

Nevada State Contractors Board

STRATEGIC PLAN

Executive Officer Report Quarter Three Report

January 1 - March 31, 2022



Members of the Board

Kent Lay, *Chairman*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
Michael Phillips, 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

As we move towards spring and see the lifting of most pandemic restrictions, there is further confidence the construction industry will continue to thrive despite challenges like supply and staffing issues. To meet the demands of both the industry and the public. the Nevada State Contractors Board is back to full staffing and providing services in person.

Warmer weather and longer days motivate many in our communities into action around their homes. Often, homeowners utilize this time of year to consider painting their houses, planting new landscaping, installing a new patio cover or even undertaking major projects like the addition of a pool or another room.

At the Board, we see the end of winter and start of spring as an important time to remind everyone to utilize one of our state's more than 17,000 licensed contracts for home improvement. During the 3rd Quarter, we took this message to both the Sun City Summerlin Home Expo & Security Fair as well as the Reno Home & Garden Show. Each of these events allowed us to interact with hundreds of our neighbors to provide helpful information, answer questions, and receive important feedback.

The coming of spring is also a time when scammers and fraudulent actors may try to solicit work or bid on projects they are not licensed to perform. We have been using our participation at community events and our other external communications channels to emphasize the need for homeowners to verify a contractor's license with us to ensure they protect themselves.

During this time of renewal, the Board will continue to refine and refresh our efforts to ensure both contractors thrive in Nevada and homeowners have the resources to make informed decisions when choosing to have someone work around their home.

MARGI A. GREIN

Margi Q. Kein

Nevada State Contractors Board Executive Officer

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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 1)

Staff's efforts to streamline license processes have included the following:

- Expanding acceptable experience documentation to include a master's certification in a discipline substantially similar to the requested classification
- Facilitating rulemaking proceedings (pending) that will allow credit toward the experience requirement based on completion of a training program for occupational, vocational, career, trade or technical education
- Modifying reference certificate forms in an effort to ensure certification of proper employment periods and detailed work experience
- Establishing a subcommittee to explore the feasibility of creating a new license category for residential remodeling and address the need to provide licensure to smaller remodeling contractors that may not have the experience to obtain a B-2 or B-6 license

Additionally, Licensing Staff reviewed regulations and trade examination content, including addressing the following:

- Completing a review of all general engineering and general building exams to ensure they address the most recent building codes (Code reviews are ongoing related to other exam categories)
- Updating the electrical and photovoltaic exams to address changes in energy storage technology
- Identifying underperforming exams that may not address current practices; currently working with vendor to develop plan to address needed updates



Southern Nevada Office Customer Service





Reduce and prevent unlicensed activity and unprofessional and unprofessional conduct that pose a threat to public safety and threaten legitimate business activity. (Goal 2)

In an effort to automate the paperwork associated with the Fraud Unit, documents associated with all files are now stored electronically. Case documents and evidence are scanned into the investigator case file. While criminal courts and prosecutors require hard copies of certain files, following their use in court those documents are scanned for retention.

The Compliance Unit has also been focused on paper reduction. Digital photographs of Compliance Investigations are directly scanned into a computer database, thereby significantly reducing, and in most cases, eliminating the need for paper copies. Compliance is also working on improvements to the complaint submittal process.

The Special Investigations Unit (SIU) has been working with industry representatives to identify new ways to address unlicensed contracting activity including regular meetings with contractor associations. SIU has shared valuable information regarding requirements to prosecute unlicensed offenders.



SIU and Fraud have also worked closely with the jurisdictions that issue building permits. These relationships have enabled NSCB to be involved with the application process to verify adherence to application requirements.

Furthermore, in the 3rd Quarter the Fraud unit worked closely with the General Office of the Attorney on specific prosecute unlicensed cases to contractors. association The with allowed investigators industry experts has professional inspections and obtain diagnosis verifications that were used determining the validity of allegations certain cases.





CONSTRUCTION WEEK

Enhance the visibility of the NSCB and ensure that accurate information is available to the public and professionals through a variety of media (Goal 3)

Staff, in conjunction with The Ferraro Group, developed recommendations to expand the functionality of the NSCB app in the short term and long term. Longer term changes to expand content and capability of the app will be postponed until the website is revised in the next fiscal year.

During the quarter, staff continued outreach to potential licensees to spark interest in the contractor profession. Outreach included social media posts tailored towards potential licensees, news releases, and an appearance on the Southern Nevada radio show, Neon and Beyond. In person events to promote the profession included: participation in the Sun City Summerlin Home Show, Reno Home & Garden Show, and a Lied STEM Academy Virtual Construction Experts Panel.







Interested in becoming a licensed contractor? Avoid application mistakes will

Nevada State Contractors Board





Ensure that Board Members are well-supported to develop policy and provide direction to staff. (Goal 4) During their May meeting, the Commission on Construction Education will have an agenda item to discuss the scheduling of a joint meeting with the Board. It is anticipated this joint meeting will provide an opportunity for both bodies to further align in their common vision to foster the contractors of the future.

In an effort to increase Board involvement in NSCB outreach activities. Board Member Hernandez has presented or appeared as a panelist at several Spanish language events. Member Hernandez March, Board participated in the Nevada Small Business Development Center's 6 Week Spanish Incubator Program. The Incubator Program is aimed at entrepreneurs for whom English language and featured a second "Licensing, Contracting, segment on **Business Certifications.**" and



Lincoln County High School students working on a Commission on Construction Education sponsored project



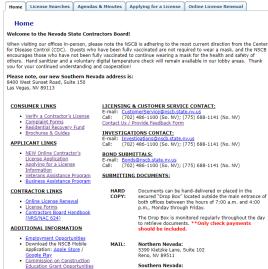












Southern Nevada:

Improve operations agency and technology (Goal 5)

During the quarter, an evaluation of the current legal and professional service costs and needs was completed, and resulting changes were implemented.

Last fall, Board Staff began reviewing the current website and content to analyze where improvements could be made. Based on the analysis, it was determined that the entire website should be refreshed. In preparation for the project, staff has done the following:

- Sought feedback from Board Staff on improvements
- Reviewed other state agency/outside organization websites for elements and design concepts
- Crafted a deck of favorite websites and elements
 - Began initial discussions with web designers
- Composed a draft plan to complete redesign by December 2022 as outlined in Board's Strategic Planning process

The next step will be to determine budget and begin the formal selection process of a web designer.





Executive Officer - Quarter Highlights

Addressing and Investigating Elder Abuse

On January 25th, Former Deputy District Attorney, Paul Greenwood presented to staff, "Addressing & Investigating Elder Abuse in the Construction Industry" informing staff on how to better identify criminal activity. This presentation was applicable to Nevada statutes and stressed the importance of showing empathy towards our seniors and tenaciously prosecuting those who do them harm.

Fight Fraud Taskforce

Executive Officer Grein participated in the Nevada Consumer Affairs. Meeting" "Fight Fraud Taskforce Zoom on January 26th. The speakers were Matt Petty, Intelligence Analyst and Patrick Liddy, Senior Analyst with the Nevada Threat Analysis Center. Petty and Liddy gave a presentation for the group on the topics of fraud, financial crimes, criminal intelligence, and anti-terrorism support and how the State of Nevada handles these issues.

NASCLA's Bi-monthly State Member Call

In January, Executive Officer Grein also attended NASCLA's bi-monthly State Member Call, where Public Information Officers were invited and Mr. Phillips represented the Board in a breakout group with the other PIOs.



Lied Stem Academy Middle School "Virtual Construction Experts Panel

On February 11th, Executive Officer Grein moderated the Lied Stem Academy Middle School "Virtual Construction Experts Panel". As Moderator, she was able to introduce and ask questions of great experts from across the construction industry spectrum. Then, we received insightful and fun questions from the Lied students who appeared motivated by the discussion of career options in the industry.



Executive Officer - Quarter Highlights

Legislative Commission Approves Regulation

Executive Officer Grein attended the February 28th meeting of the Legislative Commission, where regulation Ro21-21 was approved. The regulation amends NAC 624 to update the following sections of the chapter:

- NAC 624.590 was modified to allow credit toward the satisfaction of a portion of experience requirement for licensure to applicants who have completed certain occupational and vocational training programs.
- NAC 624.640 was modified pertaining to the display of license certificates.
- NAC 624.678 regarding duplicate licenses was repealed.

Staff Receives Harassment Training

Also, in February, staff took part in the harassment training session previously offered to Supervisors and Managers. Attorney Jeff Winchester from Fisher & Phillips walked the team through the interactive training session that included videos with real life scenarios to help enforce the gravity and sensitivity of the topic.

Strategic Planning Update

On March 1st, the Board held its annual strategic planning session with Daniel Iacofano of MIG. As usual, Mr. Iacofano pushed the Board and Staff toward goals that will challenge the status quo and keep moving towards greater efficiency and effectiveness.



Nevada Chapter AGC President's Luncheon

Also, in early March, Executive Officer Grein attended the Associated General Contractors Presidents luncheon in Reno where Political Analyst and author, Chris Stirewalt was the guest speaker.

Brainstorming Meetings with Staff Facilitate New Ideas and Problem Solving

Executive Officer Grein held Brainstorming Meetings with the Reno Office Staff in March to discuss concerns as well as share new ideas for improving processes. Similar meetings are planned for the Las Vegas office.

Staff Quarterly Report Briefing On March 9th, Executive Staff presented the Quarterly Report to Staff. The meeting also allowed staff to provide feedback and ask questions about subjects outside of their departments.

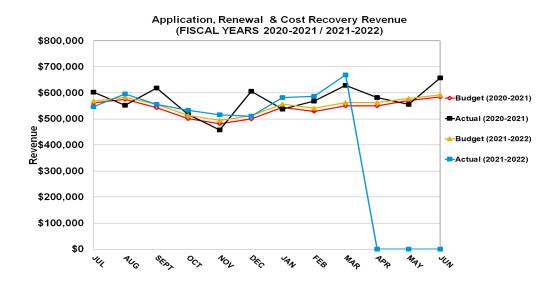


Licensing & Cost Recovery - Data Dashboard

JULY-20	AUG-20	SEPT-20	OCT-20	NOV-20	DEC-20	JAN-21	FEB-21	MAR-21	APR-21	MAY-21	JUN-2021	TOTALS
\$389,000	\$403,000	\$374,000	\$331,100	\$312,000	\$330,000	\$375,000	\$360,000	\$381,000	\$380,000	\$399,900	\$415,000	\$4,450,000
\$61,666	\$61,667	\$61,667	\$61,666	\$61,667	\$61,667	\$61,666	\$61,667	\$61,667	\$61,666	\$61,667	\$61,667	\$740,000
\$43,333	\$43,333	\$43,334	\$43,333	\$43,333	\$43,334	\$43,333	\$43,333	\$43,334	\$43,333	\$43,333	\$43,334	\$520,000
\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$420,000
\$20,833	\$20,833	\$20,834	\$20,833	\$20,833	\$20,834	\$20,833	\$20,833	\$20,834	\$20,833	\$20,833	\$20,834	\$250,000
\$5,750	\$5,750	\$5,750	\$5,750	\$5,750	\$5,750	\$5,750	\$5,750	\$5,750	\$5,750	\$5,750	\$5,750	\$69,000
\$5,725	\$5,875	\$3,325	\$3,525	\$3,075	\$3,225	\$3,625	\$2,425	\$3,325	\$3,625	\$4,225	\$3,025	\$45,000
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER		FEBRUARY	MARCH	APRIL	MAY	JUNE	\$40,000
\$561,307	\$575,458	\$543.910	\$501,207	\$481,658	\$499,810	\$545,207	\$529,008	\$550,910	\$550,207	\$570,708	\$584,610	\$6,494,000
JULY-20	AUG-20	SEPT-20	OCT-20	NOV-20	DEC-20	JAN-21	FEB-21	MAR-21	APR-21	MAY-21	JUN-2021	TOTALS
	\$345,000	\$412,565	\$333,555	\$296,100	\$338,530	\$385,200	\$379,125	\$395,250	\$386,325	\$401,888	\$454,235	\$4,517,923
\$83,700	\$79,500	\$75,450	\$73,200	\$50,400	\$70,200	\$53,400	\$64,500	\$76,150	\$54,200	\$51,900	\$74,100	\$806,700
\$47,100	\$56,100	\$56,400	\$50,400	\$52,200	\$56,700	\$43,500	\$59,400	\$82,800	\$71,700	\$49,500	\$66,000	\$691,800
\$43,300	\$34,750	\$41,975	\$33,925	\$35,500	\$34,950	\$31,825	\$34,200	\$46,900	\$40,475	\$35,975	\$40,575	\$454,350
\$29,381	\$29,229	\$25,207	\$16,227	\$12,201	\$94,094	\$10,275	\$19,808	\$17,056	\$20,957	\$10,402	\$15,766	\$300,603
\$4,163	\$4,125	\$3,038	\$7,275	\$7,488	\$7,688	\$9,188	\$8,550	\$6,675	\$5,175	\$4,275	\$3,225	\$70,863
\$5,250	\$4,200	\$4,538	\$3,000	\$4,050	\$4,350	\$4,350	\$2,700	\$3,900	\$3,450	\$2,700	\$3,750	\$46,238
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	
\$603,043	\$552,904	\$619,172	\$517,582	\$457,939	\$606,511	\$537,737	\$568,283	\$628,731	\$582,282	\$556,639	\$657,651	\$6,888,475
JULY-20	AUG-20	SEPT-20	OCT-20	NOV-20	DEC-20	JAN-21	FEB-21	MAR-21	APR-21	MAY-21	JUN-2021	TOTALS
\$1,150	(\$58,000)	\$38,565	\$2,455	(\$15,900)	\$8,530	\$10,200	\$19,125	\$14,250	\$6,325	\$1,988	\$39,235	\$67,923
\$22,034	\$17,833	\$13,783	\$11,534	(\$11,267)	\$8,533	(\$8,266)	\$2,833	\$14,483	(\$7,466)	(\$9,767)	\$12,433	\$66,700
\$3,767	\$12,767	\$13,066	\$7,067	\$8,867	\$13,366	\$167	\$16,067	\$39,466	\$28,367	\$6,167	\$22,666	\$171,800
\$8,300	(\$250)	\$6,975	(\$1,075)	\$500	(\$50)	(\$3,175)	(\$800)	\$11,900	\$5,475	\$975	\$5,575	\$34,350
\$8,548	\$8,396	\$4,373	(\$4,606)	(\$8,632)	\$73,260	(\$10,558)	(\$1,025)	(\$3,778)	\$124	(\$10,431)	(\$5,068)	\$50,603
(\$1,588)	(\$1,625)	(\$2,713)	\$1,525	\$1,738	\$1,938	\$3,438	\$2,800	\$925	(\$575)	(\$1,475)	(\$2,525)	\$1,863
(\$475)	(\$1,675)	\$1,213	(\$525)	\$975	\$1,125	\$725	\$275	\$575	(\$175)	(\$1,525)	\$725	\$1,238
JULY	AUGUST	SEPTEMBER		NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	
\$41,736	(\$22,554)	\$75,262	\$16,375	(\$23,719)	\$106,701	(\$7,470)	\$39,275	\$77,821	\$32,075	(\$14,069)	\$73,041	\$394,475
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JULY-21	AUG-21	SEPT-21	OCT-21	NOV-21	DEC-21	JAN-22	FEB-22	MAR-22	APR-22	MAY-22	JUN-22	TOTALS
\$384,000	\$398,000	SEPT-21 \$374,000	OCT-21 \$331,100	NOV-21 \$312,000	DEC-21 \$330,000	JAN-22 \$375,000	FEB-22 \$360,000	MAR-22 \$381,000	APR-22 \$380,000	MAY-22 \$395,000	JUN-22 \$409,900	TOTALS \$4,430,000
\$384,000 \$62,500	\$398,000 \$62,500	SEPT-21 \$374,000 \$62,500	OCT-21 \$331,100 \$62,500	NOV-21 \$312,000 \$62,500	DEC-21 \$330,000 \$62,500	JAN-22 \$375,000 \$62,500	FEB-22 \$360,000 \$62,500	MAR-22 \$381,000 \$62,500	APR-22 \$380,000 \$62,500	MAY-22 \$395,000 \$62,500	JUN-22 \$409,900 \$62,500	TOTALS \$4,430,000 \$750,000
\$384,000 \$62,500 \$54,166	\$398,000 \$62,500 \$54,167	\$EPT-21 \$374,000 \$62,500 \$54,167	OCT-21 \$331,100 \$62,500 \$54,166	NOV-21 \$312,000 \$62,500 \$54,167	DEC-21 \$330,000 \$62,500 \$54,167	JAN-22 \$375,000 \$62,500 \$54,166	FEB-22 \$360,000 \$62,500 \$54,167	MAR-22 \$381,000 \$62,500 \$54,167	APR-22 \$380,000 \$62,500 \$54,166	MAY-22 \$395,000 \$62,500 \$54,167	JUN-22 \$409,900 \$62,500 \$54,167	TOTALS \$4,430,000 \$750,000 \$650,000
\$384,000 \$62,500 \$54,166 \$35,833	\$398,000 \$62,500 \$54,167 \$35,833	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834	APR-22 \$380,000 \$62,500 \$54,166 \$35,833	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834	TOTALS \$4,430,000 \$750,000 \$650,000 \$430,000
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833	\$360,000 \$62,500 \$54,167 \$35,833 \$20,833	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834	TOTALS \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833	\$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834	**TOTALS \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$5,725	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$5,875	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$3,075	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,025	TOTALS \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$5,725 JULY	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$5,875 AUGUST	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525 OCTOBER	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$3,075 NOVEMBER	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 JANUARY	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 MARCH	\$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 APRIL	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,025 JUNE	**TOTALS \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$5,725 JULY \$568,890	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$5,875 AUGUST \$583,041	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525 OCTOBER \$513,790	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$3,075 NOVEMBER \$494,241	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 JANUARY \$557,790	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 MARCH \$563,494	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 APRIL \$562,790	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY \$578,391	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,025 JUNE \$592,094	TOTALS \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$5,725 JULY \$568,890 JULY-21	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$5,875 AUGUST \$583,041 AUG-21	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494 \$EPT-21	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525 OCTOBER	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$3,075 NOVEMBER \$494,241 NOV-21	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394 DEC-21	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 JANUARY \$557,790 JAN-22	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591 FEB-22	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 MARCH	\$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 APRIL	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,025 JUNE	TOTALS \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000 TOTALS
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$5,725 JULY \$568,890 JULY-21 \$356,290	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$5,875 AUGUST \$583,041 AUG-21 \$378,450	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494 \$EPT-21 \$379,225	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525 OCTOBER \$513,790 OCT-21 \$353,245	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$3,075 NOVEMBER \$494,241 NOV-21 \$331,200	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394 DEC-21 \$335,080	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 JANUARY \$557,790 JAN-22 \$406,650	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591 FEB-22 \$390,075	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$5,834 \$563,494 MAR-22 \$437,100	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 APRIL \$562,790	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY \$578,391	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,025 JUNE \$592,094	TOTALS \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000 TOTALS \$3,367,315
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$5,725 JULY \$568,890 JULY-21 \$356,290 \$76,500	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$5,875 AUGUST \$583,041 AUG-21 \$378,450 \$80,300	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494 \$EPT-21 \$379,225 \$64,750	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525 OCTOBER \$513,790 OCT-21 \$353,245 \$69,600	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$3,075 NOVEMBER \$494,241 NOV-21 \$331,200 \$61,500	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394 DEC-21 \$335,080 \$61,050	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 JANUARY \$557,790 JAN-22 \$406,650 \$57,150	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591 FEB-22 \$390,075 \$61,950	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 MARCH \$563,494 MAR-22 \$437,100 \$84,700	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 APRIL \$562,790	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY \$578,391	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,025 JUNE \$592,094	**TOTALS** \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000 **TOTALS** \$3,367,315 \$617,500
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$5,725 JULY \$568,890 JULY-21 \$356,290	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$5,875 AUGUST \$583,041 AUG-21 \$378,450 \$80,300 \$63,900	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494 \$EPT-21 \$379,225	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525 OCTOBER \$513,790 OCT-21 \$353,245 \$69,600 \$54,300	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$3,075 NOVEMBER \$494,241 NOV-21 \$331,200	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394 DEC-21 \$335,080	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 JANUARY \$557,790 JAN-22 \$406,650	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591 FEB-22 \$390,075	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$5,834 \$563,494 MAR-22 \$437,100	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 APRIL \$562,790	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY \$578,391	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,025 JUNE \$592,094	TOTALS \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000 TOTALS \$3,367,315
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,725 JULY \$568,890 JULY-21 \$356,290 \$76,500 \$52,800	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$5,875 AUGUST \$583,041 AUG-21 \$378,450 \$80,300 \$63,900	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494 \$EPT-21 \$379,225 \$64,750 \$52,500	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525 OCTOBER \$513,790 OCT-21 \$353,245 \$69,600 \$54,300 \$33,500	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$3,075 NOVEMBER \$494,241 NOV-21 \$331,200 \$61,500 \$57,900	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394 DEC-21 \$335,080 \$61,050 \$57,000	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 JANUARY \$557,790 JAN-22 \$406,650 \$57,150 \$44,100	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591 FEB-22 \$390,075 \$61,950 \$58,500	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 MARCH \$563,494 MAR-22 \$437,100 \$84,700 \$72,000	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 APRIL \$562,790	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY \$578,391	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,025 JUNE \$592,094	\$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000 TOTALS \$3,367,315 \$617,500 \$513,000
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,725 JULY \$568,890 JULY-21 \$356,290 \$76,500 \$52,800 \$32,325	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,875 AUGUST \$583,041 AUG-21 \$378,450 \$80,300 \$63,900 \$46,300	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494 \$EPT-21 \$379,225 \$64,750 \$52,500 \$34,325	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$5,833 \$0CTOBER \$513,790 OCT-21 \$353,245 \$69,600 \$54,300 \$33,500 \$10,050	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$3,075 NOVEMBER \$494,241 NOV-21 \$331,200 \$61,500 \$57,900 \$41,600	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394 DEC-21 \$335,080 \$61,050 \$57,000	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 JANUARY \$557,790 JAN-22 \$406,650 \$57,150 \$44,100 \$44,250	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591 FEB-22 \$390,075 \$61,950 \$58,500 \$44,850	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$5,834 \$563,494 MAR-22 \$437,100 \$84,700 \$72,000 \$47,350	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 APRIL \$562,790	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY \$578,391	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,025 JUNE \$592,094	**TOTALS** \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000 **TOTALS** \$3,367,315 \$617,500 \$513,000 \$359,650
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,725 JULY \$568,890 JULY-21 \$356,290 \$76,500 \$52,800 \$32,325 \$19,830	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,875 AUGUST \$583,041 AUG-21 \$378,450 \$80,300 \$63,900 \$46,300 \$17,695	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494 \$EPT-21 \$379,225 \$64,750 \$52,500 \$34,325 \$19,018	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525 OCTOBER \$513,790 OCT-21 \$353,245 \$69,600 \$54,300 \$33,500 \$10,050 \$8,550	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$3,075 NOVEMBER \$494,241 NOV-21 \$331,200 \$61,500 \$57,900 \$41,600 \$12,809	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394 DEC-21 \$335,080 \$61,050 \$57,000 \$35,150	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 JANUARY \$557,790 JAN-22 \$406,650 \$57,150 \$44,100 \$44,250 \$17,638	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591 FEB-22 \$390,075 \$61,950 \$58,500 \$44,850 \$18,548	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$5,834 \$563,494 MAR-22 \$437,100 \$84,700 \$72,000 \$47,350 \$15,962	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 APRIL \$562,790	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY \$578,391	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,025 JUNE \$592,094	**TOTALS** \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000 **TOTALS** \$3,367,315 \$617,500 \$513,000 \$359,650 \$140,117
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,725 JULY \$568,890 JULY-21 \$356,290 \$76,500 \$52,800 \$32,325 \$19,830 \$4,050	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,875 AUGUST \$583,041 AUG-21 \$378,450 \$80,300 \$46,300 \$17,695 \$4,500	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494 \$EPT-21 \$379,225 \$64,750 \$52,500 \$34,325 \$19,018 \$3,638 \$2,888	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525 OCTOBER \$513,790 OCT-21 \$353,245 \$69,600 \$54,300 \$33,500 \$10,050 \$8,550	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$3,075 NOVEMBER \$494,241 NOV-21 \$331,200 \$61,500 \$57,900 \$41,600 \$12,809 \$6,635	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394 DEC-21 \$335,080 \$61,050 \$57,000 \$35,150 \$8,567 \$8,363	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 JANUARY \$557,790 JAN-22 \$406,650 \$57,150 \$44,100 \$44,250 \$17,638 \$9,338	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591 FEB-22 \$390,075 \$61,950 \$58,500 \$44,850 \$18,548 \$9,113	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$5,834 \$563,494 MAR-22 \$437,100 \$84,700 \$72,000 \$47,350 \$15,962 \$7,688	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 APRIL \$562,790	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY \$578,391	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,025 JUNE \$592,094	**TOTALS** \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000 **TOTALS** \$3,367,315 \$617,500 \$513,000 \$359,650 \$140,117 \$61,873
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,725 JULY \$568,890 JULY-21 \$356,290 \$76,500 \$52,800 \$32,325 \$19,830 \$4,050 \$4,800 JULY	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$5,875 AUGUST \$583,041 AUG-21 \$378,450 \$80,300 \$63,900 \$46,300 \$17,695 \$4,500 \$4,800	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494 \$EPT-21 \$379,225 \$64,750 \$52,500 \$34,325 \$19,018 \$3,638 \$2,888	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525 OCTOBER \$513,790 OCT-21 \$353,245 \$69,600 \$54,300 \$33,500 \$10,050 \$8,550	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$3,075 NOVEMBER \$494,241 NOV-21 \$331,200 \$61,500 \$57,900 \$41,600 \$12,809 \$6,635 \$4,800	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394 DEC-21 \$335,080 \$61,050 \$57,000 \$35,150 \$8,567 \$8,363 \$4,800	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 JANUARY \$557,790 JAN-22 \$406,650 \$57,150 \$44,100 \$44,250 \$17,638 \$9,338 \$3,600	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591 FEB-22 \$390,075 \$61,950 \$58,500 \$44,850 \$18,548 \$9,113	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 MARCH \$563,494 MAR-22 \$437,100 \$84,700 \$72,000 \$47,350 \$15,962 \$7,688 \$4,200 MARCH	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 APRIL \$562,790 APR-22	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY \$578,391 MAY-22	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,025 JUNE \$592,094 JUN-22	**TOTALS** \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000 **TOTALS** \$3,367,315 \$617,500 \$513,000 \$359,650 \$140,117 \$61,873
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,725 JULY \$568,890 JULY-21 \$356,290 \$76,500 \$52,800 \$32,325 \$19,830 \$4,050 \$4,800 JULY	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,875 AUGUST \$583,041 AUG-21 \$378,450 \$80,300 \$46,300 \$17,695 \$4,500 \$4,800 AUGUST \$595,945	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494 \$EPT-21 \$379,225 \$64,750 \$52,500 \$34,325 \$19,018 \$3,638 \$2,888 \$EPTEMBER	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525 OCTOBER \$513,790 OCT-21 \$353,245 \$69,600 \$54,300 \$33,500 \$10,050 \$8,550 \$3,600 OCTOBER \$532,845 OCT-21	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$3,075 NOVEMBER \$494,241 NOV-21 \$331,200 \$61,500 \$57,900 \$41,600 \$12,809 \$6,635 \$4,800 NOVEMBER	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394 DEC-21 \$335,080 \$61,050 \$57,000 \$35,150 \$8,567 \$8,363 \$4,800 DECEMBER	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 JANUARY \$557,790 JAN-22 \$406,650 \$57,150 \$44,100 \$44,250 \$17,638 \$9,338 \$3,600 JANUARY	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591 FEB-22 \$390,075 \$61,950 \$58,500 \$44,850 \$18,548 \$9,113 \$3,900 FEBRUARY	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 MARCH \$563,494 MAR-22 \$437,100 \$47,350 \$15,962 \$7,688 \$4,200 MARCH \$668,999 MAR-22	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$3,625 APRIL \$562,790 APR-22	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY \$578,391 MAY-22	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$3,025 JUNE \$592,094 JUN-22	**TOTALS** \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000 **TOTALS** \$3,367,315 \$617,500 \$513,000 \$359,650 \$140,117 \$61,873 \$37,388
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$5,725 JULY \$568,890 JULY-21 \$356,290 \$76,500 \$52,800 \$32,325 \$19,830 \$4,050 \$4,800 JULY \$546,595	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,875 AUGUST \$583,041 AUG-21 \$378,450 \$80,300 \$46,300 \$17,695 \$4,500 AUGUST \$595,945	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494 \$EPT-21 \$379,225 \$64,750 \$52,500 \$34,325 \$19,018 \$3,638 \$2,888 \$EPTEMBER \$556,343	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525 OCTOBER \$513,790 OCT-21 \$353,245 \$69,600 \$54,300 \$33,500 \$10,050 \$8,550 \$3,600 OCTOBER \$532,845	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$3,075 NOVEMBER \$494,241 NOV-21 \$331,200 \$61,500 \$57,900 \$41,600 \$12,809 \$6,635 \$4,800 NOVEMBER \$516,444	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394 DEC-21 \$335,080 \$61,050 \$57,000 \$35,150 \$8,567 \$8,363 \$4,800 DECEMBER \$510,010	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 JANUARY \$557,790 JAN-22 \$406,650 \$57,150 \$44,100 \$44,250 \$17,638 \$9,338 \$3,600 JANUARY \$582,726	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591 FEB-22 \$390,075 \$61,950 \$58,500 \$44,850 \$18,548 \$9,113 \$3,900 FEBRUARY \$586,936	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 MARCH \$563,494 MAR-22 \$437,100 \$47,350 \$15,962 \$7,688 \$4,200 MARCH \$668,999 MAR-22 \$56,100	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 APRIL \$562,790 APR-22	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY \$578,391 MAY-22	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$3,025 JUNE \$592,094 JUN-22	**TOTALS** \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000 **TOTALS** \$3,367,315 \$617,500 \$513,000 \$359,650 \$140,117 \$61,873 \$37,388 \$5,096,842
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$5,725 JULY \$568,890 JULY-21 \$356,290 \$76,500 \$52,800 \$32,325 \$19,830 \$4,050 \$4,800 JULY \$546,595 JULY-21 (\$27,710)	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,875 AUGUST \$583,041 AUG-21 \$378,450 \$80,300 \$46,300 \$17,695 \$4,500 \$4,800 AUGUST \$595,945 AUG-21	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494 \$EPT-21 \$379,225 \$64,750 \$52,500 \$34,325 \$19,018 \$3,638 \$2,888 \$EPTEMBER \$556,343 \$EPT-21	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525 OCTOBER \$513,790 OCT-21 \$353,245 \$69,600 \$54,300 \$33,500 \$10,050 \$8,550 \$3,600 OCTOBER \$532,845 OCT-21	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$3,075 NOVEMBER \$494,241 NOV-21 \$331,200 \$61,500 \$57,900 \$41,600 \$12,809 \$6,635 \$4,800 NOVEMBER \$516,444 NOV-21	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394 DEC-21 \$335,080 \$61,050 \$57,000 \$35,150 \$8,567 \$8,363 \$4,800 DECEMBER \$510,010 DEC-21	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 JANUARY \$557,790 JAN-22 \$406,650 \$57,150 \$44,100 \$44,250 \$17,638 \$9,338 \$3,600 JANUARY \$582,726 JANUARY	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591 FEB-22 \$390,075 \$61,950 \$58,500 \$44,850 \$18,548 \$9,113 \$3,900 FEBRUARY \$586,936 FEB-22	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 MARCH \$563,494 MAR-22 \$437,100 \$47,350 \$15,962 \$7,688 \$4,200 MARCH \$668,999 MAR-22	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 APRIL \$562,790 APR-22	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY \$578,391 MAY-22	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$3,025 JUNE \$592,094 JUN-22	**TOTALS** \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000 **TOTALS** \$3,367,315 \$617,500 \$513,000 \$359,650 \$140,117 \$61,873 \$37,388 \$5,096,842 TOTALS
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,725 JULY \$568,890 JULY-21 \$356,290 \$76,500 \$52,800 \$32,325 \$19,830 \$4,050 \$4,800 JULY \$546,595 JULY-21 (\$27,710) \$14,000 (\$1,366)	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$5,875 AUGUST \$583,041 AUG-21 \$378,450 \$80,300 \$46,300 \$17,695 \$4,500 \$4,500 AUGUST \$595,945 AUG-21 (\$19,550) \$17,800 \$9,733	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494 \$EPT-21 \$379,225 \$64,750 \$52,500 \$34,325 \$19,018 \$3,638 \$2,888 \$EPTEMBER \$556,343 \$EPT-21 \$5,225 \$6,225 \$2,250 \$1,667)	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525 OCTOBER \$513,790 OCT-21 \$353,245 \$69,600 \$54,300 \$33,500 \$10,050 \$8,550 \$3,600 OCTOBER \$532,845 OCT-21 \$22,145 \$7,100 \$134	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$5,837 NOVEMBER \$494,241 NOV-21 \$331,200 \$61,500 \$57,900 \$41,600 \$12,809 \$6,635 \$4,800 NOVEMBER \$516,444 NOV-21 \$19,200 (\$1,000) \$3,733	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394 DEC-21 \$335,080 \$61,050 \$57,000 \$35,150 \$8,567 \$8,363 \$4,800 DECEMBER \$510,010 DEC-21 \$5,080 (\$1,450) \$2,833	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 JANUARY \$557,790 JAN-22 \$406,650 \$57,150 \$44,100 \$44,250 \$17,638 \$9,338 \$3,600 JANUARY \$582,726 JANUARY \$582,726 JANUARY	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591 FEB-22 \$390,075 \$61,950 \$58,500 \$44,850 \$18,548 \$9,113 \$3,900 FEBRUARY \$586,936 FEB-22 \$30,075 (\$550) \$4,333	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 MARCH \$563,494 MAR-22 \$437,100 \$84,700 \$72,000 \$47,350 \$15,962 \$7,688 \$4,200 MARCH \$668,999 MAR-22 \$56,100 \$22,200 \$17,833	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$3,625 APRIL \$562,790 APR-22 (\$380,000) (\$62,500) (\$54,166)	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY \$578,391 MAY-22 \$0 MAY-22 \$395,000 \$62,500 \$	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,025 JUNE \$592,094 JUN-22 \$0 JUN-22 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	**TOTALS** \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000 **TOTALS** \$3,367,315 \$617,500 \$513,000 \$359,650 \$140,117 \$61,873 \$37,388 **S5,096,842 **TOTALS** (\$1,062,685) (\$132,500) (\$137,000)
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,725 JULY \$568,890 JULY-21 \$356,290 \$76,500 \$52,800 \$32,325 \$19,830 \$4,050 \$4,800 JULY \$546,595 JULY-21 (\$27,710) \$14,000 (\$1,366) (\$3,508)	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$5,875 AUGUST \$583,041 AUG-21 \$378,450 \$46,300 \$17,695 \$4,500 \$4,500 AUGUST \$595,945 AUG-21 (\$19,550) \$17,800 \$9,733 \$10,467	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494 \$EPT-21 \$379,225 \$64,750 \$52,500 \$34,325 \$19,018 \$3,638 \$2,888 \$EPTEMBER \$556,343 \$EPT-21 \$5,225 \$2,250 \$1,667) \$1,509)	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525 OCTOBER \$513,790 OCT-21 \$353,245 \$69,600 \$54,300 \$33,500 \$10,050 \$8,550 \$3,600 OCTOBER \$532,845 OCT-21 \$22,145 \$7,100 \$134 (\$2,333)	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$5,837 NOVEMBER \$494,241 NOV-21 \$331,200 \$61,500 \$57,900 \$41,600 \$12,809 \$6,635 \$4,800 NOVEMBER \$516,444 NOV-21 \$19,200 (\$1,000) \$3,733 \$5,767	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394 DEC-21 \$335,080 \$61,050 \$57,000 \$35,150 \$8,567 \$8,363 \$4,800 DECEMBER \$510,010 DEC-21 \$5,080 (\$1,450) \$2,833 (\$684)	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 JANUARY \$557,790 JAN-22 \$406,650 \$57,150 \$44,100 \$44,250 \$17,638 \$9,338 \$3,600 JANUARY \$582,726 JAN-22 \$31,650 (\$5,350) (\$10,066) \$8,417	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591 FEB-22 \$390,075 \$61,950 \$44,850 \$18,548 \$9,113 \$3,900 FEBRUARY \$586,936 FEB-22 \$30,075 (\$550) \$4,333	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 MARCH \$563,494 MAR-22 \$437,100 \$84,700 \$72,000 \$47,350 \$15,962 \$7,688 \$4,200 MARCH \$668,999 MAR-22 \$56,100 \$22,200 \$17,833 \$11,516	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$3,625 APRIL \$562,790 APR-22 (\$380,000) (\$62,500) (\$54,166) (\$35,833)	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY \$578,391 MAY-22 \$0 MAY-22 \$395,000 \$62,500 \$54,167 \$35,833	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,025 JUNE \$592,094 JUN-22 \$0 JUN-22 (\$409,900) (\$62,500) (\$54,167) (\$35,834)	**TOTALS** \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000 **TOTALS** \$3,367,315 \$617,500 \$513,000 \$359,650 \$140,117 \$61,873 \$37,388 **S5,096,842 **TOTALS** (\$1,062,685) (\$132,500) (\$137,000) (\$70,350)
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,725 JULY \$568,890 \$76,500 \$52,800 \$32,325 \$19,830 \$4,050 \$4,800 JULY \$546,595 JULY-21 (\$27,710) \$14,000 (\$1,366) (\$3,508) (\$1,003)	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$5,875 AUGUST \$583,041 AUG-21 \$378,450 \$46,300 \$46,300 \$4,500 \$4,500 \$4,500 \$4,500 \$4,500 \$17,695 AUGUST \$955,945 AUG-21 (\$19,550) \$17,800 \$9,733 \$10,467 (\$3,138)	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494 \$EPT-21 \$379,225 \$64,750 \$52,500 \$34,325 \$19,018 \$3,638 \$2,888 \$EPTEMBER \$556,343 \$EPT-21 \$5,225 \$6,250 \$1,667) \$1,509) \$1,816	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$5,833 \$3,525 OCTOBER \$513,790 OCT-21 \$353,245 \$69,600 \$54,300 \$33,500 \$10,050 \$8,650 \$3,600 OCTOBER \$532,845 OCT-21 \$22,145 \$7,100 \$134 (\$2,333) (\$10,783)	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,837 \$0,833 \$5,837 NOVEMBER \$494,241 NOV-21 \$331,200 \$61,500 \$57,900 \$41,600 \$12,809 \$6,635 \$4,800 NOVEMBER \$516,444 NOV-21 \$19,200 (\$1,000) \$3,733 \$5,767 (\$8,024)	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394 DEC-21 \$335,080 \$61,050 \$57,000 \$35,150 \$8,567 \$8,363 \$4,800 DECEMBER \$510,010 DEC-21 \$5,080 (\$1,450) \$2,833 (\$684) (\$12,267)	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 JANUARY \$557,790 JAN-22 \$406,650 \$57,150 \$44,100 \$44,250 \$17,638 \$9,338 \$3,600 JANUARY \$582,726 JAN-22 \$31,650 (\$5,350) (\$10,066) \$8,417 (\$3,195)	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591 FEB-22 \$390,075 \$61,950 \$58,500 \$44,850 \$18,548 \$9,113 \$3,900 FEBRUARY \$586,936 FEB-22 \$30,075 (\$550) \$4,333 \$9,017 (\$2,285)	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 MARCH \$563,494 MAR-22 \$437,100 \$47,350 \$15,962 \$7,688 \$4,200 MARCH \$668,999 MAR-22 \$56,100 \$22,200 \$17,833 \$11,516 (\$4,872)	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$3,625 APRIL \$562,790 APR-22 (\$380,000) (\$62,500) (\$54,166) (\$35,833) (\$20,833)	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY \$578,391 MAY-22 \$395,000 \$62,500 \$62,500 \$54,167 \$35,833 \$20,833	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,025 JUNE \$592,094 JUN-22 JUN-22 (\$409,900) (\$62,500) (\$54,167) (\$35,834) (\$20,834)	TOTALS \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000 TOTALS \$3,367,315 \$617,500 \$513,000 \$359,650 \$140,117 \$61,873 \$37,388 \$5,096,842 TOTALS (\$1,062,685) (\$132,500) (\$137,000) (\$70,350) (\$109,883)
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,725 JULY \$568,890 \$76,500 \$52,800 \$32,325 \$19,830 \$4,050 \$4,800 JULY-21 (\$27,710) \$14,000 (\$1,366) (\$3,508) (\$1,003) (\$1,783)	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$5,875 AUGUST \$583,041 AUG-21 \$378,450 \$46,300 \$46,300 \$4,500 \$4,500 \$4,500 \$4,500 \$4,500 \$17,695 AUGUST \$595,945 AUG-21 (\$19,550) \$17,800 \$9,733 \$10,467 (\$3,138) (\$1,333)	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494 \$EPT-21 \$379,225 \$64,750 \$52,500 \$34,325 \$19,018 \$3,638 \$2,888 \$EPTEMBER \$556,343 \$EPT-21 \$5,225 \$(\$1,667) \$(\$1,509) \$(\$1,816) \$(\$2,197)	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525 OCTOBER \$513,790 OCT-21 \$353,245 \$69,600 \$54,300 \$33,500 \$10,050 \$8,650 \$3,600 OCTOBER \$532,845 OCT-21 \$22,145 \$7,100 \$134 (\$2,333) (\$10,783) \$2,717	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,837 NOVEMBER \$494,241 NOV-21 \$331,200 \$61,500 \$57,900 \$41,600 \$12,803 \$6,635 \$4,800 NOVEMBER \$516,444 NOV-21 \$19,200 (\$1,000) \$3,733 \$5,767 (\$8,024)	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394 DEC-21 \$335,080 \$61,050 \$57,000 \$35,150 \$8,567 \$8,363 \$4,800 DECEMBER \$510,010 DEC-21 \$5,080 (\$1,450) \$2,833 (\$684) (\$12,267)	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,625 JANUARY \$557,790 JAN-22 \$406,650 \$57,150 \$44,100 \$44,250 \$17,638 \$9,338 \$3,600 JANUARY \$582,726 JAN-22 \$31,650 (\$5,350) (\$10,066) \$8,417 (\$3,195) \$3,505	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591 FEB-22 \$390,075 \$61,950 \$58,500 \$44,850 \$18,548 \$9,113 \$3,900 FEBRUARY \$586,936 FEB-22 \$30,075 (\$550) \$4,333 \$9,017 (\$2,285) \$3,280	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$5,834 \$563,494 MAR-22 \$437,100 \$47,350 \$15,962 \$7,688 \$4,200 MARCH \$668,999 MAR-22 \$56,100 \$22,200 \$17,833 \$11,516 (\$4,872) \$1,854	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$3,625 APRIL \$562,790 APR-22 (\$380,000) (\$62,500) (\$54,166) (\$35,833) (\$5,833)	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY \$578,391 MAY-22 \$395,000 \$62,500 \$62,500 \$54,167 \$35,833 \$20,833 \$20,833 \$35,833 \$4,225	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,025 JUNE \$592,094 JUN-22 \$0 JUN-22 (\$409,900) (\$62,500) (\$54,167) (\$35,834) (\$5,834)	TOTALS \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000 TOTALS \$3,367,315 \$617,500 \$513,000 \$359,650 \$140,117 \$61,873 \$37,388 \$5,096,842 TOTALS (\$1,062,685) (\$132,500) (\$137,000) (\$70,350) (\$109,883) (\$8,128)
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,725 JULY \$568,890 \$76,500 \$52,800 \$32,325 \$19,830 \$4,050 \$4,800 JULY \$546,595 JULY-21 (\$27,710) \$14,000 (\$1,366) (\$3,508) (\$1,003) (\$1,783) (\$925)	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$5,875 AUGUST \$583,041 AUG-21 \$378,450 \$63,900 \$46,300 \$17,695 \$4,500 \$4,500 AUGUST \$595,945 AUG-21 (\$19,550) \$17,800 \$9,733 \$10,467 (\$3,138) (\$1,333) (\$1,075)	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494 \$EPT-21 \$379,225 \$64,750 \$52,500 \$34,325 \$19,018 \$3,638 \$2,888 \$EPTEMBER \$556,343 \$EPT-21 \$5,225 \$2,250 \$1,667) \$1,509) \$1,816) \$2,197) \$34,381	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525 OCTOBER \$513,790 OCT-21 \$353,245 \$69,600 \$54,300 \$33,500 \$10,050 \$8,550 \$3,600 OCTOBER \$532,845 OCT-21 \$22,145 \$7,100 \$134 (\$2,333) (\$10,783) \$2,717 \$75	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,837 NOVEMBER \$494,241 NOV-21 \$331,200 \$61,500 \$54,600 \$12,809 \$6,635 \$4,800 NOVEMBER \$516,444 NOV-21 \$19,200 (\$1,000) \$3,733 \$5,767 (\$8,024) \$802 \$1,725	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394 DEC-21 \$335,080 \$61,050 \$57,000 \$35,150 \$8,567 \$8,363 \$4,800 DECEMBER \$510,010 DEC-21 \$5,080 (\$1,450) \$2,833 (\$684) (\$12,267) \$2,529 \$1,575	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$5,833 \$3,625 JANUARY \$557,790 JAN-22 \$406,650 \$57,150 \$44,100 \$44,250 \$17,638 \$9,338 \$3,600 JANUARY \$582,726 JAN-22 \$31,650 (\$5,350) (\$10,066) \$8,417 (\$3,195) \$3,505 (\$25)	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591 FEB-22 \$390,075 \$61,950 \$58,500 \$44,850 \$18,548 \$9,113 \$3,900 FEBRUARY \$586,936 FEB-22 \$30,075 (\$550) \$4,333 \$9,017 (\$2,285) \$3,280 \$1,475	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 MARCH \$563,494 MAR-22 \$437,100 \$84,700 \$72,000 \$47,350 \$15,962 \$7,688 \$4,200 MARCH \$668,999 MAR-22 \$56,100 \$22,200 \$17,833 \$11,516 (\$4,872) \$1,854 \$875	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$3,625 APRIL \$562,790 APR-22 (\$380,000) (\$62,500) (\$54,166) (\$35,833) (\$5,833) (\$5,833) (\$3,625)	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY \$578,391 MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$4,225	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$592,094 JUN-22 JUN-22 (\$409,900) (\$62,500) (\$54,167) (\$35,834) (\$5,834) (\$5,834) (\$5,834)	TOTALS \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000 TOTALS \$3,367,315 \$617,500 \$513,000 \$359,650 \$140,117 \$61,873 \$37,388 \$5,096,842 TOTALS (\$1,062,685) (\$132,500) (\$137,000) (\$70,350) (\$109,883)
\$384,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,725 JULY \$568,890 \$76,500 \$52,800 \$32,325 \$19,830 \$4,050 \$4,800 JULY-21 (\$27,710) \$14,000 (\$1,366) (\$3,508) (\$1,003) (\$1,783)	\$398,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$5,875 AUGUST \$583,041 AUG-21 \$378,450 \$46,300 \$46,300 \$46,300 \$46,300 \$4,500 \$4,500 \$4,500 \$4,500 \$17,695 AUGUST \$97,33 \$10,467 (\$3,138) (\$1,333) (\$1,075) AUGUST	\$EPT-21 \$374,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,325 \$EPTEMBER \$556,494 \$EPT-21 \$379,225 \$64,750 \$52,500 \$34,325 \$19,018 \$3,638 \$2,888 \$EPTEMBER \$556,343 \$EPT-21 \$5,225 \$(\$1,667) \$(\$1,509) \$(\$1,816) \$(\$2,197) \$(\$438)	OCT-21 \$331,100 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$3,525 OCTOBER \$513,790 OCT-21 \$353,245 \$69,600 \$54,300 \$33,500 \$10,050 \$8,550 \$3,600 OCTOBER \$532,845 OCT-21 \$22,145 \$7,100 \$134 (\$2,333) (\$10,783) \$2,717 \$75	NOV-21 \$312,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,837 NOVEMBER \$494,241 NOV-21 \$331,200 \$61,500 \$57,900 \$41,600 \$12,803 \$6,635 \$4,800 NOVEMBER \$516,444 NOV-21 \$19,200 (\$1,000) \$3,733 \$5,767 (\$8,024)	DEC-21 \$330,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$3,225 DECEMBER \$512,394 DEC-21 \$335,080 \$61,050 \$57,000 \$35,150 \$8,567 \$8,363 \$4,800 DECEMBER \$510,010 DEC-21 \$5,080 (\$1,450) \$2,833 (\$684) (\$12,267)	JAN-22 \$375,000 \$62,500 \$54,166 \$35,833 \$20,833 \$5,833 \$5,833 \$3,625 JANUARY \$557,790 JAN-22 \$406,650 \$57,150 \$44,100 \$44,250 \$17,638 \$9,338 \$3,600 JANUARY \$582,726 JAN-22 \$31,650 (\$5,350) (\$10,066) \$8,417 (\$3,195) \$3,505 (\$25)	FEB-22 \$360,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$2,425 FEBRUARY \$541,591 FEB-22 \$390,075 \$61,950 \$58,500 \$44,850 \$18,548 \$9,113 \$3,900 FEBRUARY \$586,936 FEB-22 \$30,075 (\$550) \$4,333 \$9,017 (\$2,285) \$3,280 \$1,475 FEBRUARY	MAR-22 \$381,000 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$5,834 \$563,494 MAR-22 \$437,100 \$47,350 \$15,962 \$7,688 \$4,200 MARCH \$668,999 MAR-22 \$56,100 \$22,200 \$17,833 \$11,516 (\$4,872) \$1,854	APR-22 \$380,000 \$62,500 \$54,166 \$35,833 \$20,833 \$3,625 APRIL \$562,790 APR-22 (\$380,000) (\$62,500) (\$54,166) (\$35,833) (\$20,833) (\$5,833) (\$5,833)	MAY-22 \$395,000 \$62,500 \$54,167 \$35,833 \$20,833 \$5,833 \$4,225 MAY \$578,391 MAY-22 \$395,000) \$62,500) \$54,167) \$35,833 \$20,833 \$4,225 MAY	JUN-22 \$409,900 \$62,500 \$54,167 \$35,834 \$20,834 \$5,834 \$592,094 JUN-22 JUN-22 \$0 JUN-22 (\$409,900) (\$62,500) (\$54,167) (\$35,834) (\$5,834) (\$5,834) (\$5,834)	TOTALS \$4,430,000 \$750,000 \$650,000 \$430,000 \$250,000 \$70,000 \$45,000 TOTALS \$3,367,315 \$617,500 \$513,000 \$359,650 \$140,117 \$61,873 \$37,388 \$5,096,842 TOTALS (\$1,062,685) (\$132,500) (\$137,000) (\$70,350) (\$109,883) (\$8,128)



Licensing & Cost Recovery - Data Dashboard



JANUARY TO MARCH 2022	
Licenses (Beginning of Quarter)	17,721
New Licenses Issued	336
Licenses Cancelled/Surrendered/Revoked	(239)
Variance in Suspended/Reinstated Licenses	(11)
Licenses (End of Quarter)	17,807
# of Licenses on Oct 1, 2021	17,721
# of Licenses on Dec 31, 2021	17,807
Licenses Gained / Lost	86
Renewal Revenue Gained / Lost	\$51,600
*Does not include suspended licenses	

FISCAL YTD LICENSING FEE TOTALS (FY 2021-2022)							
LICENSING FEES	Q2 BUDGET	Q2 ACTUAL	VARIANCE				
License Renewals	1,116,000	1,233,825	117,825				
New License Fee	187,500	203,800	16,300				
Application Fee	162,500	174,600	12,100				
License Changes	107,500	136,450	28,950				
Invest Recov Costs	62,500	52,148	(10,352)				
Renewal Late Fees	17,500	26,138	8,638				
Renewal Inactive	9,375	11,700	2,325				

180 DAY RETENTION RATE							
	October 2021	17,638					
Projected Year-	Cancellations	(428)	(2.40%)				
End Retention	New Licenses	619	3.48%				
	Susp/Reinstate	(22)	(0.12%)				
Rate	March 2022	17,807					
	Change	169					
6 Month Rolling	% Change	0.95%					

90 Day Retention Rate						
	January 2022	17,721				
Projected Year- End Retention	Cancellations	(239)	(1.34%)			
	New Licenses	336	1.89%			
l	Susp/Reinstat	(11)	(0.06%)			
Rate	March 2022	17,807				
	Change	86				
3 Month Rolling	% Change	0.48%				



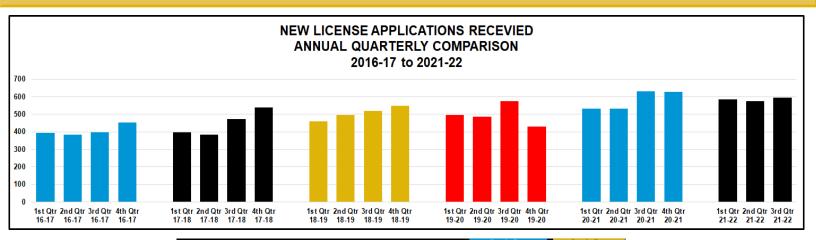


Licensing - Quarter Statistics

New License Apps	597	(6%)
Issued Licenses	336	(5%)
Change Apps	775	(17%)
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)	17,299 508 41 70 159 11 166 17 10 1	(3%) (5%) (28%) (4%) (24%) (120%) (10%) (0%) (-64%) (100%) (250%)
Active License Renewals	2,134	(13%)
Inactive License Renewals	40	(17%)
Online Renewals	1,448	(67% of all renewals)
New Online Registrations	458	(11,555 total registered)
Application Denial Hearings	7	(13%)
CMS Exams Trade Exams	419 471	(<mark>3%)</mark> (5%)
Certificates of Eligibility Requests	9	(0%)
Certificates of Eligibility Renewals	96	(8%)
Single Project Limit Increases	33	(43%)
Contractors Identified as Veterans	109	(4%)
Business Assistance Program Attendees	30	(27%)
Public Records Requests	16	(24%)



Licensing - New License Application Trends

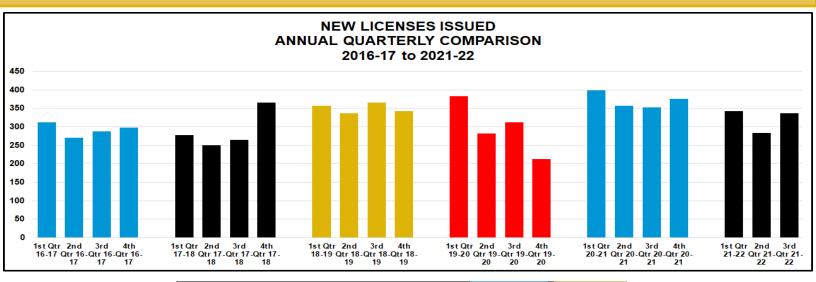


		3rd Q	tr	3rd Qtr		
License Applications By Primary Classification	2	020-2	21	2	021-	22
	In	Out	Total	In	Out	Total
A - General Engineering	36	19	55	27	34	61
AB - General Engineering & General Building		1	1	2	1	3
B - General Building	80	61	141	76	59	135
C-1 Plumbing and Heating	32	11	43	28	4	32
C-2 Electrical	42	34	76	32	27	59
C-3 Carpentry, Maintenance & Minor Repairs	43	10	53	30	4	34
C-4 Painting and Decorating	34	9	43	40	3	43
C-5 Concrete Contracting	22	6	28	23	4	27
C-6 Erecting Signs	1	1	2	2		2
C-7 Elevation and Conveyance	1	1	2		2	2
C-8 Glass and Glazing	5	2	7	5	1	6
C-10 Landscape Contracting	24	2	26	29	5	34
C-11 Spraying Mixtures Containing Cement			0	1		1
C-13 Using Sheet Metal	2	1	3		1	1
C-14 Steel Reinforcing and Erection	18	8	26	9	8	17
C-15 Roofing and Siding	13	3	16	10	4	14
C-16 Finishing Floors	8	1	9	10	4	14
C-17 Lathing and Plastering	2	2	4	4		4
C-18 Masonry	8	3	11	14	3	17
C-19 Installing Terrazzo and Marble	8		8	8	1	9
C-20 Tiling	12	1	13	12	4	16
C-21 Refrigeration and Air Conditioning	27	8	35	32	3	35
C-23 Drilling Wells & Installing Pumps, Pressure Tanks &						
Storage Tanks	2	1	3	3		3
C-24 Erecting Scaffolds & Bleachers			0	1		1
C-25 Fencing & Equipping Playgrounds	3	1	4	2	1	3
C-26 Institutional Contracting		3	3	3	2	5
C-27 Individual Sewerage				1		1
C-28 Fabricating Tanks		3	3			0
C-30 Installing Equipment to Treat Water	1		1	1	1	2
C-31 Wrecking	2	1	3	1		1
C-33 Installing Industrial Machinery	1	2	3	1	1	2
C-36 Installing Urethane			0	2		2
C-37 Solar Contracting	1		1	2	1	3
C-38 Installing Euipment used with Liquefied Petroleum &						
Natural Gas		1	1	1		1
C-39 Heaters		<u> </u>	0			0
C-40 Specialties Not Authorized by Other Classifications	1	4	5	2	2	4
C-41 Fire Protection	2	2	4	1	2	3
Total	431	202	633		182	597
% In Nevada		68%			70%	
% Out of State		32%			30%	
		- 70			2070	





Licensing - Issued License Trends



	3	rd Q	tr	3rd Qtr		
Issued Licenses By Primary Classification	2020-21			2021-22		
	ln	Out	Total	In		Total
A - General Engineering	28	11	39	18	23	41
AB - General Engineering & General Building		2	2			0
B - General Building	42	31	73	44	30	74
C-1 Plumbing and Heating	12	8	20	19	4	23
C-2 Electrical	23	25	48	22	19	41
C-3 Carpentry, Maintenance & Minor Repairs	27	3	30	23	4	27
C-4 Painting and Decorating	8	1	9	17		17
C-5 Concrete Contracting	8		8	10	1	11
C-6 Erecting Signs			0	3	1	4
C-7 Elevation and Conveyance			0			0
C-8 Glass and Glazing	6	5	11	4	1	5
C-10 Landscape Contracting	16	1	17	14		14
C-11 Spraying Mixtures Containing Cement	1		1	2		2
C-13 Using Sheet Metal	2		2	2		2
C-14 Steel Reinforcing and Erection	15	2	17	12	2	14
C-15 Roofing and Siding	3	1	4	4	3	7
C-16 Finishing Floors	6	1	7	8		8
C-17 Lathing and Plastering	1		1	3		3
C-18 Masonry	10		10	4		4
C-19 Installing Terrazzo and Marble	6	2	8	6		6
C-20 Tiling	4	1	5	7		7
C-21 Refrigeration and Air Conditioning	22	6	28	14	2	16
C-23 Drilling Wells & Installing Pumps, Pressure Tanks &						
Storage Tanks	1	1	2			0
C-24 Erecting Scaffolds & Bleachers			0			0
C-25 Fencing & Equipping Playgrounds		1	1	1		1
C-26 Institutional Contracting			0		1	1
C-27 Individual Sewerage			0			0
C-28 Fabricating Tanks		1	1		2	2
C-30 Installing Equipment to Treat Water	2		2	1	1	2
C-31 Wrecking			0	3		3
C-33 Installing Industrial Machinery			0			0
C-36 Installing Urethane			0			0
C-37 Solar Contracting	1		1			0
C-38 Installing Euipment used with Liquefied Petroleum &						
Natural Gas			0			0
C-39 Heaters			0			0
C-40 Specialties Not Authorized by Other Classifications			0		1	1
C-41 Fire Protection	2	4	6			0
Total	246	107	353	241	95	336
% In Nevada		70%			72%	
% Out of State		30%			28%	





Licensing - Quarter Highlights



RESIDENTIAL REMODEL CLASSIFICATION

The Classification / Regulation Subcommittee held 3 subcommittee meetings during the quarter. On March 21, 2022, final draft language was approved and rulemaking file Ro34-22 was opened with the Legislative Counsel Bureau.



EXAM PROGRAM UPDATES

The quarterly exam review conducted with PSI identified two underperforming exams: A – General Engineering and C-1d – Plumbing. Subject matter experts will be selected to assist with the job task analysis and item review in order to update these exams.



A meeting was held with representatives from the United Union of Roofers, Waterproofers and Allied Workers concerning types of work permitted under the C-15 classification related to metal roofing and other roof systems.

DATA For Filing Administrative Regulations U.SIS J.SIS AGRECY STATE CONTRACTORS BOARD LCB File No. R021:21 C PROPOSED SADOPTED BY AGENCY III PROPOSED SADOPTED BY AGENCY

REPORT ENHANCEMENTS

Development work was completed on several enforcement reports to provide for better case management.

RULEMAKING

Rulemaking initiative Ro21-21 addressing experience qualifications and display of license certificates was approved by the Legislative Commission and became effective March 4, 2022.



PROGRAM UPDATES

Policy and program updates were completed related to review of experience documents and to provide for acceptance of training programs as required under to provisions of AB330 and RO21-21.



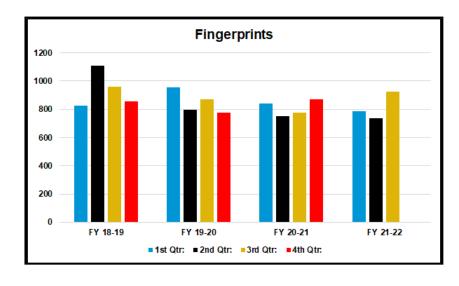


Investigations - Background Check Trends

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	923
Applicants with criminal histories	303
Applicants without criminal histories	620
Criminal Histories	32%



BACKGROUND INTERVIEWS AID APPLICATION PROCESS

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

Of the 11 applicants interviewed regarding criminal history during the reporting period, 6 were recommended for approval and 5 were recommended for denial of licensure.



Investigations - Quarter Statistics

Investigations Highlights January - March 2022

340 Licensed Complaints Opened

- 253 Workmanship (74%)*
- 55 Industrial Regulation (16%)*
- 32 Money Owing (9%)*
 - * Percentage of total cases

198 Unlicensed Complaints Opened

- 140 Contracting Without A License
- 57 Unlawful Advertising

92 Administrative Citations Issued

- Licensed Contractors: 34
 - \$56,500 in Fines
 - \$15,713 in Costs
- Unlicensed Contractors: 58
 - \$119,000 in Fines
 - \$34,724 in Costs

19 Disciplinary Hearings

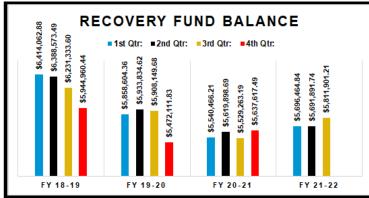
1 License Revoked

9 Criminal Affidavits Filed with District Attorney Offices 70 Cease & Desist Orders Issued to Unlicensed Contractors



RESIDENTIAL RECOVERY FUND





During the reporting period, the Board opened 16 Recovery Fund cases following receipt of claims from consumers.

One Recovery Fund meeting was held where 13 claims were considered by the Committee. A total of \$96,852.41 was awarded to 11 claimants for an average award amount of approximately \$8,805.

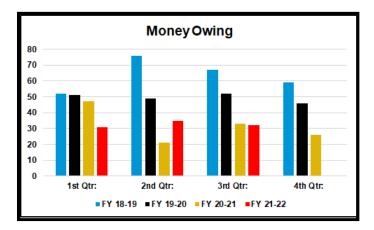
As of March 31, 2022, the Recovery Fund maintains a balance of approximately \$5.812 million.

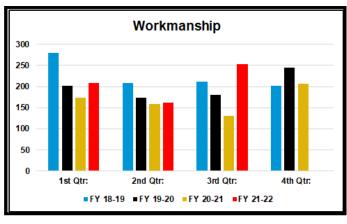


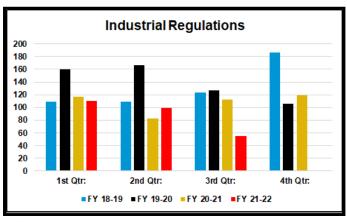
Investigations - Quarter Statistics

Compliance Enforcement

Complaints Opened Past 4 Years

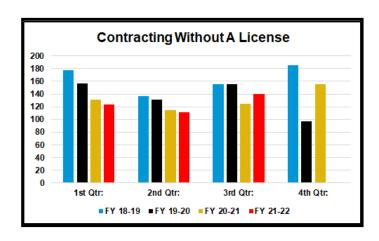


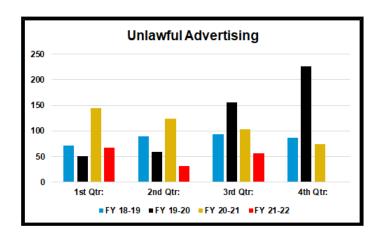






Criminal Enforcement Complaints Opened Past 4 Years







Investigations - Significant Cases

Homeowner Bilked By Unlicensed Contractor Using A Licensed Contractor's License

A local homeowner faced a bill of several hundreds of thousands of dollars after an unlicensed contractor performed sub-standard work and severely damaged their home. The homeowner thought she had hired a licensed contractor when Jose Lopez dba Golden Hammer showed her a contractor's license.

However, Lopez was using a licensed contractor's license to bid work after making an agreement with the contractor. He had billed the homeowner for more than \$403,000. Lopez now faces misdemeanor contracting without a license charges in the Clark County District Attorney's Office.



Unlicensed Contractor Has Multiple Cases Pending In District Attorney Offices

Jason Brown, dba Spartan's Custom Barn Doors is an unlicensed contractor who has been in the sights of NSCB investigators since the fall of 2021. Brown has had 3 cases sent to the respective district attorney offices in Southern Nevada for theft and contracting without a license.

In total, the Board investigated four complaints, including one in September 2021 where a cease and desist order as well as a administrative citation were given for contracting without a license.

Kitchen and Bath Contractor's License Summarily Suspended After Numerous Allegations

In March 2022, Executive Officer summarily suspended MJM Consulting Inc., dba Kitchen and Bath Transformations who a licensed contractor. The contractor's actions were deemed to endanger the public welfare and safety and demonstrate the good character and financial responsibility required for contractors in the State of Nevada. **Board** Staff had presented preliminary evidence to the Executive Officer with 10 investigations against the contractor and as many as 6 violations per investigation.

The contractor had agreed to install tile, flooring, and other remodeling work to multiple homeowners, but did not complete the work to industry standards for most of the homeowners. Additionally, the contractor did not start work, nor deliver materials to the homeowners.



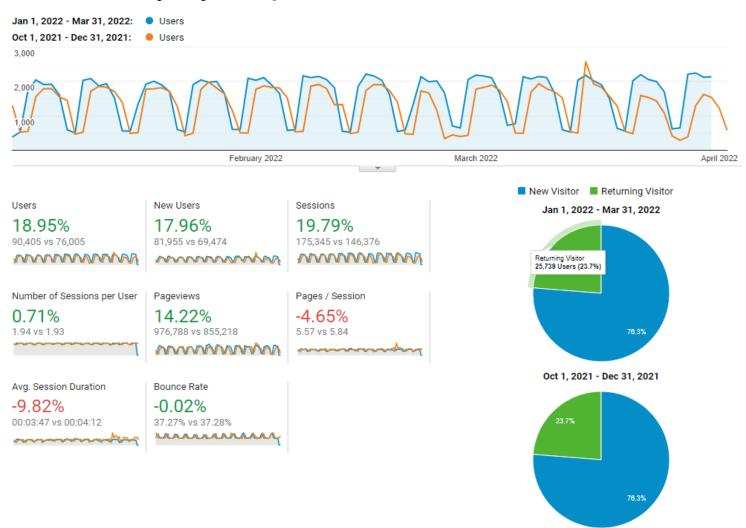
Information Technology - 3rd Quarter

Projects Update

- 1. Southern Nevada office upgrade video conference system. Ongoing work affected by supply chain issues.
- 2. Phone system. Working on completion of training.
- 3. Northern Nevada office upgrade servers. Ongoing work.

Website Traffic & Statistics

Number of users is up compared to Quarter 2 (see chart below).







Public Information Office

Home Shows Provide Board Opportunity to Connect Directly with Homeowners and Contractors

Through the 3rd Quarter, the Public Information Office focused on reengaging with the community at in-person events. These included the Sun City Summerlin Home Expo & Safety Fair as well as the Reno Home and Garden Show.

On March 5, Public Information Officer Michael Phillips spoke to hundreds of homeowners at the Sun City Summerlin Home Expo & Safety Fair. A few weeks later, Phillips and colleagues Susan Broili Kamesch, Diana Wallace, and Barbara Miller engaged with the crowd over three days at The Reno Home and Garden Show, March 25-27.

Staff shared key information like the importance of hiring licensed contractors and answered dozens of questions over a wide range of topics. Next, Mr. Phillips will be representing the Board at the Sun City Anthem Home Expo on April 30th.



Board Partners with Office of Attorney General for Consumer Protection Week

During consumer protection week, February 28-March 6 the Board partnered with Attorney General Aaron Ford to develop joint communication collateral to expand each agency's reach to consumers, the media, and other stakeholders. Together, NSCB and the Office of the Attorney General composed talking points, a news release, and social media posts. The communication pieces focused on educating consumers about potential scams and ways for homeowners to protect themselves.



PIO Guest on Reno Senior Citizen Advisory Committee Radio Show

On March 17, Mr. Phillips was a guest of Paco Lachoy on the Reno Senior Citizen Advisory Committee (SCAC) Radio Show on KFOY 1060 AM. The SCAC is a committee who advises the City Council on senior issues.

Mr. Lachoy provided thoughtful questions and the disussion included reminding seniors how they can get information from the Board through traditional communication channels and how homeowners can prevent scams.



Looking Forward Quarter 4

The Contractors Board remains steadfast in addressing each of its strategic initiatives for the fourth quarter. As we continue to provide quality customer service through delivery of our programs and resources, the Board will also be focused on accomplishing the following objective outlined for the fourth quarter of FY 2021-'22:

• Implement customer service training for enforcement personnel involved in field operations.

Additionally, the Board will put specific emphasis on the following:

- Finalizing the 2022-'23 Strategic Plan
- Closing out the fiscal year by reemphasizing a commitment to our FY 2021-'22 strategic goals of:
 - o 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.
 - o GOAL 2: ENFORCEMENT Reduce and prevent unlicensed activity and unprofessional conduct that pose a threat to public safety and threaten legitimate business activity.
 - o 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.
 - o GOAL 4: BOARD DEVELOPMENT Ensure that Board members are well- supported to develop policy and provide direction to Board staff.
 - o GOAL 5: ADMINISTRATIVE EFFICIENCY Improve agency operations and technology to enhance regulatory efficiency, customer service and consumer protection.

It is always a pleasure to keep you informed of the advancements being made toward our strategic goals. With continued movement ahead, I look forward to sharing additional updates with you in the months ahead.





NORTHERN OFFICE 5390 Kietzke Lane, Suite 102 Reno, NV 89511 (775) 688-1141 (775) 688-1271 Fax

SOUTHERN OFFICE 8400 West Sunset Road, Suite 150 Las Vegas, NV 89113 (702) 486-1100 (702) 486-1190 Fax

www.nscb.nv.gov

