



Nevada State Contractors Board
2023-2024
Strategic Plan
JULY 2023



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letter from the board chair

Having worked in Nevada's construction industry for several years prior to being appointed to the Contractors Board, it was refreshing to learn that strategic planning was an annual exercise of the agency. Much like the businesses that sustain our economy, it is vital to keep an active pulse on the environment we operate in, while also being intentional and reflective about the role we serve.

Our strategic planning session is not a time to reinvent the wheel or deliver whimsical tales about our successes. Much of our discussion during this process is centered on industry, economic, and regulatory trends in Nevada and across the nation. We spend time reviewing each of the targeted objectives from the year prior to understand where we moved the ball forward, or maybe not far enough. It is this candid dialogue between Board members and executive staff that guides us toward our goals for the coming year.

Some of the focused areas you will find in this year's strategic plan highlight the Board's understanding that consumer protection, information sharing, and outreach across each department remains a vital part of our operations.

One of the cornerstones of our success in being a model regulatory agency is our drive to never settle for the customer service of yesterday. We take seriously the commitment to analyze our operations year-round, adjusting where needed, and implementing new processes in hopes of making the experience for our applicants, contractors, and members of the public more streamlined and responsive.

Our role as a regulatory agency is to protect the health, safety, and welfare of the public. Not only do we bear a responsibility to inform consumers of the importance of licensure, but we understand the vitality of licensure among the contractors that pursue to operate within the laws of this State. This year we will look more closely at our licensing process to determine what areas can be adjusted to better align with the demographics of the entities applying for licensure.

Equally as important is the way the Board upholds the construction laws that govern our industry. As we spend time this year reviewing statistical data on consumer complaints filed with the Board, it is our intent to use this information to improve investigative processing times, identify trends in the complaints being filed and the outcomes determined, and equip investigators with technological resources to deliver expedited record-keeping and streamlined case management.

And although not always noticed by the public, our administrative processes will be responsive to legislative outcomes, maximizing our resources while reducing our environmental imprint, and helping to prepare new members of the Board as they become engaged in their newly acquired role within the industry.

We look forward to the year ahead and the opportunities and lessons it has in store.

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

The Board's Licensing Department further promotes consumer protection through the licensing application process. With more than 17,000 licensees in the State of Nevada to serve, the Licensing Department is NSCB's customer service cornerstone and initial point of contact for all applicants and contractors in the State.

When customers aren't seeking licensure or checking the status of a license, they are usually filing a complaint with the Enforcement Department. Roughly 3,000 cases against licensed and unlicensed contractors are investigated each year; the majority of cases stemming from residential construction.

Investigators work with contractors and homeowners to correct workmanship issues, assist with money owing disputes, and address violations of industry regulations. Additionally, cases against unlicensed contractors may be processed administratively or referred to local District Attorney's Offices where individuals may be prosecuted for unlicensed contracting. Such punishments may include a misdemeanor for a first offense, gross misdemeanor for a second offense and class E felony for a third offense. The Board will also seek enhanced penalties for crimes against seniors or the disabled— a priority matter of the NSCB.

Outreach initiatives, such as the Board's Senior Awareness Program, Women in Construction forums, Construction

Career panels and tailored presentations for specialized groups involved with hiring contractors, such as property managers and local government personnel, are vital to raising awareness among the public of the importance of hiring licensed contractors. NSCB combats unlicensed contracting by presenting to various contractor groups and inviting the media to cover its undercover sting operations, whose stories help the Board reach thousands of homeowners.

Each of the operations performed by NSCB allow the Board to accumulate data, identify trends and evaluate what will be needed next. It is with this information that NSCB commits itself to developing a strategic plan each year. This annual exercise allows the Board to respond to new and emerging issues and challenges, set new goals and objectives and formulate action plans.

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



III. summary of recent accomplishments

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

Licensing

Created subclassification B-7 allowing qualified applicants to perform residential remodel work.

Enforcement

Engaged in a national effort by the National Association of State Contractor Licensing Agencies to combat unlicensed contracting activities through outreach and enforcement efforts.

Public Awareness and Information

Redeveloped senior outreach materials and expanded available resources for Spanish-speaking communities.

Board Development

Established a legislative subcommittee to guide the Board's bill proposals and engagement strategies for the 82nd Legislative Session.

Administrative Efficiency

Prepared and submitted the Board's responses to Executive Orders 2023-003 and 2023-004.

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

Changing Technology

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

V. strategic plan framework

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

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





VI. mission, vision, and values

Mission

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

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

"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



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 2023 and were based on the Board's review of the 2022-23 Strategic Plan. Performance measures and desired outcomes are also identified for each goal area.



GOAL 1: LICENSING

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

ongoing responsibilities	lead responsibility
Ensuring that all applicants meet experience and financial responsibility requirements, pass required examinations and complete background checks.	Licensing Staff
Ensuring that the license classification system is consistent with industry best practices, especially with regard to changes in construction methods and technology.	Licensing Staff
Ensuring that license exams are up-to-date and consistent with industry best practices.	Licensing Staff
Updating the licensure exam program on a periodic basis.	Licensing Staff
Identifying opportunities to expand license by endorsement opportunities for testing and experience requirements with other states.	Licensing Staff
Identifying options for applicants to comply with license requirements while maintaining high standards.	Licensing Staff
Identifying new opportunities to expand license by endorsement.	Licensing Staff
Drawing on the experience of other states for ideas on license simplification and compliance.	Licensing Staff



GOAL 1: LICENSING

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

specific objective 2023-2024		lead responsibility	completion date
1.A	Review contractor financial capacity requirements for licensure and determine if adjustments can be made to make the licensing process easier for small size contractors.	Licensing Staff	September 2023
1.B	Implement an online “help desk” function to assist applicants with the licensing process.	Licensing Staff	December 2023

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 2023-2024		lead responsibility	completion date
2.A	Create a consumer complaint tracking system and provide a status report to the Board on a periodic basis.	Enforcement Staff	July 2023
2.B	Deploy drone technology to support enforcement personnel field operations.	Enforcement Staff	July 2023
2.C	Fill vacant compliance investigator positions; increase the number of enforcement personnel with expertise in commercial buildings.	Enforcement Staff	March 2024
2.D	Equip all field investigators with electronic tablets to increase efficiency of compliance reporting and tracking.	Enforcement Staff	March 2024



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 2023-2024		lead responsibility	completion date
3.A	Inform the contractor industry about the new B7 license classification.	Public Information Officer	July 2023
3.B	Expand the use of social media to communicate to target audiences regarding the Board’s consumer protection role and the importance of hiring licensed contractors; use storytelling techniques and target homeowners, real estate agents, and others.	Public Information Officer	August 2023
3.C	Conduct an information session with the interagency task force to emphasize the Board’s role in consumer protection.	Public Information Officer	August 2023
3.D	Expand the use of online, in-person, and hybrid webinars to reach contractors, applicants, and consumers.	Public Information Officer	August 2023
3.E	Inform the contractor industry about any new laws or legislations that may impact contracting, following the end of the legislative session late this year.	Public Information Officer	October 2023

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



GOAL 4: BOARD DEVELOPMENT

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

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

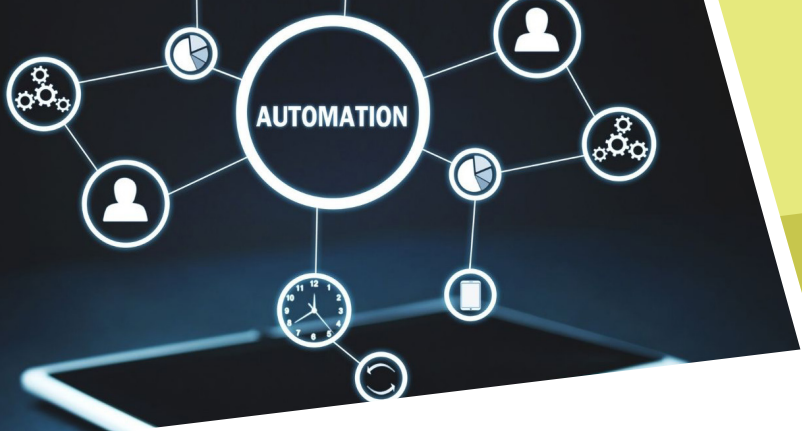


GOAL 4: BOARD DEVELOPMENT

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

specific objectives 2023-2024		lead responsibility	completion date
4.A	Implement new programs to guide Board operations and deliberations.	Executive Team Members	September 2023
4.B	Distribute onboarding materials to new Board members expected to join the Board later this year.	Executive Team Members	October 2023
4.C	Engage the Board in a discussion regarding the complaint process using the new complaint status report as a foundation.	Executive Team Members	January 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 2023-2024		lead responsibility	completion date
5.A	Develop and implement strategies to lower the costs and impacts of Board operations.	Executive Team	June 2024
5.B	Implement upgrades to the Board's IT infrastructure.	Executive Team	June 2024



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 2022-2023

Licensing

- Implemented new classification focused on residential remodeling and completed program development related to the application and exam process.
- Reviewed the Board's rules of practice required under NRS 233B and submitted a report to the Secretary of State.
- Created bi-weekly license information sessions with supervisory staff aimed at addressing a questions fielded by customer service and investigative staff members.
- Promoted greater transparency for the Board's public meetings and related public messages by making more prominent the Board's e-mail subscription services to stay notified of meetings, messages, and consumer alerts.
- Enhanced efficiency and timeliness of licensing operations through staff reassignments and cross-training opportunities.

Enforcement

- Initiated ongoing Interagency Task Force meetings with a variety of local and state officials to discuss and identify workable solutions on topics such as owner-builder, legislation, construction trends, illegal construction activities, and public outreach.
- Automated investigative processes to improve efficiency, including, standard

writable form letters, a shift to e-mail communication with complainants and contractors, and minimizing the printing of paper through electronic databases of casefile materials.

- Modified job descriptions of enforcement positions to expand the pool of applicants with qualifications of interest to the Board's investigative responsibilities.
- Attended meetings alongside Executive Officer Grein with local district attorney's offices, State Attorney General, and Bureau of Consumer Protection to collaborate on ways to improve communications between agencies, better facilitate requests for prosecution on illegal construction activities, and discuss matters related to residential solar construction.

Public Information & Awareness

- Updated the Board's Communications Plan for FY 2022-23 to focus on new and ongoing strategies specific to the needs of target demographics, such as homeowners, Spanish-speaking communities, contractors, and industry groups.
- Promoted the use of licensed contractors through a disaster preparedness campaign, including media releases, targeted social media posts, outreach to emergency management agencies, and several television interviews.
- Facilitated media requests in response to significant enforcement cases and pertinent consumer information

related to a home construction and remodeling needs.

- Delivered the Board’s Business Assistance Program in Spanish at a forum held by the Small Business Development Center to aspiring businessmen and women interested in joining the construction industry.
- Held the Board’s Annual Hammer’s and Hope events, welcoming several industry and community partnerships, media interest, and outreach to more than 150 women across the state.
- Inspired discussions geared toward high school students during Workforce Development panels featuring insights from industry representatives moderated by Executive Officer Margi Grein.

Board Development

- Attended a joint meeting with the California State Contractor Licensing Board to exchange ideas on best practices, outreach and public protection initiatives, changes in construction/economic environments, and efforts to promote the integrity of the industry.
- Joined Board management at the 60th Annual National Association of State Contractors Licensing Agencies Conference.
- Held a joint meeting with the Commission on Construction Education where grant processes and awards were reviewed; annual training by the Attorney General’s office was provided.
- Welcomed new Board member Louis Polish, Jr., and facilitated onboarding training and education.

Administrative Efficiency

- Improved technological efficiencies across the Board, including enhanced reporting, data collection, and analytic capabilities among the mobile application and website platforms; e-mail integration between departments; and expanded online meeting capabilities.
- Updated the Board’s Succession Plan to reflect current and future needs for operational purposes.
- Submitted the Board’s Biennial Report to the Governor.
- Facilitated discussions on the development of the Commission on Construction Education’s FY 2022-23 Strategic Plan.
- Partnered with state legislators to host a Town Hall meeting on the importance of hiring licensed contractors and highlighting the many resources available through the Board.
- Executive Officer Grein received the Nevada Contractors Association J.A. Tiberti Spirit Award for her leadership toward industry development, community involvement, and business integrity.
- Engaged in the 82nd Legislative Session, providing testimony on bills of importance to the Board and meeting with legislators and industry groups.
- Held discussions with the Nevada Organization of Building Officials about current trends and projects.



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