

Nevada State Contractors Board

STRATEGIC PLAN

EXECUTIVE OFFICER REPORT QUARTER THREE REPORT

January 1 - March 31, 2021



Members of the Board

Kent Lay, *Chair*Steve Menzies, *Treasurer*Margaret Cavin
Bryan Cowart
Joe Hernandez
Jan B. Leggett
Boyd Martin

Executive Leadership

Margi Grein, Executive Officer
Nancy Mathias, Licensing Administrator
Paul Rozario, Director of Investigations
Brian Hayashi, Information Technology 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

Sharing the sentiments of most, the Contractors Board was pleased to swap out its calendar in January to welcome the start of a New Year. Although 2020 delivered its share of challenges, it was a great reminder of how resilient and adaptive we can be when faced with adverse and unprecedented situations.

With several initiatives scheduled for completion in the third quarter, the Board remained focused and steadfast in each of its operations. Topping the successes was the launch of our automated new contractor's license application, which is now available on the Board's website. This latest feature is already being utilized by many of our applicants, while serving the intended purposes of improving staff time and resources related to the processing of such applications.

The Board also had the opportunity to promote licensure and construction career opportunities at its Second Annual Hammers and Hope event, which provided attendees access to industry experts, professional tips and resources, and information on a variety of career pathways. Our efforts to engage with state, local, and community leaders on common public safety and outreach goals across the industry is also realized in the Board's participation in the 2021 Legislative Session.

Kicking off in February, the Board has actively monitored legislation of importance to its operations, and the welfare of the public. Whether testifying before legislative committees or meeting with bill sponsors, the Contractors Board's dedication to solution-driven discussions underscores the value we place on informed and mindful thinking. The outcomes may not always lean in the direction we hope, but the opportunity to share the Board's story and highlight the many benefits of our services is paramount to the journey taken.

Our energy remains high as we enter the fourth quarter and wrap up the last of our strategic objectives for the year. I look forward to sharing the outcomes of these efforts in the months ahead as we reflect on our experiences during FY 2020-21.

MARGI A. GREIN

Marci G. Kein

Nevada State Contractors Board Executive Officer

Contents

Executive Officer - Strategic Plan Initiatives
Executive Officer - Quarter Highlights2
Licensing & Cost Recovery - Data Dashboard4
Licensing - Quarter Statistics6
Licensing - New License Application Trends
Licensing - Issued License & Renewal Trends8
Licensing - Quarter Highlights9
Investigations - Background Check Initiative10
Investigations - Quarter Statistics11
Investigations - Significant Cases
Information Technology13
Public Information Office14
Looking Forward: Quarter Four15





Executive Officer - Strategic Plan Initiatives

Expand Use of Online Application and Automated Processes (Goal 1)

During the quarter, the Board's Licensing Department completed work on an automated online version of the Board's New Contractor License Application.

Develop Contractor Board Best Practices (Goal 4)

As part of its ongoing effort to evaluate processes and procedures, the Board continued its research into the licensing, enforcement, and administrative operations from contractor regulatory bodies across the nation. Areas of best practices identified have been implemented and/or proposed for consideration.

Implement Comprehensive Board Training Program (Goal 4)

During the quarter the Executive Officer worked toward the development of a curriculum for Board member training, which included Bankruptcy Law and Administrative Law, among others.

Increase Board Involvement in NSCB Outreach Activities (Goal 4)

Opportunities to involve Board members in NSCB-sponsored activities were limited during the pandemic; however, all Board members were informed of virtual presentations and meetings taking place and encouraged to attend.

Identify Ways to Make Board Operations More Flexible and Agile in Light of Changing Conditions (Goal 5)

Executive Officer Grein worked diligently with management and the Board during the reporting period to identify both temporary and permanent changes to Board operations based on the changing needs experienced throughout the pandemic. These areas continue to be evaluated and modified as needed to ensure ongoing service delivery to the Board's customers.





Executive Officer - Quarter Highlights

Board Sets Strategic Focus for FY 2021-22

In March 2021, the Board held its annual strategic planning meeting, where members shared their insights with executive management regarding current and upcoming trends, and discussed strategic goals and objectives relative to each department within the Board.

Executive Officer Engages in 2021 Legislative Session

Prior to and following the commencement of the 2021 Legislative Session, Executive Officer Grein has been engaged with industry representatives and members of the Legislature concerning legislation of importance to the Contractors Board. These efforts have included discussions Republican with the Assembly Caucus regarding Contractors Board policies, testifying before legislative committees, and working collaboratively with interested parties on proposed amendments to existing bills.

Board Administrative Procedures Manual Updated

The Board's Administrative Procedures Manual, which is provided to newly appointed members during their orientation with Executive Officer Grein, was updated during the reporting period to include current statutory, regulatory, and policy directives, as well as updated department overviews and responsibilities.

Commission on Construction Education Welcomes New Members

During the quarter, three new members were appointed to the Commission on Construction Education by Governor Sisolak. Joining the Commission are former Board member Melissa Maguire; Craig von Collenberg, Assistant Vice Chancellor for Workforce Development and Community Colleges for the Nevada System of Higher Education; and Montaviest "TJ" Qualls, Director of Engineering and Construction for Sunrise Hospital and Medical Center.





Executive Officer - Quarter Highlights

Board Continues to Host Virtual Construction Workforce Panels

As part of the Board's strategic focus to promote workforce development efforts in construction, several construction workforce panels continue to be held virtually alongside representatives of various trades within the industry. Third quarter presentations were provided to the Truckee Meadows Boys and Girls Club, and the Boys and Girls Club of Southern Nevada.

Executive Officer Continues Participation in Occupational Licensing Forums

Executive Officer Grein's ongoing engagement in occupational licensing forums, such as the Occupational Licensing Working Group, have proven beneficial in shaping Nevada's focus concerning occupational licensing trends and goals. During the quarter, Grein received an overview of the American Institutes for Research's findings and recommendations regarding Nevada's occupational licensing requirements, which addressed moral character. licensing fees, and education/experience requirements. Grein also attended a meeting of occupational licensing board executive directors where information on requirements and costs for military and military spouses were highlighted. Grein later attended a 3-day virtual conference

held by the Federation of Association of Regulatory Boards and received information on emerging trends, best practices, and legislative initiatives.

Task Force Participation Focuses on Labor Issues

As part of a collaborative effort to address labor issues, Executive Officer Grein participated in meetings for the Task Force on Employee Misclassification as well as the Joint Agency Labor Task Force. Meetings held during the quarter provided updates on labor issues related to Department of Taxation, the Nevada Division of Industrial Relations, as well as independent contractors. The Board also reconfirmed its 2019 Memorandum of Understanding with the Office of the Labor Commissioner, which supports the initiatives of the Joint Agency Labor Task Force. Grein is also working closely with the Labor Commissioner's office, Unified Construction Industry Council, Department of Labor, and the Southern Nevada Building Trades Council on the development of training programs and informational panel discussions related to labor issues, policies, and related topics of interest.





Licensing & Cost Recovery - Data Dashboard

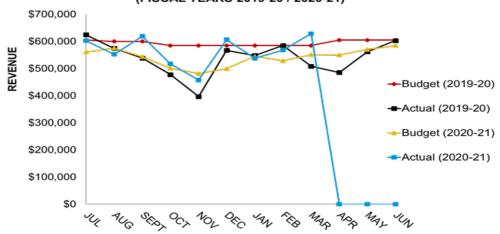
License Renewals	JULY-19	AUG-19	SEPT-19	OCT-19	NOV-19	DEC-19	JAN-20	FEB-20	MAR-20	APR-20	MAY-20	JUN-202	TOTALS
	\$370,000	\$365,000	\$365,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$370,000	\$370,000	\$370,000	\$4,310,000
New License Fee	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$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	\$60,000
	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	, ,
TOTALS	\$604,998	\$600,000	\$600,002	\$584,998	\$585,000	\$585,002	\$584,998	\$585,000	\$585,002	\$604,998	\$605,000	\$605,002	\$7,130,000
Actual (2019-20)	JULY-19	AUG-19	SEPT-19	OCT-19	NOV-19	DEC-19	JAN-20	FEB-20	MAR-20	APR-20	MAY-20	JUN-202	TOTALS
License Renewals	\$419,400	\$337,200	\$361,990		\$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		\$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		\$2,400	\$5,400	\$4,200	\$2,100	\$4,220	\$3,300	\$3,300	\$4,930	\$47,700
	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	\$11 ,100
TOTALS	\$624,751	\$574,723	\$538,884			\$567,432	\$548,559	\$585,347		\$485,664	\$561,785	\$603,572	\$6,474,188
Variance (2019-20)	JULY-19	AUG-19	SEPT-19	OCT-19	NOV-19	DEC-19	JAN-20	FEB-20	MAR-20	APR-20	MAY-20	JUN-202	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
	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	(ψ12,000
TOTALS	\$19,753	(\$25,277)	(\$61,118)	(\$107,132)	(\$188,280)	(\$17,570)	(\$36,439)	\$347	(\$76,119)	(\$119,334)	(\$43,215)	(\$1,430)	(\$655,812)
Budget (2020-21)	JULY-20	AUG-20	SEPT-20	OCT-20	NOV-20	DEC-20	JAN-21	FEB-21	MAR-21	APR-21	MAY-21	JUN-21	TOTALS
License Renewals	\$389,000	\$403,000	\$374,000		\$312,000	\$330,000	\$375,000	\$360,000	\$381,000	\$380,000	\$399,900	\$415,000	\$4,450,000
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New License Fee	\$61,666	\$61,667	\$61,667										
New License Fee	\$61,666 \$43,333	\$61,667 \$43,333	\$61,667 \$43,334	\$61,666	\$61,667	\$61,667	\$61,666	\$61,667	\$61,667	\$61,666	\$61,667	\$61,667	\$740,000
Application Fee	\$43,333	\$43,333	\$43,334	\$61,666 \$43,333	\$61,667 \$43,333	\$61,667 \$43,334	\$61,666 \$43,333	\$61,667 \$43,333	\$61,667 \$43,334	\$61,666 \$43,333	\$61,667 \$43,333	\$61,667 \$43,334	\$740,000 \$520,000
Application Fee License Changes	\$43,333 \$35,000	\$43,333 \$35,000	\$43,334 \$35,000	\$61,666 \$43,333 \$35,000	\$61,667 \$43,333 \$35,000	\$61,667 \$43,334 \$35,000	\$61,666 \$43,333 \$35,000	\$61,667 \$43,333 \$35,000	\$61,667 \$43,334 \$35,000	\$61,666 \$43,333 \$35,000	\$61,667 \$43,333 \$35,000	\$61,667 \$43,334 \$35,000	\$740,000 \$520,000 \$420,000
Application Fee License Changes Investigative Recov Costs	\$43,333 \$35,000 \$20,833	\$43,333 \$35,000 \$20,833	\$43,334 \$35,000 \$20,834	\$61,666 \$43,333 \$35,000 \$20,833	\$61,667 \$43,333 \$35,000 \$20,833	\$61,667 \$43,334 \$35,000 \$20,834	\$61,666 \$43,333 \$35,000 \$20,833	\$61,667 \$43,333 \$35,000 \$20,833	\$61,667 \$43,334 \$35,000 \$20,834	\$61,666 \$43,333 \$35,000 \$20,833	\$61,667 \$43,333 \$35,000 \$20,833	\$61,667 \$43,334 \$35,000 \$20,834	\$740,000 \$520,000 \$420,000 \$250,000
Application Fee License Changes Investigative Recov Costs Renewal Late Fees	\$43,333 \$35,000 \$20,833 \$5,750	\$43,333 \$35,000 \$20,833 \$5,750	\$43,334 \$35,000 \$20,834 \$5,750	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750	\$740,000 \$520,000 \$420,000 \$250,000 \$69,000
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,225	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025	\$740,000 \$520,000 \$420,000 \$250,000
Application Fee License Changes Investigative Recov Costs Renewal Late Fees	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,225	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325 MAR	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025	\$740,000 \$520,000 \$420,000 \$250,000 \$69,000 \$45,000
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG \$575,458	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$543,910	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$501,207	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075 NOV \$481,658	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,225 DEC \$499,810	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325 MAR \$550,910	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025 JUN \$584,610	\$740,000 \$520,000 \$420,000 \$250,000 \$69,000 \$45,000
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21)	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 JULY-20	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG \$575,458 AUG-20	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$543,910 SEPT-20	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$501,207 OCT-20	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075 NOV \$481,658 NOV-20	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,225 DEC \$499,810 DEC-20	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB-21	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325 MAR \$550,910 MAR-21	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025	\$740,000 \$520,000 \$420,000 \$250,000 \$69,000 \$45,000 \$6,494,000
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21) License Renewals	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 JULY-20 \$390,150	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG \$575,458 AUG-20 \$345,000	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$543,910 SEPT-20 \$412,565	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$501,207 OCT-20 \$333,555	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075 NOV \$481,658 NOV-20 \$296,100	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,225 DEC \$499,810 DEC-20 \$338,530	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21 \$385,200	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB-21 \$379,125	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325 MAR \$550,910 MAR-21 \$395,250	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025 JUN \$584,610	\$740,000 \$520,000 \$420,000 \$250,000 \$69,000 \$45,000 \$6,494,000 TOTALS \$3,275,475
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21) License Renewals New License Fee	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 JULY-20 \$390,150 \$83,700	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG \$575,458 AUG-20 \$345,000 \$79,500	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$543,910 SEPT-20 \$412,565 \$75,450	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$501,207 OCT-20 \$333,555 \$73,200	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075 NOV \$481,658 NOV-20 \$296,100 \$50,400	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,225 DEC \$499,810 DEC-20 \$338,530 \$70,200	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21 \$385,200 \$53,400	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB-21 \$379,125 \$64,500	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325 MAR \$550,910 MAR.21 \$395,250 \$76,150	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025 JUN \$584,610	\$740,000 \$520,000 \$420,000 \$250,000 \$69,000 \$45,000 56,494,000 TOTALS \$3,275,475 \$626,500
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21) License Renewals New License Fee Application Fee	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 JULY-20 \$390,150 \$83,700 \$47,100	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG \$575,458 AUG-20 \$345,000 \$79,500 \$56,100	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$543,910 SEPT-20 \$412,565 \$75,450 \$56,400	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$501,207 OCT-20 \$333,555 \$73,200 \$50,400	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075 NOV \$481,658 NOV-20 \$296,100 \$50,400 \$52,200	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,225 DEC \$499,810 DEC-20 \$338,530 \$70,200 \$56,700	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21 \$385,200 \$53,400 \$43,500	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB-21 \$379,125 \$64,500 \$59,400	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325 MAR \$550,910 MAR-21 \$395,250 \$76,150 \$82,800	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025 JUN \$584,610	\$740,000 \$520,000 \$420,000 \$250,000 \$69,000 \$45,000 56,494,000 TOTALS \$3,275,475 \$626,500 \$504,600
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21) License Renewals New License Fee Application Fee License Changes	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 JULY-20 \$390,150 \$83,700 \$47,100 \$43,300	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG \$575,458 AUG-20 \$345,000 \$79,500 \$56,100 \$34,750	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$543,910 SEPT-20 \$412,565 \$75,450 \$56,400 \$41,975	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$501,207 OCT-20 \$333,555 \$73,200 \$50,400 \$33,925	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075 NOV \$481,658 NOV-20 \$296,100 \$50,400 \$52,200 \$35,500	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,225 DEC \$499,810 DEC-20 \$338,530 \$70,200 \$56,700	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21 \$385,200 \$53,400 \$43,500 \$31,825	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB-21 \$379,125 \$64,500 \$59,400	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325 MAR \$550,910 MAR-21 \$395,250 \$76,150 \$82,800 \$46,900	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025 JUN \$584,610	\$740,000 \$520,000 \$420,000 \$250,000 \$69,000 \$45,000 56,494,000 TOTALS \$3,275,475 \$626,500 \$504,600
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Recov Costs	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 JULY-20 \$390,150 \$47,100 \$43,300 \$29,381	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG \$75,458 AUG-20 \$345,000 \$79,500 \$56,100 \$34,750 \$29,229	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$543,910 SEPT-20 \$412,565 \$75,450 \$56,400 \$41,975 \$25,207	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$501,207 OCT-20 \$333,555 \$73,200 \$50,400 \$33,925 \$16,227	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075 NOV \$481,658 NOV-20 \$296,100 \$50,400 \$52,200 \$35,500 \$12,201	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,225 DEC \$499,810 DEC-20 \$338,530 \$70,200 \$56,700 \$34,950 \$94,094	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21 \$385,200 \$53,400 \$43,500 \$31,825 \$10,275	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB-21 \$379,125 \$64,500 \$59,400 \$34,200 \$19,808	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325 MAR \$550,910 MAR-21 \$395,250 \$76,150 \$82,800 \$46,900 \$17,056	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025 JUN \$584,610	\$740,000 \$520,000 \$420,000 \$250,000 \$69,000 \$45,000 *6,494,000 TOTALS \$3,275,475 \$626,500 \$504,600 \$337,325 \$253,478
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Recov Costs Renewal Late Fees	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 JULY-20 \$390,150 \$47,100 \$43,300 \$29,381 \$4,163	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG \$575,458 AUG-20 \$345,000 \$79,500 \$56,100 \$34,750 \$29,229	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$543,910 SEPT-20 \$412,565 \$75,450 \$56,400 \$41,975 \$25,207	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$501,207 OCT-20 \$333,555 \$73,200 \$50,400 \$33,925 \$16,227 \$7,275	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075 NOV \$481,658 NOV-20 \$296,100 \$50,400 \$52,200 \$35,500 \$12,201 \$7,488	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,225 DEC \$499,810 DEC-20 \$338,530 \$70,200 \$56,700 \$34,950 \$94,094	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21 \$385,200 \$53,400 \$43,500 \$31,825 \$9,188	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB29,008 \$529,008 \$4,500 \$59,400 \$34,200 \$19,808 \$8,550	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325 MAR \$550,910 MAR-21 \$395,250 \$76,150 \$82,800 \$46,900 \$17,056 \$6,675	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025 JUN \$584,610	\$740,000 \$520,000 \$420,000 \$250,000 \$69,000 \$45,000 *6,494,000 TOTALS \$3,275,475 \$626,500 \$504,600 \$337,325 \$253,478 \$58,188
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Recov Costs	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 JULY-20 \$390,150 \$47,100 \$43,300 \$29,381 \$4,163 \$5,250	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG \$75,458 AUG-20 \$345,000 \$79,500 \$56,100 \$34,750 \$29,229 \$4,125 \$4,200	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$543,910 SEPT-20 \$412,565 \$75,450 \$56,400 \$41,975 \$25,207 \$3,038 \$4,538	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$501,207 OCT-20 \$333,555 \$73,200 \$50,400 \$33,925 \$16,227 \$7,275 \$3,000	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075 NOV \$481,658 NOV-20 \$296,100 \$50,400 \$52,200 \$12,201 \$7,488 \$4,050	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,225 DEC \$499,810 DEC-20 \$338,530 \$70,200 \$56,700 \$34,950 \$94,094 \$7,688 \$4,350	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21 \$385,200 \$53,400 \$43,500 \$31,825 \$10,275 \$9,188 \$4,350	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB21 \$379,125 \$64,500 \$34,200 \$19,808 \$8,550 \$2,700	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325 MAR \$550,910 MAR-21 \$395,250 \$76,150 \$82,800 \$46,900 \$17,056 \$6,675 \$3,900	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207 APR-21	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708 MAY-21	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025 JUN \$584,610 JUN-21	\$740,000 \$520,000 \$420,000 \$250,000 \$69,000 \$45,000 *6,494,000 TOTALS \$3,275,475 \$626,500 \$504,600 \$337,325 \$253,478
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Recov Costs Renewal Late Fees	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 JULY-20 \$390,150 \$47,100 \$47,100 \$43,300 \$29,381 \$4,163 \$5,250 JUL	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG \$75,458 AUG-20 \$345,000 \$79,500 \$34,750 \$29,229 \$4,125 \$4,200 AUG	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$543,910 SEPT-20 \$412,565 \$75,450 \$56,400 \$41,975 \$25,207 \$3,038 \$4,538	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 OCT \$501,207 OCT-20 \$333,555 \$73,200 \$50,400 \$33,925 \$16,227 \$7,275 \$3,000	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 NOV \$481,658 NOV-20 \$296,100 \$50,400 \$52,200 \$12,201 \$7,488 \$4,050	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 DEC \$499,810 DEC-20 \$338,530 \$70,200 \$56,700 \$4,950 \$94,094 \$7,688 \$4,350	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21 \$385,200 \$53,400 \$43,500 \$10,275 \$9,188 \$43,50 JAN	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB-21 \$379,125 \$64,500 \$59,400 \$19,808 \$8,550 \$2,700	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 MAR \$550,910 MAR-21 \$395,250 \$76,150 \$82,800 \$46,900 \$17,056 \$6,675 \$3,900	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207 APR-21	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708 MAY-21	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025 JUN \$584,610 JUN-21	\$740,000 \$520,000 \$420,000 \$250,000 \$69,000 \$45,000 *56,494,000 *56,494,000 *504,600 \$33,73,25 \$253,478 \$58,188 \$36,338
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 JULY-20 \$390,150 \$47,100 \$43,300 \$29,381 \$4,163 \$5,250 JUL \$603,043	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG-20 \$345,000 \$79,500 \$56,100 \$34,750 \$29,229 \$4,125 \$4,200 AUG \$552,904	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$412,565 \$75,450 \$56,400 \$41,975 \$25,207 \$3,038 \$4,538 SEPT	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$501,207 OCT-20 \$333,555 \$73,200 \$50,400 \$33,925 \$16,227 \$7,275 \$3,000 OCT	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 NOV \$481,658 NOV-20 \$296,100 \$50,400 \$52,200 \$12,201 \$7,488 \$4,050 NOV	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 DEC \$499,810 DEC-20 \$338,530 \$70,200 \$56,700 \$4,950 \$94,094 \$7,688 \$4,350 DEC	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21 \$385,200 \$53,400 \$43,500 \$31,825 \$10,275 \$9,188 \$4,350 JAN \$537,737	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB-21 \$379,125 \$64,500 \$59,400 \$19,808 \$8,550 \$2,700 FEB	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325 MAR \$550,910 MAR-21 \$395,250 \$76,150 \$82,800 \$46,900 \$17,056 \$6,675 \$3,900 MAR	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207 APR-21	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708 MAY-21	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 JUN \$584,610 JUN-21	\$740,000 \$520,000 \$420,000 \$250,000 \$69,000 \$45,000 *66,494,000 TOTALS \$3,275,475 \$626,500 \$504,600 \$337,325 \$253,478 \$58,188 \$36,338
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Variance (2020-21)	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 JULY-20 \$390,150 \$47,100 \$43,300 \$29,381 \$4,163 \$5,250 JUL \$603,043 JULY-20	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG \$575,458 AUG-20 \$345,000 \$79,500 \$56,100 \$34,750 \$29,229 \$4,125 \$4,200 AUG \$552,904 AUG-20	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$412,565 \$75,450 \$56,400 \$41,975 \$25,207 \$3,038 \$4,538 SEPT \$619,172 SEPT-20	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$601,207 OCT-20 \$333,555 \$73,200 \$50,400 \$33,925 \$16,227 \$7,275 \$3,000 OCT \$517,582 OCT-20	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075 NOV \$481,658 NOV-20 \$296,100 \$50,400 \$52,200 \$35,500 \$12,201 \$7,488 \$4,050 NOV \$457,939 NOV-20	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,225 DEC \$499,810 DEC-20 \$338,530 \$70,200 \$56,700 \$4,950 \$94,094 \$7,688 \$4,350 DEC \$606,511 DEC-20	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21 \$385,200 \$53,400 \$43,500 \$31,825 \$10,275 \$9,188 \$4,350 JAN \$537,737 JAN-21	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB-21 \$379,125 \$64,500 \$34,200 \$19,808 \$8,550 \$2,700 FEB \$568,283 FEB-21	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325 MAR \$550,910 MAR-21 \$395,250 \$76,150 \$82,800 \$46,900 \$17,056 \$6,675 \$3,900 MAR \$628,731 MAR-21	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207 APR-21	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708 MAY-21	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025 JUN \$584,610 JUN-21	\$740,000 \$520,000 \$420,000 \$250,000 \$69,000 \$45,000 TOTALS \$3,275,475 \$626,500 \$504,600 \$337,325 \$253,478 \$58,188 \$36,338
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Variance (2020-21) License Renewals	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 JULY-20 \$390,150 \$47,100 \$43,300 \$29,381 \$4,163 \$5,250 JUL \$603,043 JULY-20 \$1,150	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG \$575,458 AUG-20 \$345,000 \$79,500 \$56,100 \$34,750 \$29,229 \$4,125 \$4,200 AUG \$552,904 AUG-20 (\$58,000)	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$543,910 \$412,565 \$75,450 \$56,400 \$41,975 \$25,207 \$3,038 \$4,538 SEPT \$619,172 SEPT-20 \$38,565	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$501,207 OCT-20 \$333,555 \$73,200 \$50,400 \$33,925 \$16,227 \$7,275 \$3,000 OCT \$517,582 OCT-20 \$2,455	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075 NOV \$481,658 NOV-20 \$296,100 \$50,400 \$52,200 \$12,201 \$7,488 \$4,050 NOV \$457,939 NOV-20 (\$15,900)	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,225 DEC \$499,810 DEC-20 \$338,530 \$70,200 \$56,700 \$34,950 \$94,094 \$7,688 \$4,350 DEC \$606,511 DEC-20 \$8,530	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21 \$385,200 \$53,400 \$43,500 \$31,825 \$10,275 \$9,188 \$4,350 JAN \$537,737 JAN-21 \$10,200	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB-21 \$379,125 \$64,500 \$34,200 \$19,808 \$8,550 \$2,700 FEB \$568,283 FEB-21 \$19,125	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325 MAR \$550,910 MAR-21 \$395,250 \$76,150 \$82,800 \$46,900 \$17,056 \$6,675 \$3,900 MAR \$628,731 MAR	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207 APR-21	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708 MAY-21 \$0 MAY-21 \$399,900)	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025 JUN \$584,610 JUN-21	\$740,000 \$520,000 \$420,000 \$250,000 \$45,000 \$45,000 56,494,000 TOTALS \$3,275,475 \$626,500 \$504,600 \$337,325 \$253,478 \$58,188 \$36,338 \$5,091,903 TOTALS (\$1,174,525
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Variance (2020-21) License Renewals New License Fee	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 \$390,150 \$47,100 \$43,300 \$29,381 \$4,163 \$5,250 JUL \$603,043 JULY-20 \$1,150 \$22,034	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG \$575,458 AUG-20 \$345,000 \$79,500 \$56,100 \$34,750 \$29,229 \$4,125 \$4,200 AUG \$552,904 AUG-20 (\$58,000) \$17,833	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$543,910 \$412,565 \$75,450 \$56,400 \$41,975 \$25,207 \$3,038 \$4,538 SEPT \$619,172 SEPT-20 \$38,565 \$13,783	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$501,207 OCT-20 \$333,555 \$73,200 \$50,400 \$33,925 \$16,227 \$7,275 \$3,000 OCT \$517,582 OCT-20 \$2,455 \$11,534	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075 NOV \$481,658 NOV-20 \$296,100 \$50,400 \$52,200 \$12,201 \$7,488 \$4,050 NOV \$457,939 NOV-20 (\$15,900) (\$11,267)	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,225 DEC \$499,810 DEC-20 \$338,530 \$70,200 \$56,700 \$34,950 \$94,094 \$7,688 \$4,350 DEC \$606,511 DEC-20 \$8,530 \$8,533	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21 \$385,200 \$53,400 \$43,500 \$31,825 \$10,275 \$9,188 \$4,350 JAN \$537,737 JAN-21 \$10,200 (\$8,266)	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB-21 \$379,125 \$64,500 \$34,200 \$19,808 \$8,550 \$2,700 FEB \$568,283 FEB-21 \$19,125 \$2,833	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325 MAR \$550,910 MAR-21 \$395,250 \$76,150 \$82,800 \$46,900 \$17,056 \$6,675 \$3,900 MAR \$628,731 MAR-21 \$14,250 \$14,483	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207 APR-21	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708 MAY-21 (\$399,900) (\$61,667)	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025 JUN \$584,610 JUN-21 \$0 JUN-21 \$0 \$415,000 \$61,667)	\$740,000 \$520,000 \$420,000 \$250,000 \$45,000 \$45,000 56,494,000 TOTALS \$3,275,475 \$626,500 \$504,600 \$337,325 \$253,478 \$58,188 \$36,338 55,091,903 TOTALS (\$1,174,525 (\$113,500
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Variance (2020-21) License Renewals New License Fee	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 JULY-20 \$390,150 \$47,100 \$43,300 \$29,381 \$4,163 \$5,250 JUL \$603,043 JULY-20 \$1,150 \$22,034 \$3,767	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG \$575,458 AUG-20 \$345,000 \$56,100 \$34,750 \$29,229 \$4,125 \$4,200 AUG \$552,904 AUG-20 (\$58,000) \$17,833 \$12,767	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$543,910 \$FPT-20 \$412,565 \$75,450 \$56,400 \$41,975 \$25,207 \$3,038 \$4,538 SEPT \$619,172 SEPT-20 \$38,565 \$13,783 \$13,066	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$501,207 OCT-20 \$333,555 \$73,200 \$50,400 \$33,925 \$16,227 \$7,275 \$3,000 OCT \$517,582 OCT-20 \$2,455 \$11,534	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075 NOV \$481,658 NOV-20 \$296,100 \$52,200 \$12,201 \$7,488 \$4,050 NOV \$457,939 NOV-20 (\$15,900) (\$11,267) \$8,867	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,225 DEC \$499,810 DEC-20 \$338,530 \$70,200 \$56,700 \$34,950 \$94,094 \$7,688 \$4,350 DEC \$606,511 DEC-20 \$8,530 \$8,533 \$13,366	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21 \$385,200 \$53,400 \$43,500 \$31,825 \$10,275 \$9,188 \$4,350 JAN \$54,350 JAN JAN JAN JAN JAN JAN JAN JAN JAN JAN	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB-21 \$379,125 \$64,500 \$34,200 \$19,808 \$8,550 \$2,700 FEB \$568,283 FEB-21 \$19,125 \$2,833 \$16,067	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325 MAR \$550,910 MAR-21 \$395,250 \$76,150 \$82,800 \$46,900 \$17,056 \$6,675 \$3,900 MAR \$628,731 MAR-21 \$14,250 \$14,483 \$39,466	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207 APR-21 (\$380,000) (\$61,666) (\$43,333)	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708 MAY-21 (\$399,900) (\$61,667) (\$43,333)	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025 JUN \$584,610 JUN-21 \$0 JUN-21 \$0 \$415,000 \$0 \$415,000 \$61,667 \$43,334	\$740,000 \$520,000 \$420,000 \$250,000 \$69,000 \$45,000 56,494,000 TOTALS \$3,275,475 \$626,500 \$504,600 \$337,325 \$253,478 \$56,188 \$36,338 55,091,903 TOTALS (\$1,174,525 (\$113,500 (\$15,400)
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Variance (2020-21) License Renewals New License Fee Application Fee License Changes	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 JULY-20 \$390,150 \$47,100 \$43,300 \$29,381 \$4,163 \$5,250 JUL \$603,043 JULY-20 \$1,150 \$22,034 \$3,767 \$8,300	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG \$575,458 AUG-20 \$345,000 \$56,100 \$34,750 \$29,229 \$4,125 \$4,200 AUG \$552,904 AUG-20 (\$58,000) \$17,833 \$12,767 (\$250)	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$543,910 \$EPT-20 \$412,565 \$75,450 \$56,400 \$41,975 \$25,207 \$3,038 \$4,538 SEPT \$619,172 SEPT-20 \$38,565 \$13,783 \$13,066 \$6,975	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$501,207 OCT-20 \$333,555 \$73,200 \$50,400 \$33,925 \$16,227 \$7,275 \$3,000 OCT \$517,582 OCT-20 \$2,455 \$11,534 \$7,067 (\$1,075)	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075 NOV \$481,658 NOV-20 \$596,100 \$52,200 \$12,201 \$7,488 \$4,050 NOV \$457,939 NOV-20 (\$15,900) (\$11,267) \$8,867 \$500	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,225 DEC \$499,810 DEC-20 \$338,530 \$70,200 \$56,700 \$34,950 \$94,094 \$7,688 \$4,350 DEC \$606,511 DEC-20 \$8,530 \$8,533 \$13,366 (\$50)	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21 \$385,200 \$53,400 \$43,500 \$31,825 \$10,275 \$9,188 \$4,350 JAN \$537,737 JAN-21 \$10,200 (\$8,266) \$167 (\$3,175)	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB-21 \$379,125 \$64,500 \$34,200 \$19,808 \$8,550 \$2,700 FEB \$568,283 FEB-21 \$19,125 \$2,833 \$16,067 (\$800)	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325 MAR \$550,910 MAR-21 \$395,250 \$76,150 \$82,800 \$46,900 \$17,056 \$6,675 \$3,900 MAR \$628,731 MAR-21 \$14,250 \$14,483 \$39,466 \$11,900	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207 APR-21 (\$380,000) (\$61,666) (\$43,333) (\$35,000)	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708 MAY-21 \$0 MAY-21 \$399,900 \$61,667 \$43,333 \$35,000	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025 JUN \$584,610 JUN-21 \$0 JUN-21 \$0 \$415,000 \$61,667 \$43,334 \$35,000	\$740,000 \$520,000 \$420,000 \$250,000 \$69,000 \$45,000 \$6,494,000 TOTALS \$3,275,475 \$626,500 \$504,600 \$337,325 \$253,478 \$58,188 \$36,338 \$5,091,903 TOTALS (\$1,174,525 (\$113,500 (\$15,400 (\$82,675
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Variance (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Fee TOTALS Variance (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Recov Costs	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 JULY-20 \$390,150 \$47,100 \$43,300 \$29,381 \$4,163 \$5,250 JUL \$603,043 JULY-20 \$1,150 \$22,034 \$3,767 \$8,300 \$8,548	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG \$575,458 AUG-20 \$345,000 \$56,100 \$34,750 \$29,229 \$4,125 \$4,200 AUG \$552,904 AUG-20 (\$58,000) \$17,833 \$12,767 (\$250) \$8,396	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$543,910 SEPT-20 \$412,565 \$75,450 \$41,975 \$25,207 \$3,038 \$4,538 SEPT \$619,172 SEPT-20 \$38,565 \$13,783 \$13,066 \$6,975 \$4,373	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$501,207 OCT-20 \$333,555 \$73,200 \$50,400 \$33,925 \$16,227 \$7,275 \$3,000 OCT \$517,582 OCT-20 \$2,455 \$11,534 \$7,067 (\$1,075) (\$4,606)	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075 NOV \$481,658 NOV-20 \$50,400 \$52,200 \$35,500 \$12,201 \$7,488 \$4,050 NOV \$457,939 NOV-20 (\$15,900) (\$11,267) \$8,867 \$500 (\$8,632)	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,225 DEC \$499,810 DEC-20 \$338,530 \$70,200 \$56,700 \$34,950 \$94,094 \$7,688 \$4,350 DEC \$606,511 DEC-20 \$8,533 \$13,366 (\$50) \$73,260	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21 \$385,200 \$53,400 \$43,500 \$31,825 \$10,275 \$9,188 \$4,350 JAN \$537,737 JAN-21 \$10,200 (\$8,266) \$167 (\$3,175) (\$10,558)	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB-21 \$379,125 \$64,500 \$34,200 \$19,808 \$8,550 \$2,700 FEB \$568,283 FEB-21 \$19,125 \$2,833 \$16,067 \$800) \$1,025)	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325 MAR \$550,910 MAR-21 \$395,250 \$46,900 \$17,056 \$6,675 \$3,900 MAR \$628,731 MAR-21 \$14,250 \$14,483 \$39,466 \$11,900 (\$3,778)	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207 APR-21 (\$380,000) (\$61,666) (\$43,333) (\$35,000) (\$20,833)	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708 MAY-21 (\$399,900) (\$61,667) (\$43,333) (\$35,000) (\$20,833)	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025 JUN \$584,610 JUN-21 (\$415,000) (\$61,667) (\$43,334) (\$35,000) (\$20,834)	\$740,000 \$520,000 \$420,000 \$250,000 \$45,000 \$45,000 \$6,494,000 \$504,600 \$337,325 \$253,478 \$58,188 \$36,338 \$5,091,903 \$1174,525 \$113,500 \$15,400 \$82,675 \$3,478
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Variance (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Fee TOTALS Variance (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Recov Costs Renewal Late Fees	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 JULY-20 \$390,150 \$47,100 \$43,300 \$29,381 \$4,163 \$5,250 JUL \$603,043 JULY-20 \$1,150 \$22,034 \$3,767 \$8,300 \$8,548 (\$1,588)	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG \$75,458 AUG-20 \$345,000 \$56,100 \$34,750 \$29,229 \$4,125 \$4,200 AUG \$552,904 AUG-20 (\$58,000) \$17,833 \$12,767 (\$250) \$8,396 (\$1,625)	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$543,910 SEPT-20 \$412,565 \$75,450 \$41,975 \$25,207 \$3,038 \$4,538 SEPT \$619,172 SEPT-20 \$33,565 \$13,783 \$13,066 \$6,975 \$4,373 (\$2,713)	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$501,207 OCT-20 \$333,555 \$73,200 \$50,400 \$33,925 \$16,227 \$7,275 \$3,000 OCT \$517,582 OCT-20 \$2,455 \$11,534 \$7,067 (\$1,075) (\$4,606) \$1,525	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 NOV \$481,658 NOV-20 \$296,100 \$50,400 \$52,200 \$12,201 \$7,488 \$4,050 NOV \$457,939 NOV-20 \$11,267) \$8,867 \$500 \$8,632)	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 DEC \$499,810 DEC-20 \$338,530 \$70,200 \$56,700 \$4,950 \$94,094 \$7,688 \$4,350 DEC \$606,511 DEC-20 \$8,530 \$13,366 (\$50) \$73,260 \$1,938	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21 \$385,200 \$53,400 \$43,500 \$31,825 \$10,275 \$9,188 \$4,350 JAN \$537,737 JAN-21 \$10,200 (\$8,266) \$167 (\$3,175) (\$10,558) \$3,438	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB-21 \$379,125 \$64,500 \$19,808 \$8,550 \$2,700 FEB \$568,283 FEB-21 \$19,125 \$2,833 \$16,067 (\$800) \$1,025) \$2,800	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 MAR \$550,910 MAR-21 \$395,250 \$76,150 \$82,800 \$46,900 \$17,056 \$6,675 \$3,900 MAR \$628,731 MAR-21 \$14,250 \$14,483 \$39,466 \$11,900 (\$3,778) \$925	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207 APR-21 (\$380,000) (\$61,666) (\$43,333) (\$35,000) (\$20,833) (\$5,750)	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708 MAY-21 (\$39,900 (\$61,667) (\$43,333) (\$35,000) (\$20,833) (\$5,750)	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025 JUN \$584,610 JUN-21 \$10,000 \$10,	\$740,000 \$520,000 \$420,000 \$250,000 \$45,000 \$45,000 \$6,494,000 TOTALS \$3,275,475 \$626,500 \$504,600 \$337,325 \$253,478 \$56,188 \$36,338 \$5,091,903 TOTALS \$36,338 \$5,091,903 \$11,174,525 (\$113,500) (\$15,400) (\$2,675) \$3,478 (\$10,813)
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Variance (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Fee TOTALS Variance (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Recov Costs	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 JULY-20 \$390,150 \$47,100 \$43,300 \$29,381 \$4,163 \$5,250 JUL \$603,043 JULY-20 \$1,150 \$2,034 \$3,767 \$8,300 \$8,548 \$1,588) \$8,548 \$1,588) \$4,475)	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG-20 \$345,000 \$79,500 \$56,100 \$34,750 \$29,229 \$4,125 \$4,200 AUG \$552,904 AUG-20 (\$58,000) \$17,833 \$12,767 (\$250) \$8,396 (\$1,625) (\$1,675)	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 \$EPT \$412,565 \$75,450 \$66,400 \$41,975 \$25,207 \$3,038 \$4,538 \$EPT \$619,172 \$EPT-20 \$38,565 \$13,783 \$13,066 \$6,975 \$4,373 \$2,713) \$1,213	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$501,207 OCT-20 \$333,555 \$73,200 \$50,400 \$33,925 \$16,227 \$7,275 \$3,000 OCT \$517,582 OCT-20 \$2,455 \$11,534 \$7,067 (\$1,075) (\$4,606) \$1,525 (\$525)	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075 NOV \$481,658 NOV-20 \$296,100 \$52,200 \$35,500 \$12,201 \$7,488 \$4,050 NOV \$457,939 NOV-20 (\$15,900) (\$11,267) \$8,867 \$500 (\$8,632) \$1,738	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 DEC \$499,810 DEC-20 \$338,530 \$70,200 \$56,700 \$4,950 DEC \$606,511 DEC-20 \$8,530 \$8,533 \$13,366 (\$50) \$73,260 \$1,938 \$1,125	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21 \$385,200 \$53,400 \$43,500 \$110,275 \$9,188 \$4,350 JAN \$537,737 JAN-21 \$10,200 (\$8,266) \$167 (\$3,175) (\$10,558) \$3,438 \$725	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB-21 \$379,125 \$64,500 \$19,808 \$8,550 \$2,700 FEB \$568,283 FEB-21 \$19,125 \$2,833 \$16,067 \$800 \$1,025 \$2,800 \$2,750	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,325 MAR \$550,910 MAR-21 \$395,250 \$76,150 \$82,800 \$17,056 \$6,675 \$3,900 MAR \$628,731 MAR-21 \$14,250 \$14,483 \$39,466 \$11,900 (\$3,778) \$925 \$575	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207 APR-21 (\$380,000) (\$61,666) (\$43,333) (\$5,750) (\$20,833) (\$5,750) (\$3,625)	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708 MAY-21 (\$399,900) (\$61,667) (\$43,333) (\$5,750) (\$4,225)	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 JUN \$584,610 JUN-21 (\$415,000) (\$61,667) (\$43,334) (\$5,750) (\$20,834) (\$5,750) (\$3,025)	\$740,000 \$520,000 \$420,000 \$250,000 \$45,000 \$45,000 \$6,494,000 \$504,600 \$337,325 \$253,478 \$58,188 \$36,338 \$5,091,903 \$1,174,525 \$113,500 \$15,400 \$34,78
Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Actual (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Recov Costs Renewal Late Fees Renewal Inactive Fee TOTALS Variance (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Fee TOTALS Variance (2020-21) License Renewals New License Fee Application Fee License Changes Investigative Recov Costs Renewal Late Fees	\$43,333 \$35,000 \$20,833 \$5,750 \$5,725 JUL \$561,307 JULY-20 \$390,150 \$47,100 \$43,300 \$29,381 \$4,163 \$5,250 JUL \$603,043 JULY-20 \$1,150 \$22,034 \$3,767 \$8,300 \$8,548 (\$1,588)	\$43,333 \$35,000 \$20,833 \$5,750 \$5,875 AUG \$75,458 AUG-20 \$345,000 \$56,100 \$34,750 \$29,229 \$4,125 \$4,200 AUG \$552,904 AUG-20 (\$58,000) \$17,833 \$12,767 (\$250) \$8,396 (\$1,625)	\$43,334 \$35,000 \$20,834 \$5,750 \$3,325 SEPT \$543,910 SEPT-20 \$412,565 \$75,450 \$41,975 \$25,207 \$3,038 \$4,538 SEPT \$619,172 SEPT-20 \$33,565 \$13,783 \$13,066 \$6,975 \$4,373 (\$2,713)	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,525 OCT \$501,207 OCT-20 \$333,555 \$73,200 \$50,400 \$33,925 \$16,227 \$7,275 \$3,000 OCT \$517,582 OCT-20 \$2,455 \$11,534 \$7,067 (\$1,075) (\$4,606) \$1,525	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$3,075 NOV \$481,658 NOV-20 \$296,100 \$50,400 \$52,200 \$35,500 \$12,201 \$7,488 \$4,050 NOV \$457,939 NOV-20 (\$15,900) (\$11,267) \$8,867 \$500 \$11,738 \$975 NOV	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 DEC \$499,810 DEC-20 \$338,530 \$70,200 \$56,700 \$4,950 \$94,094 \$7,688 \$4,350 DEC \$606,511 DEC-20 \$8,530 \$13,366 (\$50) \$73,260 \$1,938	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 JAN \$545,207 JAN-21 \$385,200 \$53,400 \$43,500 \$31,825 \$10,275 \$9,188 \$4,350 JAN \$537,737 JAN-21 \$10,200 (\$8,266) \$167 (\$3,175) (\$10,558) \$3,438	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$2,425 FEB \$529,008 FEB-21 \$379,125 \$64,500 \$19,808 \$8,550 \$2,700 FEB \$568,283 FEB-21 \$19,125 \$2,833 \$16,067 (\$800) \$1,025) \$2,800	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 MAR \$550,910 MAR-21 \$395,250 \$76,150 \$82,800 \$46,900 \$17,056 \$6,675 \$3,900 MAR \$628,731 MAR-21 \$14,250 \$14,483 \$39,466 \$11,900 (\$3,778) \$925	\$61,666 \$43,333 \$35,000 \$20,833 \$5,750 \$3,625 APR \$550,207 APR-21 (\$380,000) (\$61,666) (\$43,333) (\$35,000) (\$20,833) (\$5,750)	\$61,667 \$43,333 \$35,000 \$20,833 \$5,750 \$4,225 MAY \$570,708 MAY-21 (\$39,900 (\$61,667) (\$43,333) (\$35,000) (\$20,833) (\$5,750)	\$61,667 \$43,334 \$35,000 \$20,834 \$5,750 \$3,025 JUN \$584,610 JUN-21 (\$415,000) (\$61,667) (\$43,334) (\$35,000) (\$20,834) (\$5,750) (\$3,025) JUN	\$740,000 \$520,000 \$420,000 \$250,000 \$45,000 \$45,000 \$6,494,000 TOTALS \$3,275,475 \$626,500 \$504,600 \$337,325 \$253,478 \$56,188 \$36,338 \$5,091,903 TOTALS \$36,338 \$5,091,903 \$11,174,525 (\$113,500) (\$15,400) (\$2,675) \$3,478 (\$10,813)





Licensing & Cost Recovery - Data Dashboard

APPLICATION, RENEWAL & COST RECOVERY REVENUE (FISCAL YEARS 2019-20 / 2020-21)



Data provided for the 3rd quarter of FY 2020-21 includes cancellations based on failure to renew for the period April 2020 through March 2021 that were previously not canceled due to emergency directives in effect.

JANUARY TO MARCH 2021	
Licenses (Beginning of Quarter)	17,211
New Licenses Issued	353
Licenses Cancelled / Surrendered /Revoked	(583)
Variance in Suspended/Reinstated Licenses	373
Licenses (End of Quarter)	17,354
# of Licenses on Jan 1, 2021	17,211
# of Licenses on March 31, 2021	17,354
Licenses Gained / Lost	143
Renewal Revenue Gained / Lost	\$85,800
*Does not include suspended licenses	

FISCAL YTD LICENSING FEE TOTALS (FY 2020-21)							
LICENSING FEES	BUDGET	ACTUAL	VARIANCE				
License Renewals	1,116,000	1,159,575	43,575				
New License Fee	185,000	194,050	9,050				
Application Fee	130,000	185,700	55,700				
License Changes	105,000	112,925	7,925				
Invest Recov Costs	62,500	47,138	(15,362)				
Renewal Late Fees	17,250	24,413	7,163				
Renewal Inactive Fee	9,375	10,950	1,575				

180 DAY RETENTION RATE								
	Oct 2020	17,186						
	Cancellations							
		(657)	(3.79%)					
	New							
Projected Year-End	Licenses	710	4.09%					
Retention Rate	Suspended/ Reinstated	115	0.66%					
	Mar 2021	17,354						
	Change	168						
6 Month Rolling	% Change	0.97%						

90 DAY RETENTION RATE								
	Jan 2021	17,211						
	Cancellations	(583)	(3.36%)					
Projected Year-End	New	353	2.03%					
Retention Rate	Suspended/							
Retention Nate	Reinstated	373	2.15%					
	Mar 2021	17,354						
	Change	143						
3 Month Rolling	% Change	0.82%						





Licensing - Quarter Statistics

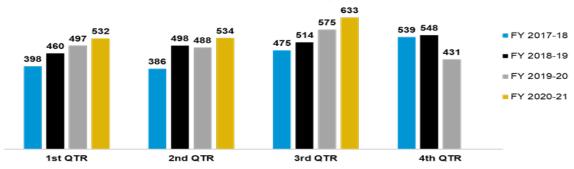
New License Apps Issued Licenses Change Apps	633 353 660	,
Active Licenses* Inactive Licenses Placed on Inactive Status Voluntary Surrender Licenses Canceled, Not Renewed* Licenses Revoked License Suspensions (no bond) License Suspensions Initiated (DETR/DIR)	16,871 483 32 73 505 5 151 17 28 0 4	(4%)
Active License Renewals Inactive License Renewals Online Renewals New Online Registrations	1,973 43 1,328 555	(34%) (66% of all renewals)
Application Denial Hearings	8	(27%)
CMS Exams Trade Exams NASCLA Exam Transcripts	431 448 17 12 36 28 5 3	,
Certificates of Eligibility Requests Certificates of Eligibility Renewals Single Project Limit Increases	9 104 23	(29%) (25%) (21%)
Contractors Identified As Veterans Business Assistance Program Attendees Public Records Requests Total Calls Received	105 41 21 8,021	(8%) (<mark>74%)</mark> (24%)

^{*}Cancellations were paused in the 4th quarter 2019-2020 as a result of the COVID-19 Emergency Declaration and was reinstated on February 2, 2021.



Licensing - New License Application Trends

NEW LICENSE APPLICATIONS RECEIVED ANNUAL COMPARISON BY QUARTER

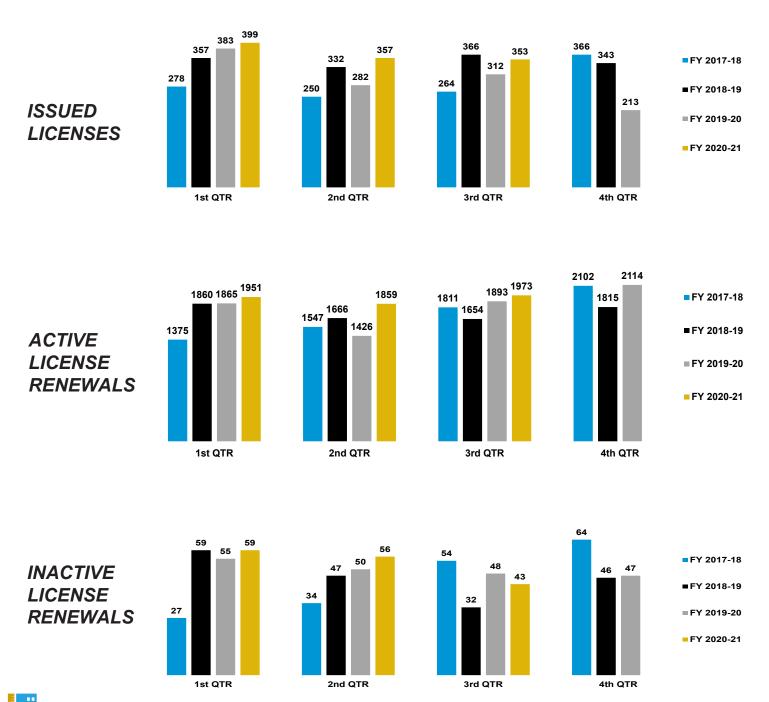


Primary Classification	3rd QTR 2019-20		3rd (QTR 20	20-21	
Filliary Classification	In	Out	Total	In	Out	Total
A General Engineering	29	31	60	36	19	55
AB General Engineering & General Building		2	2		1	1
B General Building	69	61	130	80	61	141
C1 Plumbing & Heating	21	6	27	32	11	43
C2 Electrical	42	30	72	42	34	76
C3 Carpentry, Maintenance & Minor Repair	33	14	47	43	10	53
C4 Painting & Decorating	30	7	37	34	9	43
C5 Concrete Contracting	24	7	31	22	6	28
C6 Erecting Signs	6	3	9	1	1	2
C7 Elevation & Conveyance	1	1	2	1	1	2
C8 Glass & Glazing	3	1	4	5	2	7
C10 Landscape Contracting	15		15	24	2	26
C11 Spraying Mixtures Containing Cement	1		1			0
C13 Using Sheet Metal		1	1	2	1	3
C14 Steel Reinforcing & Erection	11	8	19	18	8	26
C15 Roofing & Siding	8	8	16	13	3	16
C16 Finishing Floors	10	2	12	8	1	9
C17 Lathing & Plastering	7	1	8	2	2	4
C18 Masonry	10		10	8	3	11
C19 Installing Terrazzo & Marble	5	2	7	8		8
C20 Tiling	8	1	9	12	1	13
C21 Refrigeration & Air Conditioning	27	10	37	27	8	35
C23 Drilling Wells & Installing Pumps, Pressure Tanks & Storage Tanks		1	1	2	1	3
C24 Erecting Scaffolds & Bleachers	2		2			0
C25 Fencing & Equipping Playgrounds	2	1	3	3	1	4
C26 Institutional Contracting		3	3		3	3
C28 Fabricating Tanks			0		3	3
C30 Installing Equipment to Treat Water	1	1	2	1		1
C31 Wrecking	2		2	2	1	3
C33 Installing Industrial Machinery	1		1	1	2	3
C37 Solar Contracting			0	1		1
C38 Installing Equipment w Liquefied Petroleum and Natural Gas			0		1	1
C39 Installing Heaters	1	1	2			0
C40 Specialties Not Authorized by Other Classifications			0	1	4	5
C41 Fire Protection	1	2	3	2	2	4
Total	370	205	575	431	202	633
% In N evada		64%			68%	
% Out of State		36%			32%	



Licensing - Issued License & Renewal Trends

The charts below present annual data trends by quarter for comparison purposes.







Licensing - Quarter Highlights



BOARD SOLICITS BIDS FOR EXAM PROGRAM

During the quarter, the Board prepared and released an RFP soliciting bids related to licensure exam development and administration services. The Board's current contract with PSI Examination Services expires June 30, 2021.



NEW CONTRACTOR LICENSE APPLICATION MAKES AUTOMATED DEBUT

Licensing staff completed acceptance testing related to the online new license application process during the quarter and a "soft launch" was initiated in February, 2021. Since that date 139 applicants have opened or completed their application online.



AUTOMATIC LICENSE CANCELLATION FOR FAILURE TO RENEW REIMPLEMENTED

With the expiration of Emergency Directive 026 on September 28, 2020, the automatic cancellation of licenses based on failure to renew within six months of the expiration date was reinstated.



TRACKING OF INDEMNIFICATION RECORDS

Programming changes were completed that provide for more efficient management and tracking of licensee indemnitor information. These program changes also allow staff to readily identify companies or individuals who serve as an indemnitor for multiple licensees.





Investigations - Background Check Trends

The Nevada State Contractors Board is authorized under NRS 624.265 to request fingerprints from all applicants for licensure for the purposes of conducting criminal background checks, which are used to assess the character of an applicant and verify accuracy and/or omission of information provided on the license application. The Board's use of criminal justice databases is monitored and audited by the State of Nevada and the FBI for compliance with applicable rules, regulations, policies and procedures.



Fingerprint Cards Submitted	778
Applicants with criminal histories	211
Applicants without criminal histories	567
Criminal Histories	27%

Background Check Statistics

43 Investigations Initiated

- 18 Investigations pending
- 44 Investigations closed

BACKGROUND INTERVIEWS AID APPLICATION PROCESS

Interviews with applicants whose history reveals criminal activities of concern afford an opportunity for a more in-depth analysis and evaluation before deciding if the conviction would disqualify the applicant.

Of the 8 applicants interviewed for this purpose during the reporting period, 5 were recommended for approval and 3 were recommended for denial of licensure.





Investigations - Quarter Statistics

JANUARY - MARCH 2021

505 Complaints Opened

- 131 Workmanship (26%)*
- 125 Contracting w/o License (25%)*
- 112 Industrial Regulation (22%)*
- 103 Unlawful Advertising (20%)*
- 33 Money Owing (7%)*
- 1 Criminal Fraud (0%)*

94 Administrative Citations Issued

- Licensed Contractors: 42
 - \$69,650 in Fines
 - \$15,025 in Costs
- Unlicensed Contractors: 52
 - \$93,000 in Fines
 - \$31,144 in Costs

23 Disciplinary Hearings

- 3 License Revoked
- Assessed fines & costs
 - \$55,250 in Fines
 - \$26,697 in Costs

9 Criminal Affidavits Filed with District Attorney Offices

63 Cease & Desist Orders Issued to Unlicensed Contractors

RESIDENTIAL RECOVERY FUND



During the reporting period, the Board opened 29 Recovery Fund cases following receipt of claims from consumers.

Three Recovery Fund hearings were held where 34 claims were considered by the Committee. A total of \$ 268,246.70 was awarded to 30 claimants for an average award amount of approximately \$8,942.00.

As of March 31, 2021, the Recovery Fund maintains a balance of approximately \$5.529 million.



^{*} Percentage of total cases



Investigations - Significant Cases

Board Persistence Lands Conviction of Unlicensed Contractor After 15 Years

In 2006, the Nevada State Contractors Board investigated allegations of contracting without a license against Richard Antonelli - a crime he had been convicted of twice before. Upon filing charges with the District Attorney's offfice, Antonelli fled and failed to appear for his hearing date. A warrant was then issued for his arrest, which he evaded for nearly 15 years.

Antonelli was finally arrested in 2020 and his court date rescheduled for the 2006 charges. During the quarter, Antonelli pled guilty to a Gross Misdemeanor and was placed on three years probation and ordered to pay \$4800.00 in restitution to the victim.

Antonelli's victim expressed gratitude to the Contractors Board for not giving up on her.



Recovery Fund Committee Awards over \$115,000 to Victims of Revoked Contractor; Board Pursues Criminal Charges

In November 2020, Security Screen Masters of Nevada, LLC had their license revoked by the Board after failing to appear at a disciplinary hearing concerning the alleged abandonment of several projects.

Over 20 homeowners hired Security Screen Masters to fabricate and install security screens at their residence; each paying up to 50 percent down payments prior to any work being performed.

During the quarter, the Residential Recovery Fund Committee considered the claims of affected homeowners and awarded over \$115,000 to 21 claimants, for an average award of approximately \$5,500.

The Board has since filed criminal charges against Security Screen Masters with the Clark County Regional Justice Court, including 7 Felony counts, 7 Gross Misdemeanor counts, and 4 Misdemeanor counts.







Information Technology



Efforts Made to Upgrade Board Technology

During the third quarter, the Information Technology Department worked to update the Board's e-mail, server, and telephone systems. The scope for the e-mail upgrade was completed and the Board is currently waiting for license procurement to process with Microsoft. The IT Manager worked closely with the Board's current vendors on the scope of work to upgrade the Board's servers and telephone systems. The telephone updates will be made pending review of a detailed cost and execution plan by the vendor.



Evaluation of Future Technology Needs

The Information Technology Department has begun working closely to identify the Board's technical and logistical needs for future relocation of the Southern Nevada office.



Plans to Transition to Hybrid Meetings Being Evaluated

With the return of in-person meetings, the Information Technology Department is evaluating options to continue to host an online platform for virtual participation, in addition to in-person attendance for public viewing. This initiative is currently in an integration testing phase.





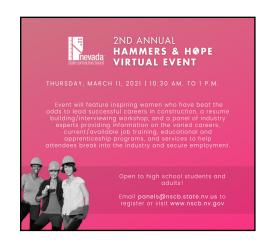
Public Information Office

Board Hosts 2nd Annual Hammers & Hope Event

On March 11, 2021, the Nevada State Contractors Board hosted its 2nd Annual Hammers and Hope event. The virtual setting offered three panel topics aimed at inspiring women to enter the construction workforce, providing tips for career success, and connecting participants to representatives across the construction industry.

The 2.5-hour event welcomed 12 panelists who shared their personal testimony, professional insights, interview and job search tips, resources related to certification and training, and helped answer specific questions of importance to the attendees.

In the days that followed, the Contractors Board compiled a number of documents, power point presentations, and related career-focused resources, which were sent electronically along with a recording of the event to each participant.



Executive Officer Grein in the Spotlight



During the quarter, Executive Officer Grein was front and center as she shared information about the Board, her role as Executive Officer, and Board-sponsored events with media across the state.

A full-page feature in the 89135 Magazine highlighted Grein's tenure as Executive Officer and personal narrative, the public protection focus of the Board's operations, as well as the Board's outreach opportunities promoting workforce development. Joining her for the inspirational and informative piece was her furry companion Lili...isn't she cute!

In addition, Grein conducted several media interviews promoting the Board's Hammer's and Hope event. These included outlets such as KOLO-TV, KTNV, Entercom Radio, Lotus Broadcasting Radio, and Beasley Broadcasting Radio.

Grein also gave a presentation to the Glaziers Association where she provided updates on the Board's legislative package and FY 2020-21 Strategic Plan goals.





Looking Forward - Quarter 4

With the final quarter on the horizon for FY 2020-21, the Board looks forward to identifying new customer service training opportunities for enforcement personnel involved in field operations, as well as its licensing staff members.

We will also welcome back our Board members and members of the public for in-person meetings beginning in April 2021 -- with a Board room retrofitted to ensure appropriate safety standards.

Having conducted our strategic planning meeting for FY 2021-22, the outlook for the year ahead is encouraging and we are excited to share these goals in our upcoming annual report!





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 nsch ny gov

