gained/Lost	\$39,000		
<b>*Does not include suspended licenses</b>			
90 Day Retention Rate			
Projected Year-End Retention Rate	Apr 2020	16,878	
	Cancellations	(92)	(0.54%)
	New Licenses	213	1.26%
	Susp/Reinstat	(56)	(0.33%)
	Jun 2020	16,943	
<b>Change</b>	<b>65</b>		
<b>3 Month Rolling</b>	<b>% Change</b>	<b>0.38%</b>	

FISCAL YTD LICENSING FEE TOTALS (FY 2019-2020)			
LICENSING FEES	4th QUARTER BUDGET	4th QUARTER ACTUAL	VARIANCE
License Renewals	1,110,000	1,176,898	66,898
New License Fee	225,000	170,700	(54,300)
Application Fee	200,000	127,330	(72,670)
License Changes	145,000	95,925	(49,075)
Invest Recov Costs	100,000	55,515	(44,485)
Renewal Late Fees	20,000	13,125	(6,875)
Renewal Inactive Fee	15,000	11,530	(3,470)
180 Day Retention Rate			
Projected Year-End Retention Rate	Jan 2020	16,758	
	Cancellations	(288)	(1.70%)
	New Licenses	525	3.10%
	Susp/Reinstat	(52)	(0.31%)
	Jun 2020	16,943	
<b>Change</b>	<b>185</b>		
<b>6 Month Rolling</b>	<b>% Change</b>	<b>1.09%</b>	

\*The scheduled jobs to suspend and cancel licenses based on failure to renew were paused in the 4th quarter as a result of COVID-19 emergency declarations. The above data is NOT adjusted to account for these potential suspensions or cancellations.



# Licensing - Overview and Comparison

## 4TH QUARTER

## FISCAL YEAR 2019-2020

New License Apps: 431 (21%)  
 Issued Licenses: 213 (38%)  
 License Change Apps: 605 (24%)  
 Placed on Inactive Status: 41 (8%)  
 Voluntary Surrender: 77 (14%)  
 Active Lic. Renewals: 2,114 (1%)  
 Inactive Lic. Renewals: 47 (27%)  
 Online Lic. Renewals: 1,400 (65% all renewals)  
 Licenses Suspended (no bond): 167 (24%)  
 Licenses Revoked: 14 (61%)  
 Single Project Increase Apps: 28 (7%)  
 26 Financial Reviews Initiated (80%)
 

- 27 Approved by Staff

 1 Financial Resp. Hearings (80%)  
 209 CMS Exams Administered by PSI (42%)  
 190 Trade Exams Administered by PSI (53%)
 

- 10 applicants applied for waiver of the trade exam based on passing the NASCLA exam

 Certificates of Eligibility for Bidders Preference:
 

- 13 new/reinstated requests received
- 109 certificates renewed

 Public Records Requests: 26 (26%)  
 Business Assist. Program Attendance: 33 (68%)  
 2,931 Calls received
 

- Does not include calls received between March 13 and May 31, 2020

New License Apps: 1,991 (1%)  
 Issued Licenses: 1,190 (15%)  
 License Change Apps: 2,636 (7%)  
 Active Licenses: 16,441 (2%)  
 Inactive Licenses: 200 (12%)  
 Placed on Inactive Status: 163 (12%)  
 Voluntary Surrender: 229 (25%)  
 Active License Renewals: 7,298 (7%)  
 Inactive License Renewals: 184 (32%)  
 Online Renewals: 4,486 (58% total licenses)  
 Licenses Suspended (no bond): 609 (7%)  
 Licenses Revoked: 71 (13%)  
 Single Project Increase Apps: 112 (7%)  
 32 Application Denial Hearings (16%)  
 6 Financial Responsibility Hearings (68%)  
 107 Financial Reviews (86%)
 

- 104 Approved by Staff

 1,220 CMS Exams Administered by PSI (18%)  
 1,174 Trade Exams Administered by PSI (26%)
 

- 39 applicants applied for waiver of the trade exam based on passing the NASCLA exam

 Certificates of Eligibility for Bidders Preference
 

- 42 new/reinstated requests received
- 361 certificates renewed

 Business Assist. Program Attendance: 389 (8%)  
 78 Applicants & 265 Licensees disclosed veteran status on their new or renewal license applications  
 29,846 Calls received
 

- Does not include calls received between March 13 and May 31, 2020

# Licensing - License Application Trends

## NEW LICENSE APPLICATION TRENDS

Month	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	% Change (FY18-19 to FY 19-20)
April	131	177	171	120	-30%
May	158	167	201	129	-36%
June	166	195	176	182	3%
<b>4td Qtr Total</b>	<b>455</b>	<b>539</b>	<b>548</b>	<b>431</b>	<b>-21%</b>
<b>Fiscal Year Total</b>	<b>1,632</b>	<b>1,798</b>	<b>2,020</b>	<b>1,991</b>	<b>-1%</b>

Month	4th Quarter FY 2018-19	4th Quarter FY 2019-20	% Change
Received	548	431	-21%
Approved	442	416	-6%
Tabled	3	5	67%
Denied	13	10	-23%

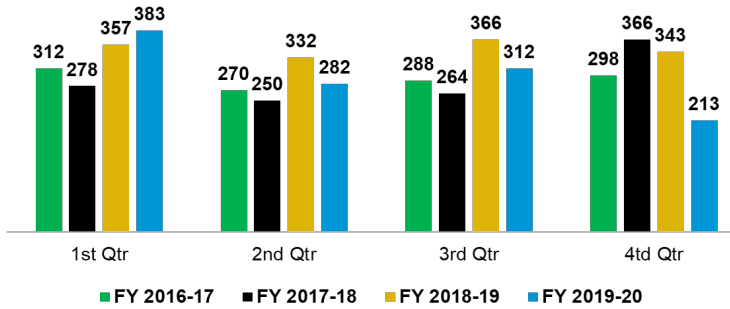


## LICENSE CHANGE APPLICATION TRENDS

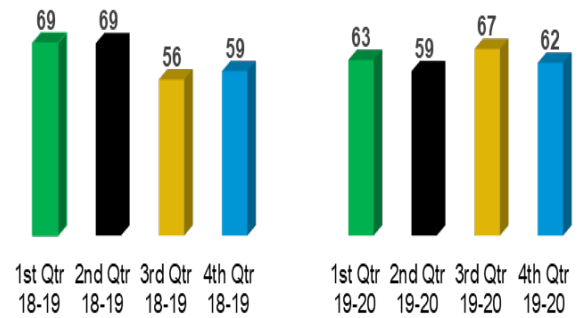
LICENSE CHANGE CATEGORY	# APPS RECEIVED
Permanent Raise in Limit	688
Change of Officer/Member/Manager	523
Change/Addition of Qualified Individual	465
Voluntary Surrender	265
Inactivate a License	190
Name Change	162
Single Project Limit Increase	112
Broadening of Classification	91
Extension of Time to Replace Qualified Individual	49
Removal of Indemnification	33
Reactivation of Inactive Licenses	26
Conversion of Entity	25
Lower Limit and Bond Request	2
Release of Bonding Requirement	0
<b>TOTAL RECEIVED</b>	<b>2,631</b>

# Licensing - Issued License Trends

Annual Comparison by Quarter



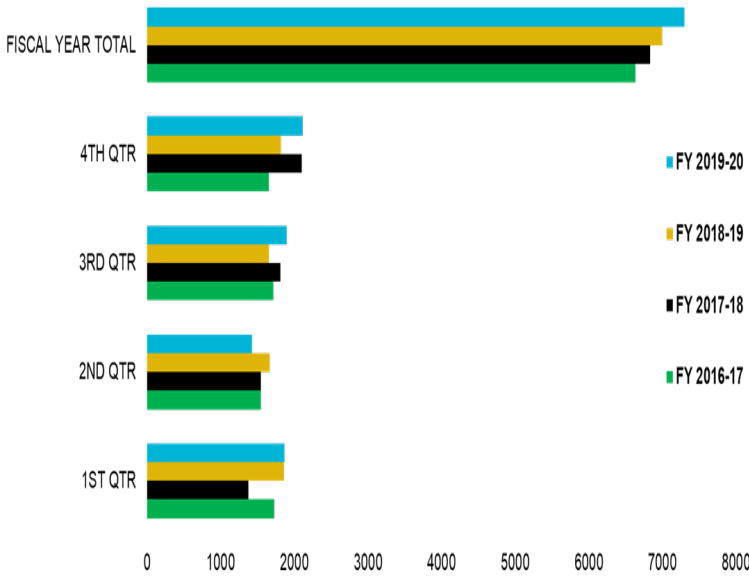
Average Processing Time (in days)



Primary Classification	4th Qtr 2018-19			4th Qtr 2019-20		
	In	Out	Total	In	Out	Total
A - General Engineering	20	11	31	9	16	25
AB - General Engineering & General Building	0	1	1	0	0	0
B - General Building	50	22	72	30	19	49
C-1 Plumbing and Heating	19	6	25	7	0	7
C-2 Electrical	13	23	36	17	14	31
C-3 Carpentry, Maintenance & Minor Repairs	22	7	29	16	6	22
C-4 Painting and Decorating	18	9	27	14	1	15
C-5 Concrete Contracting	10	3	13	6	0	6
C-6 Erecting Signs	1	3	4	2	3	5
C-7 Elevation and Conveyance	1	0	1	0	0	0
C-8 Glass and Glazing	3	1	4	0	1	1
C-10 Landscape Contracting	10	1	11	4	1	5
C-11 Spraying Mixtures Containing Cement	0	0	0	0	0	0
C-13 Using Sheet Metal	1	0	1	0	0	0
C-14 Steel Reinforcing and Erection	7	4	11	4	1	5
C-15 Roofing and Siding	4	1	5	4	2	6
C-16 Finishing Floors	7	2	9	4	0	4
C-17 Lathing and Plastering	4	1	4	1	0	1
C-18 Masonry	2	1	3	5	1	6
C-19 Installing Terrazzo and Marble	6	2	7	1	0	1
C-20 Tiling	7	6	9	5	0	5
C-21 Refrigeration and Air Conditioning	23	1	29	7	4	11
C-23 Drilling Wells & Installing Pumps, Pressure Tanks & Storage Tanks	0	0	1	0	0	0
C-24 Erecting Scaffolds & Bleachers	2	0	2	2	0	2
C-25 Fencing & Equipping Playgrounds	0	1	0	0	0	0
C-26 Institutional Contracting	1	0	2	0	0	0
C-28 Fabricating Tanks	0	2	0	0	1	1
C-30 Installing Equipment to Treat Water	0	0	2	1	0	1
C-31 Wrecking	1	0	1	0	0	0
C-33 Installing Industrial Machinery	0	0	0	1	0	1
C-36 Installing Urethane	0	0	0	0	0	0
C-38 Installing Equipment used with Liquefied Petroleum & Natural Gas	2	0	2	0	0	0
C-39 Heaters	0	0	0	1	1	2
C-40 Specialties Not Authorized by Other Classifications	0	0	0	0	1	1
C-41 Fire Protection	1	0	1	0	0	0
<b>Total</b>	<b>235</b>	<b>108</b>	<b>343</b>	<b>141</b>	<b>72</b>	<b>213</b>
<b>% In Nevada</b>	<b>69%</b>			<b>66%</b>		
<b>% Out of State</b>	<b>31%</b>			<b>34%</b>		

# Licensing - License Renewal Trends

ACTIVE LICENSE RENEWAL TRENDS



ONLINE RENEWALS - 4TH QUARTER TRENDS

	Q4 FY 2017-18	Q4 FY 2018-19	Q4 FY 2019-20	% Change
Total Renewals	2,166	1,861	2,161	0%
Online Renewals	991	989	1,400	41%
% Renewed Online	46%	53%	65%	

ONLINE RENEWALS - FY 2019-20 TRENDS

	FY 2017-18	FY 2019-20	% Change
Total Renewals	7,531	7,739	3%
Online Renewals	3,190	4,486	41%
% Renewed Online	42%	58%	

*% Change from biennial period two years ago*

ACTIVE LICENSE RENEWAL TRENDS					
MONTH	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	% Change*
JUL	529	558	639	688	23%
AUG	613	545	620	586	8%
SEPT	583	272	601	591	117%
<b>1ST QTR</b>	<b>1,725</b>	<b>1,375</b>	<b>1,860</b>	<b>1,865</b>	<b>36%</b>
OCT	529	702	612	498	-29%
NOV	505	430	473	410	-5%
DEC	508	415	581	518	25%
<b>2ND QTR</b>	<b>1,542</b>	<b>1,547</b>	<b>1,666</b>	<b>1,426</b>	<b>-8%</b>
JAN	581	576	593	665	15%
FEB	543	660	527	591	-10%
MAR	590	575	534	637	11%
<b>3RD QTR</b>	<b>1,714</b>	<b>1,811</b>	<b>1,654</b>	<b>1,893</b>	<b>5%</b>
APR	498	687	561	609	-11%
MAY	583	743	617	753	1%
JUN	575	672	637	752	12%
<b>4TH QTR</b>	<b>1,656</b>	<b>2,102</b>	<b>1,815</b>	<b>2,114</b>	<b>1%</b>
<b>FY TOTAL</b>	<b>6,637</b>	<b>6,835</b>	<b>6,995</b>	<b>7,298</b>	<b>7%</b>

*% Change from Biennial Period two years ago*

Online registrations for FY 2019-20 reflect a total of 2,183 new contractor license accounts added. This represents a 37% decline from FY 2018-19. A total of 530 licenses were registered during the 4th quarter, which is a 40% decline over the same period in FY 2018-19.

As of June 30, 2020, there are 8,146 registered online accounts, representing 49% of all active and inactive licensees. Online registration became available during the first quarter of FY 2018-19.



# Licensing - Endorsement & Exam Trends

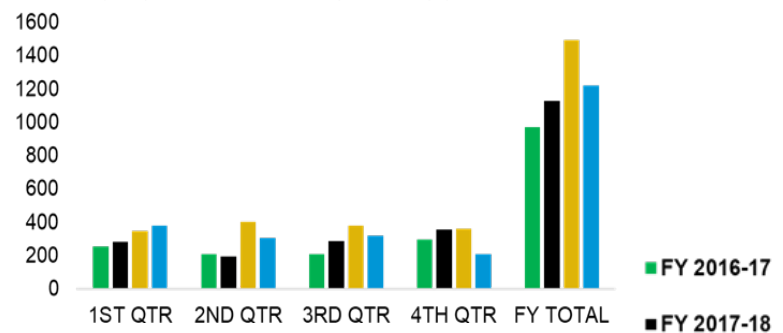
FY 2019-20 LICENSE BY ENDORSEMENT REQUESTS BY QUARTER															
Endorsement Classification	1st Qtr 2019-2020			2nd Qtr 2019-2020			3rd Qtr 2019-2020			4th Qtr 2019-2020			FY 2019-2020		
	Trade & Exp.	Trade Only	Exp. Only	Trade & Exp.	Trade Only	Exp. Only	Trade & Exp.	Trade Only	Exp. Only	Trade & Exp.	Trade Only	Exp. Only	Trade & Exp.	Trade Only	Exp. Only
A	11			10	2	1	14	1		13			48	3	1
B	37			36	4		37			41			151	4	0
C-1	1												1	0	0
C-2	13		1	9	1		14			19		1	55	1	2
C-3	2			3			1			5			11	0	0
C-4				2	1		4			3			9	1	0
C-5				1			1			1			3	0	0
C-6										1			1	0	0
C-7	1												1	0	0
C-10	1						1			3			5	0	0
C-14	1									1			2	0	0
C-15							3						3	0	0
C-16			1			1						1	0	0	3
C-17							1						1	0	0
C-18	1			1									2	0	0
C-20							1						1	0	0
C-21	1				1		2			1			4	1	0
C-23										1			1	0	0
C-25									1				0	0	1
C-41	1				1		1						2	1	0
<b>Totals</b>	<b>70</b>	<b>0</b>	<b>2</b>	<b>62</b>	<b>10</b>	<b>2</b>	<b>80</b>	<b>1</b>	<b>1</b>	<b>89</b>	<b>0</b>	<b>2</b>	<b>301</b>	<b>11</b>	<b>7</b>

During the 4th quarter, 91 applicants requested endorsement of a trade exam and/or experience qualifications based on licensure in another state, which is 21% of all New License Applications received in the same period and a 7% decrease over the same period last year. A total of 319 requests for endorsement were received in FY 2019-20 compared to a total of 295 requests for endorsement in FY 2018-19.

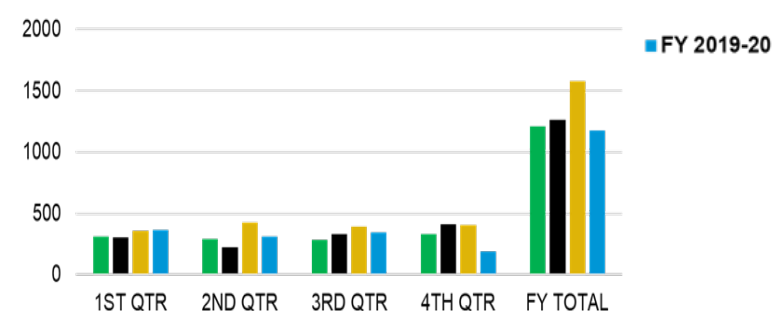
### NASCLA EXAM

During the 4th quarter, 10 applicants applied for waiver of the general building exam based on passing the NASCLA exam. This represents a 17% decrease from the prior fiscal year. A total of 39 waivers were requested in FY 2019-20, which is a 24% decline from FY 2018-19.

CMS EXAM TRENDS BY FISCAL YEAR



TRADE EXAM TRENDS BY FISCAL YEAR



# Licensing - Annual Highlights

## Board Implements Legislative, Regulatory Changes

Following the legislative efforts undertaken by the Contractors Board during the 2019 Legislative Session, the Board was able to implement legislative solutions related to management and construction roles on large construction projects, as well as remove the two-year financial statement requirement for newly licensed residential contractors. The passage of Assembly Bill 29 modified the definition of a general contractor, while the passage of Assembly Bill 25 removed the provisions of NRS 624.264(3), extended the time period for consideration of an applicant's experience qualifications, increased the length of time a license can be maintained on inactive status, and permitted delegation of application denial hearings to hearing officer.

## Improvements to Licensing Process Enhance Compliance

In an effort to assist applicants' compliance with Nevada contractor license requirements, several efforts were initiated throughout the fiscal year, including:

- Moving the Business Assistance Program to an online format expanding opportunities for participants to engage with staff outside the Las Vegas and Reno areas, including out of state applicants;
- Continuing to review the licensure by endorsement program, which resulted in improvements to the state equivalency chart available on the Board's website;
- Modifying NAC 624.590 to expand the types of documentation that can be used to prove experience qualifications;
- Limiting the collection of bank information and credit checks to applicants and licensees with prior revocations and disciplinary actions; and
- Modifying the requirement for submittal of fingerprints for applicants that currently hold an active license in Nevada and are seeking additional licensure.

## License Simplification and Automation

During the reporting period, the Licensing Department queried other state contractor licensing agencies for ideas on license simplification and compliance. These efforts gathered information relative to experience qualification, bonding, and financial responsibility requirements. Additionally, the Board was charged with expanding the use of online application processes where feasible. Development of the online license application remains ongoing. Agency testing was expected to begin during the 3rd quarter, however has been placed on hold during the COVID-19 State of Emergency. Product testing is currently underway with the product developer.

# Enforcement - Background Check Trends

## 4th QUARTER

## FY 2019-20

<b>Aplicant Submittals</b>	<b>776</b>
Applicants with criminal conviction(s)	216
Applicants without criminal conviction(s)	560
<b>Criminal Conviction(s)</b>	<b>28%</b>

<b>Aplicant Submittals</b>	<b>3,397</b>
Applicants with criminal conviction(s)	912
Applicants without criminal conviction(s)	2,486
<b>Criminal Conviction(s)</b>	<b>27%</b>

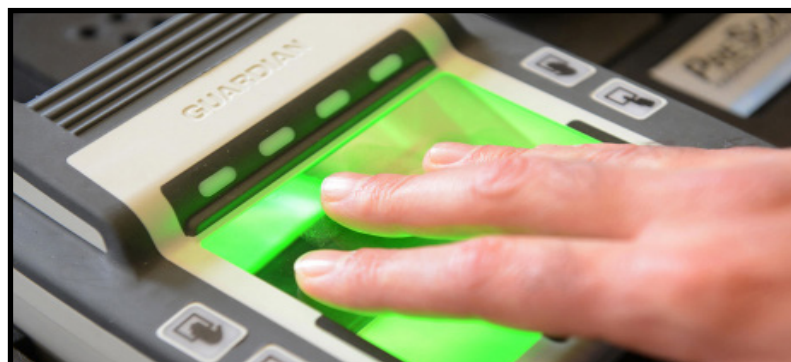
### ***BACKGROUND CHECKS***

- 25 Investigations initiated
- 25 Investigations closed
- 10 Pending
- 6 Failed to disclose criminal conviction(s)
- 8 Licensing interviews conducted

### ***BACKGROUND CHECKS***

- 179 Investigations initiated
- 14 Applicants withdrew their application
- 64 Failed to disclose criminal conviction(s)
- 13 Administrative Citations issued
- 54 Licensing interviews conducted

***13 Administrative Citations Issued for Misrepresentation totaling \$9,500 in fines.***



# Enforcement - Complaint Trends

## 4th QUARTER

### **757 Complaints Opened**

- 245 Workmanship
- 226 Unlawful Advertising
- 106 Industrial Regulation
- 97 Contracting without a License
- 46 Money Owing
- 37 Criminal Fraud

### **84 Citations Issued**

- 26 Administrative Citations issued to licensed contractors
  - \$35,750 in Fines
  - \$9,371 in Costs
- 56 Administrative Citations issued to unlicensed contractors
  - \$145,300 in Fines
  - \$28,062 in Costs

### **38 Disciplinary Hearings**

- 8 Licenses Revoked
- 30 Cases assessed fines & costs
  - \$96,900 in Fines
  - \$67,208 in Costs

### **20 Criminal Affidavits Filed with District Attorney Offices**

### **88 Cease & Desist Orders Issued to Unlicensed Contractors**

## FY 2019-20

### **2,630 Complaints Opened**

- 800 Workmanship
- 560 Industrial Regulation
- 540 Contracting without a License
- 492 Unlawful Advertising
- 198 Money Owing
- 40 Criminal Fraud

### **406 Citations Issued**

- 182 Administrative Citations issued to licensed contractors
  - \$294,000 in Fines
  - \$68,067 in Costs
- 224 Administrative Citations issued to unlicensed contractors
  - \$427,800 in Fines
  - \$97,438 in Costs

### **154 Disciplinary Hearings**

- 54 Licenses Revoked
- 110 Cases assessed fines & costs
  - \$410,800 in Fines
  - \$174,235 in Costs

### **136 Criminal Affidavits Filed with District Attorney Offices**

### **364 Cease & Desist Orders Issued to Unlicensed Contractors**



# Enforcement - Recovery Fund Highlights

	4th Quarter	FY 2019-20
<b>Claims Considered</b>	<b>64</b>	<b>107</b>
<b>Claims Awarded</b>	<b>58</b>	<b>92</b>
<b>Total Award Value</b>	<b>597,548</b>	<b>\$1.038M</b>
<b>Average Claim Award</b>	<b>\$10,303</b>	<b>11,280</b>

## Recovery Fund Provides Assistance to 36 Homeowners Harmed by Reno Patio & Fireplaces

Affordable Patios & Sunrooms, dba Reno Patio & Fireplaces, came before the Contractors Board at its Jan. 22 disciplinary hearing after multiple complaints from homeowners alleged the contractor performed little or no work after receiving payment.

The owner of the company, Richard Taylor, was found in violation of numerous Nevada statutes, including abandoning construction projects, stopping work on projects after receiving payment, failure to prosecute projects with due diligence, and diversion of money or property.

The Board revoked license numbers 56075 (prefabricated structures; awnings and louvres), 71993 (installing heaters) and 72332 (carpentry maintenance and small repairs), and subsequently opened a criminal investigation for possible prosecution by the Washoe County District Attorney's office.

Following the disciplinary hearing, 36 homeowners harmed by Reno Patios & Fireplaces filed claims with the Recovery Fund. All claims were validated by the Recovery Fund Committee and a total of \$321,507.74 was awarded collectively to the claimants for an average award of \$8,931.



# Enforcement - Compliance Case Highlights

## Board Investigation Results in Roof and Ceiling Repairs Following Solar Installation

In February 2020, the Nevada State Contractors Board received a complaint against a solar company alleging leaky roof conditions after the contractor was hired to install solar panels on the residence. The homeowner acknowledged that the contractor did try to remedy the situation previously by returning to the home and placing sealant atop staples that were originally left exposed. Despite this effort, damage to the homeowner's ceiling and roof still existed.

The Contractors Board opened an investigation and contacted the contractor to learn of the repairs previously made. It was decided to send an industry expert out to the home to provide an independent inspection of the complainant's roof, as the contractor and homeowner held varying opinions on the source of the roof leak.

The inspection was conducted with both the homeowner and contractor present, where it was determined the leak was caused by the installation of the solar panels.

The contractor immediately notified the Board of their fault and scheduled to repair the roof and ceiling of the homeowner at no additional charge. The homeowner was both satisfied and appreciative of the quick action taken by the contractor as a result of the Board's investigation.

## Senior Homeowner Receives Full Restitution Through After Filing a Complaint

During the reporting, the Contractors Board received a complaint from a northern Nevada homeowner alleging abandonment of his residential solar project following payment of almost \$30,000 to the licensed contractor.

The senior complainant noted he had been waiting over one year for the contractor to begin work on the contract as agreed upon, but no efforts were made to begin the installation of his solar panels. In early 2020, it was reported the contractor had filed for bankruptcy, prompting the complainant to immediately file a complaint with the Contractors Board.

As part of the Board's investigation, a call was made to the contractor's attorney to discuss the complaint. Surprisingly, the contractor agreed to refund the homeowner the full amount that had been charged to his credit card, which was verified by the complainant upon receipt of the funds.



# Enforcement - Criminal Case Highlights

## Unlicensed Contractor Engages in Tenant Improvement Project Valued at \$47,570

In January 2020, a Southern Nevada restaurant owner contacted Nelson Duncan, who claimed to be a general contractor, to perform a complete tenant renovation of her building. A written contract was drafted and signed in the amount of \$47,570. Invoices received during the project detailed scopes of work involving multiple trades, such as plumbing, heating and air conditioning, and electrical services, requiring a B-2 Residential and Small Commercial license. The invoices also provided the valid license numbers of a Nevada general contractor; however, the phone number was altered to reflect Duncan's personal phone.

The restaurant owner made two cash payments totaling \$28,542 at Duncan's request, paying him directly. With a two-month completion timeframe, concerns reached a peak in April of 2020 when no work was performed and communication with Duncan became strained. The owner researched and contacted the licensed entity from the invoice and verified that Duncan was not an employee of the company and the invoices were fraudulent.

A complaint was subsequently filed with the Contractors Board and a Cease and Desist Order was issued. The investigation validated Duncan violated NRS 205.0832 (theft - felony); NRS 205.420 (unlawful use of the license of another - gross misdemeanor); and NRS 624.700 (engaging in business without a license). The case was forwarded to the Clark County District Attorney for criminal prosecution.

## Homeowners Looking to Have Cabinets Replaced Become Victim to Unlicensed Contractor



During the year, the Contractors Board received multiple complaints within a five-month period against unlicensed contractor, George Marasas, dba Danka Cabinets & Casework.

Marasas entered into contracts with unsuspecting homeowners for the fabrication and installation of kitchen cabinets; work that requires a C-3 contractor's license. Upon receipt of the down payment, which was often in excess of 50%, Marasas performed little or no work before moving on to his next victim, and discontinued any communication with the homeowner, refusing to refund them any monies lost.

The investigations conducted by the Board resulted in the issuance of two Administrative Citations for violating NRS 624.700 (engaging in business or submitting a bid without a license), totaling more than \$3,700 in fines and costs. Two cases were also submitted to the local district attorney for criminal prosecution on related charges.

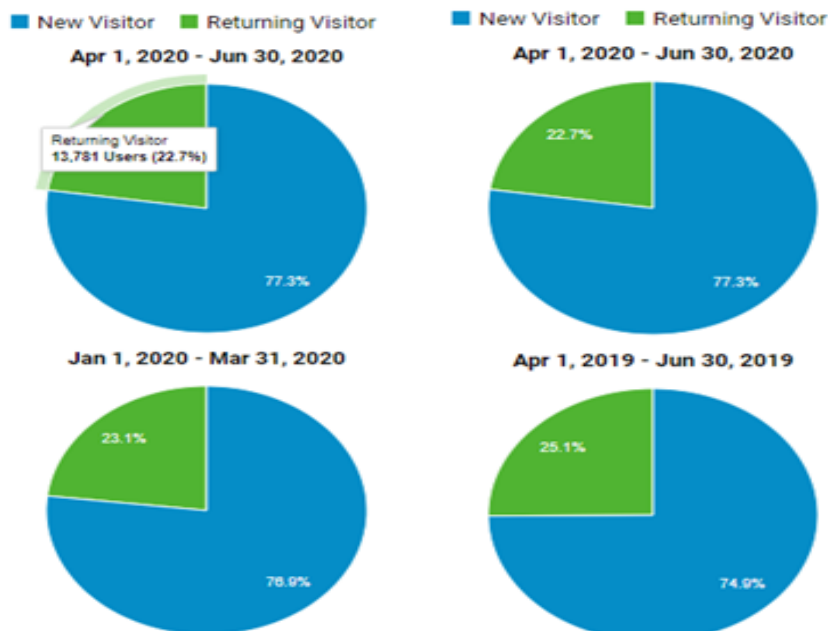
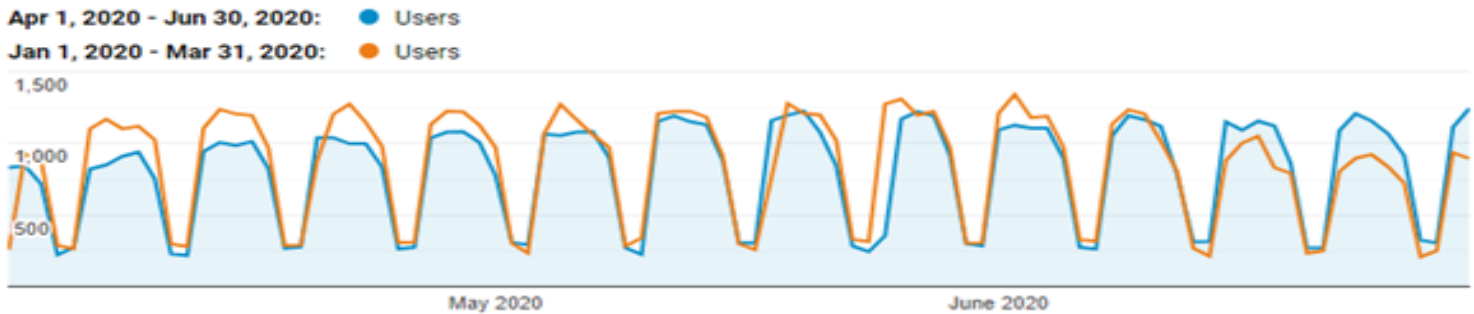
# Information Technology - Quarter 4 Highlights

## Adapting Technology Needs to Meet Pandemic Realities

With unprecedented emergency orders in place at the start of the quarter due to the pandemic, it became necessary to implement measures to enhance online services and provide online meeting capabilities. Additionally, modifications to the website were made to convey the most current information regarding Board information and government/industry-related resources available.

## Website Traffic

The 4th quarter of FY 2019-20 realized a 1.08% decline in new visitors compared to the previous quarter and a 4% increase in new visitors compared to the 4th quarter of FY 2018-19. New visitors totaled 13,781 for the quarter and 46,835 for the fiscal year. The line graph below demonstrates website activity picked up significantly in June 2020, at a time when online services became the predominant access point for information and forms needed by NSCB customers.





# Public Information - Quarter 4 Highlights

## Business Assistance Program Moves to Online Platform

During the reporting period, the Public Information Office worked closely with Licensing Department staff to convert the Business Assistance Program in-person presentation to a PowerPoint-based presentation with supporting material that could be accessed online during a live discussion. The effort was implemented May 22, 2020 and has been held on the fourth Friday of every month thereafter.

## Board Develops Video Resources as Part of National Outreach Strategy

In collaboration with the Federation of Association of Regulatory Boards, the Contractors Board helped develop video and audio messages aimed at educating the public on the importance of hiring licensed professionals and the role a regulatory agency serves to protect the health and safety of the public. The video messages will be used as one of the tools in FARB's national campaign as it works with regulatory industries across all sectors to help convey important regulatory messages to identified stakeholders and the public at large.



### YEAR IN REVIEW FY 2019-20

- 114 Social media posts reaching over 33,000 followers
- 28 Presentations/Events, including Hammers & Hope; 20th Anniversary of the Residential Recovery Fund; and 6th Annual Contractor Training Day
- 18 Media interviews
- 11 News releases
- 10 Video resources added to the Board's online library
- 3 Public Service Announcements featuring Governor Sisolak

## Executive Officer Joins Industry to Promote Opportunities

As part of an ongoing effort, Executive Officer Margi Grein joined a panel of industry representatives for a discussion on workforce development aimed at reaching high school and higher education students with interests in skilled trade opportunities. The forum, hosted by the Contractors Board, offers guidance on construction career opportunities, including paid-for apprenticeship programs, training and certification classes, and general tips for participants to consider during all stages of the hiring process to help them prepare and stand out to employers.

# Looking Forward - Fiscal Year 2020-21

As the Contractors Board enters the next fiscal year, we will be closely monitoring our license application trends to gain greater insights on the impacts noticed by the pandemic. As the State's recovery efforts remain fluid, the Board continues to be flexible and aware that further adjustments may be necessary to comply with health and safety measures or other government directives in the months to come.

In June 2020, the FY 2020-21 Strategic Plan was revisited and updated to reflect initiatives that align with the new fiscal and environmental realities of the Board. With a continued focus on automation and administrative efficiency, the Contractors Board looks forward to tackling the objectives below in the year ahead:

- Evaluate all processes and procedures to reduce processing time and costs.
- Review laws and regulations related to licensure and recommend changes that reduce barriers and encourage licensure for all qualified candidates.
- Expand the use of online application and automated processes where feasible.
- Identify ways to maintain an adequate level of enforcement with reduced resources.
- Meet with Nevada Highway Patrol to evaluate the feasibility and frequency of sting operations.
- Implement customer service training for enforcement personnel involved in field operations.
- Develop a new communications plan emphasizing low cost ways to promote licensing, and key messages, such as the value of hiring a licensed contractor, and focus on target-audiences, especially homeowners, seniors and elected officials, as well as applicants.
- Work with State Legislators to conduct town hall meetings regarding the role of NSCB.
- Conduct a joint strategic planning session with the Commission on Construction Education.
- Implement a comprehensive Board training program.
- Reduce office and operating expenses in light of current budget realities.
- Initiate the process and develop a proposal for a graduated fee structure for license applications and renewals.
- Continue Labor Task Force efforts in conjunction with the Labor Commissioner.
- Research best practices and efficiency improvements related to the Board's operations and make recommendations to the Board for potential adoption.
- Conduct a review of Board policies and procedures and update as necessary.
- Identify ways to make Board operations more flexible and agile in light of changing conditions.

With additional efforts included in the outlook for FY 2020-21, we have already begun to make strides in achieving the intended outcomes outlined for our agency. As progress is made, updates will continue to be shared during monthly public meetings of the Board.



**NORTHERN OFFICE**

**5390 Kietzke Lane, Suite 102**

**Reno, NV 89511**

**(775) 688-1141**

**(775) 688-1271 Fax**

**SOUTHERN OFFICE**

**2310 Corporate Circle, Ste. 200**

**Henderson, NV 89074**

**(702) 486-1100**

**(702) 486-1190 Fax**

**[www.nscb.nv.gov](http://www.nscb.nv.gov)**

