



State of Nevada

DEPARTMENT OF BUSINESS AND INDUSTRY

REFORMING NEVADA'S BOARDS AND COMMISSIONS - SB78

Presented to the Senate Committee on Government Affairs

Date: 4/7/2025

Dr. Kristopher Sanchez, Department of Business and Industry Director
Nikki Haag, Boards Commissions and Councils Standards Deputy Director

All graphs, charts and photographs were created by
Department of Business and Industry staff.

2025 STATE OF THE STATE

"In our state government, we have over 300 boards and commissions.

Thanks to the Legislature's passage of SB 431 last session, we made early strides in centralizing oversight, improving transparency, and implementing uniform standards for these boards and commissions.

But it's become clearer to me that our system of boards lacks the organization, the efficiency, and the accountability that our citizens expect.

We know many of these boards are necessary. They provide technical expertise, safeguard public interests and help keep our communities safe and strong.

But we must ask ourselves, are these boards efficiently fulfilling their mission? Are they making the best use of your hard-earned tax dollars? Or have they outlived their usefulness?

We need an effective system of boards and commissions that reflects the needs and values of Nevada: a system that is smart, lean and productive."

- Governor Joe Lombardo

SB78 WILL NOT:

- Change the underlying duties of the boards (all boards will retain existing authorities, finances, etc.);
- Impact licensing fees;
- Revoke existing valid licenses;
- Affect licensing and reciprocity requirements.

REFORM GOALS

1

Increase Board and Commission Accountability and Transparency

2

Enhance Operations and Reduce Redundancy

3

Reduce Administrative Cost Burdens to Licensees

4

Provide Excellent Service Delivery

5

Enhance Nevada's Economic Competitiveness

TIMELINE: SB431 PASSAGE TO PRESENT

June 2023	<ul style="list-style-type: none"> • SB 431 passes, transfers Title 54 occupational/licensing boards to the Department of Business and Industry 	July- October 2024	<ul style="list-style-type: none"> • Begin meeting with Legislative leadership and caucus
October 2023	<ul style="list-style-type: none"> • Leadership presents at IFC for deputy director position funding 	August 2024	<ul style="list-style-type: none"> • Historical data survey sent to Title 54 board executive directors • Being working with DHHS Office of Data Analytics to compile survey data • B&I Leadership Rural Roadshow • Begin working with LCB on bill draft language • Begin meeting with lobbyist groups
February 2024	<ul style="list-style-type: none"> • Deputy director position filled • Boards and Commissions Working Group assembled, begins meeting 	October 2024	<ul style="list-style-type: none"> • Follow up meeting with executive directors/lobbyists on impacts to the individual boards
March 2024	<ul style="list-style-type: none"> • Research begins: number of B&Cs that require Governor appointment, which ones fall under the executive branch 	Nov- Dec 2024	<ul style="list-style-type: none"> • Begin meeting with board chairs on reform and impact to the individual boards
April 2024	<ul style="list-style-type: none"> • Begin work on reform policy paper • Sunset Subcommittee meetings/ review duties of Title 54 boards and commissions 	December 2024	<ul style="list-style-type: none"> • Ongoing meetings with ED's, chairs, legislators and lobbyists, including adjustments to merged boards
May 2024	<ul style="list-style-type: none"> • Create Working Group to begin review of Title 54/ executive branch boards and provide recommendations • Begin meeting with executive directors on SB431 and next steps for Title 54 boards 	January 2025	<ul style="list-style-type: none"> • Policy paper published, distributed to legislators, stakeholders and media • Requested full bill language, amending board mergers as well as budget
June 2024	<ul style="list-style-type: none"> • Meet with Iowa Governor's staff re: Iowa's April 2024 B&C reform legislation • Begin coordination with Governor Lombardo's office on Nevada's reform initiative • Meet w/ both Working Groups on updates/ next steps 	Feb-Mar 2025	<ul style="list-style-type: none"> • Ongoing stakeholder meetings and final adjustments to merged board proposals
July 2024	<ul style="list-style-type: none"> • Survey Governor's cabinet directors for B&C data • Survey executive directors of Title 54 for B&C data 		

OCCUPATIONAL LICENSING BOARDS TIMELINE

1875: First Occupational License

- One of the earliest instances of occupational regulation in Nevada pertains to physicians and was introduced in 1875 by Assemblyman Henry Bergstein M.D. "to prevent the practice of medicine or surgery by unqualified persons." The bill required that physicians receive their medical education from a chartered medical school and upon establishing residence, register their diploma with the County Recorder's Office.

1924: New York Bureau of Municipal Review

- On November 20, 1924, the Nevada State Legislature acknowledged a report authored by the New York Bureau of Municipal Research on the general organization and management of the government of the State of Nevada. The report provided a comprehensive review of Nevada's government administration, budget, and functions. The report stated that "another serious defect of the present organization is the lack of coordination between the numerous offices, boards, commissions and agencies of the state administration." During the period that the research was conducted, Nevada had only nine occupational licensing boards (the first having been created 25 years earlier).

1937: National Administrative Review Spearheaded by President Roosevelt

- By 1937, President Franklin Roosevelt concluded that, "the administrative management of the Government needs overhauling." President Roosevelt established the President's Committee on Administrative Management, "to examine the whole problem broadly."
- The committee's report, published in 1937, mirrors many of the challenges that state governments face in the modern era. Although the scope of the review was focused on the federal government, the observations pertaining to the development of independent commissions are especially relevant as Nevada policymakers consider reforming the state's boards and commissions. The authors of the report concluded that, "[t]he independent regulatory commissions present a challenging problem in any program of Federal administrative reorganization." The committee also concluded that "they are a sort of fourth department in the National Government."

1976: Boards and Commissions Paper by Governor O'Callaghan

- In a 1976 memorandum to Governor O'Callaghan, Nevada State Planning Coordinator Bruce Arkell wrote that the increasing number of boards resulted in "administrative problems" due to a lack of "synchronization." Similar to the approach that the Department has adopted herein, the 1976 study excluded state compacts, boards that were constitutional, elected, judicial, or legislative. The remaining 150 statutory boards and commissions studied were those regulating individual occupations and private business and advised state agencies. The study concluded that the boards had administrative inconsistencies resulting from a lack of coordination and difficulty performing administrative functions due to a lack of support.

Continued

OCCUPATIONAL LICENSING BOARDS TIMELINE (CONT.)

2008: S.A.G.E. Commission Created

- In 2010, the Nevada Spending and Government Efficiency Commission ("SAGE") published a series of recommendations aimed at reducing government expenditures and streamlining state agencies. Recommendation 17 called for the establishment of an evaluation and sunset commission that "would make recommendations concerning statutorily created state agencies, boards, and commissions regarding duplication of efforts, efficiencies to be achieved and potential elimination of functions." The Commission concluded that a Sunset Commission could ensure that each government entity was meeting its obligations under statute and "doing what it was established to do." Special emphasis was placed on cost reduction, better resource allocation, and adopting a public sector approach in the administrative management of Nevada government.

2011: Sunset Subcommittee Established

- The legislature considered these recommendations during the 76th Session in 2011 and passed Senate Bill 251, establishing the Sunset Subcommittee of the Legislative Commission. Since 2013, the Sunset Subcommittee has recommended that 35 advisory boards and commissions be eliminated: 26 boards abolished and nine abolished with their functions transferred to another board. From 2013-2023, only 13 of the 35 boards reviewed and recommended for termination were abolished. Growth of new boards did not slow.
- During the 2017, 2019, and 2021 sessions of the Nevada Legislature, no boards were eliminated. However, 35 new advisory boards or councils were created during this period with 12 additional boards established during the 2023 session for a total of 47 entities in six years.

2013: LCB Audit Division Created; Audits Required for All Boards

- Nevada Revised Statutes (NRS) 218G.400 requires the finances of certain boards to be reviewed on an annual or biennial basis. These reviews are not audits and merely investigate the reported financial information from the boards for unusual circumstances. The findings of these reviews are reported to the Legislature.

2023: The Sunset Subcommittee Recommends the Termination of Eight Entities

- The Sunset Subcommittee recommended the termination of eight various advisory boards and commissions.

BOARDS AND COMMISSIONS REFORM (AS INTRODUCED) SB78 – SKELETON DRAFT

CURRENT STATE OF NEVADA'S BOARDS AND COMMISSIONS

- Since Nevada's founding in 1864, the number of regulatory, advisory and licensing boards and commissions has ballooned to over **300** within the Executive Branch of State Government.
- Easy to establish, difficult to eliminate.
- Over **67%** of these entities are advisory bodies, lacking official policymaking, rule-making or decision-making authority, and operate in silos.
- The size and scope of these boards and commissions has created a de facto **fourth branch of government**, operating with minimal oversight.
- Their wide-ranging authority is consequential to the state's economy and the livelihood of thousands of Nevadans, with a greater impact on minority populations, mostly Hispanics in Nevada.
- Concerns related to violations of **anti-trust** laws have been identified (dominance on board membership).
- Current process and structure is not conducive to **uniformity and transparency**.
- Requirements for licenses and certifications are **inconsistent, inefficient, and unequal**.

SB78 AMENDMENT – SECTIONS REMOVED

Removal of Prior Bill Language regarding New Advisory Bodies within the Executive Branch Departments, Reversion to Original Statues, Elimination of Consolidated Advisory Bodies, and Affected Provisions in Blue Text:

- Strike all sections introducing new advisory bodies within the Executive Branch of the State Government,
- Remove any sections proposing the modification of existing advisory bodies are reverted to the original statutory language
- Remove all new provisions introduced in the bill that are denoted in blue text and refer to the creation, modification, or consolidation of advisory bodies
- Remove provisions consolidating existing advisory councils into new entities unless otherwise stated:
- Ensure all references to new advisory councils, committees, or boards throughout the bill are removed or amended to revert to pre-existing structures or statutory conditions unless otherwise stated:
- Schedule Reviews and Automatic Termination Provisions:
 - Section 1
 - Section 17-22
 - Section 24 (3)(a-yyy)
 - Section 26
 - Section 27
 - Section 28
 - Section 29
 - Section 30-78
 - Section 85
 - Section 90
 - Section 95-96

CURRENT CHALLENGES WITH IMPLEMENTATION OF OCCUPATIONAL LICENSING BOARD OVERSIGHT

- No funding, staffing, equipment or operational expenses;
- Without staff, the office has not been able to effectively monitor or support Title 54 boards;
- Unable to solicit for contract help for research and implementation of SB431;
- Unable to rely on other departments within the Department of Business and Industry for support due to restrictions in NRS;
- Without funding, unable to set up framework for office operations including technology, policies, or procedures;
- Insufficient capacity to engage with boards or provide clear guidance that was established in SB431;
- Boards have been able to continue operating inconsistently due to a lack of centralized guidance;
- With no staff, unable to fully investigate constituent and licensees' complaints regarding boards;
- Resistance from boards and board staff on compliance with SB431.

BOARDS AND COMMISSIONS REFORM (SB78)

ACCOUNTABILITY AND TRANSPARENCY

- ☑ **Strong Oversight and Accountability** – Standardized enforcement, reduces policy inconsistencies
- ☑ **Fiscal Transparency** – Moves board finances into State Treasurer's Office, ensuring oversight
- ☑ **Contested Case Hearings and Disciplinary Matters** – Ensures fair, consistent enforcement
- ☑ **Centralized Website and Public Records** – Enhances licensing, accessibility, transparency, and public engagement

REDUCE REDUNDANCY AND ADMINISTRATIVE COSTS

- ☑ **Uniform Policies and Standards** – Ensures consistency across all boards, regardless of board size or number of licensees
- ☑ **Cost Savings** – Reduces duplication, lowers administrative overhead (salaries, benefits, resources, licensing)
- ☑ **Specialized Support** – IT providers, legal, HR, investigation, auditing, and fiscal services
- ☑ **Administrative Efficiency** – Streamlines payroll, benefits, and operational processes
- ☑ **Dedicated Attorneys and Legal Support** – Provides legal guidance on regulations and compliance

ENHANCE NEVADA'S ECONOMIC COMPETITIVENESS

- ☑ **Procurement and Contracting** – Standardizes vendor selection and cost management
- ☑ **Bill Draft Requests (BDRs)** – Streamlines legislative proposals and regulatory updates
- ☑ **Standardized Licensing** – Creates a uniform occupational licensing system across Nevada
- ☑ **Phased Transition** – Boards integrated quarterly during FY26 and FY27 for a smooth and strategic implementation

SB78 – AMENDMENTS REQUIRED

- Executive Branch advisory boards, commissions, councils will be removed from SB78 and addressed in the 2027 legislative session.
- We have developed two budget amendments to add support staff for the Office of Nevada Boards, Commissions and Councils Standards that will transfer to the Department of Business and Industry through a cost allocation.
- Merged Title 54 Occupational and Licensing Boards based off stakeholder engagement, state to state comparisons, peer reviews, legal case law, journals, think tanks, and scholarly reviews.
- Added staffing and administration for B&I to work with DHRM on staffing as well as State Purchasing and AG's office on contracts.
- Request to leave the Commission on Postsecondary Education with DETR.
- Transfer of funds from the independent boards to the merged board accounts.
- Limit Licensee Representation: Adjust board composition to prevent dominance by licensees, ensuring a balanced mix of public representation, industry experts, and consumer advocates to promote fair decision-making and accountability.
- Policy Paper: Reforming Nevada's Boards and Commissions ([Reforming Nevada's Boards and Commissions](#)).

MERGED BOARDS – REDUCES 20 BOARDS TO 6 NEW BOARDS AND AN ADVISORY COMMITTEE – SECTIONS 86, 89, 91 (SKELETON DRAFT)

The Nevada Board of Rehabilitative Practice and Therapy

Board of Athletic Trainers

Nevada Physical Therapy Board

Board of Occupational Therapy

Speech-Language Pathology, Audiology and Hearing Aid Dispensing Board

The Oriental and Homeopathic Medicine Advisory Committee

Nevada Board of Homeopathic Medical Examiners

State Board of Oriental Medicine

The Nevada Behavioral Wellness Alliance Board

Board of Applied Behavior Analysis

Board of Examiners for Marriage and Family Therapists and Clinical Professional Counselors

Board of Examiners for Social Workers

Board of Psychological Examiners

Board of Examiners for Alcohol, Drug and Gambling Counselors

The Nevada Medical Board

Board of Medical Examiners

State Board of Osteopathic Medicine

State Board of Podiatry

Chiropractic Physicians' Board of Nevada

The Nevada Optometry and Dispensing Opticians Board

Nevada State Board of Optometry

Board of Dispensing Opticians

The Nevada Board of Engineering, Surveying, and Environmental Health

State Board of Professional Engineers and Land Surveyors

Board of Environmental Health Specialists

The Nevada Board of Architecture, Design, and Landscapes

State Board of Architecture, Interior Design and Residential Design

State Board of Landscape Architecture

BOARD MERGE METHODOLOGY

Board Makeup

- Reduced **34** boards to **18** boards
- Created **6** merged boards
- Created **1** Advisory Committee

Crosswalks

- Statutory review of all boards
- Crosswalk the board duties for duplication and like responsibilities, licensing, regulation, rulemaking, and enforcement.
- Aligned boards with similar or complementary scopes
- Assess number of licensees
- Volume of complaints
- Cases investigated

Methodology

- Reviewed other states board structures and consolidation models
- Stakeholder engagement
- Feedback led to important changes in board composition and representation to ensure all professions have a voice.
- Started at 7 to 9 member boards
- Ended with up to 13 member boards.

MERGED BOARDS

SB78 - Amendment #4

1. THE NEVADA BOARD OF REHABILITATIVE PRACTICE AND THERAPY Section 89 of SB78

Merged Boards

- The Board of Athletic Trainers
- The Nevada Board of Physical Therapy
- The Board of Occupational Therapy
- The Speech-Language Pathology, Audiology and Hearing Aid Dispensing Board

New Board Makeup

- 2 Licensed Physical Therapists
- 1 Licensed Physical Therapist Assistant
- 2 Licensed Occupational Therapists
- 1 Occupational Therapy Assistant
- 2 Licensed Athletic Trainers
- 2 Licensed Speech-Language Pathologist's
- 1 Licensed Audiologist
- 1 Hearing Aid Specialist
- 1 General Public Member

2. THE NEVADA BOARD OF ARCHITECTURE, DESIGN AND LANDSCAPES

Section 80 of SB78

Merged Boards

- The State Board of Architecture, Interior Design, and Residential Design
- The Board of Landscape Architecture

New Board Makeup

- 3 Registered Architects
- 2 Landscape Architectures
- 1 Registered Residential Designer
- 1 Interior Designer
- 1 General Public Member
- 1 Specialized Public Member (Industry Expert – Construction, Engineering, Environmental Planning, or Real Estate Development)

3. THE NEVADA BEHAVIORAL WELLNESS ALLIANCE BOARD

Section 93 of SB78

Merged Boards

- The Nevada Applied Behavior Analysis Board
- The Nevada Board of Examiners for Marriage and Family Therapists & Clinical Professional Counselors
- The Nevada Board of Examiners for Social Workers
- The Nevada Board of Psychological Examiners
- The Alcohol, Drug, and Gambling Counselors

New Board Makeup

- 1 licensed Behavior Analyst or Assistant Behavior Analyst
- 2 Licensed Marriage and Family Therapists
- 1 Licensed Clinical Professional Counselor
- 2 Licensed Social Workers
- 1 Licensed Psychologist
- 1 Licensed Clinical Alcohol and Drug Counselor or Alcohol and Drug Counselor
- 1 Licensed Problem Gambling Counselor
- 1 General Public Member
- 1 General Public Member Representing Healthcare for Indigent or Uninsured Persons
- 1 Member Representing an Academic or Training Institution
- 1 Licensed or Certified Member from any of the Represented Fields

4. THE BOARD OF MEDICAL EXAMINERS

Section 86 of SB78

Merged Boards

- The Board of Medical Examiners
- The State Board of Osteopathic Medicine
- The Chiropractic Physicians Board of Nevada
- The State Board of Podiatry

New Board Makeup

- 4 Licensed Medical Doctors
- 2 Licensed Osteopathic Doctors
- 1 Licensed Physician Assistant
- 1 Licensed Respiratory Care Practitioner
- 2 Licensed Chiropractic Physicians
- 1 Licensed Podiatric Physician
- 1 General Public Member
- 1 Member Representing Indigent or Uninsured Healthcare Interest

5. THE NEVADA BOARD OF ENGINEERING, SURVEYING, AND ENVIRONMENTAL HEALTH - Section 80 of SB78

Merged Boards

- The State Board of Professional Engineers and Land Surveyors
- The Board of Environmental Health Specialist

New Board Makeup

- 4 Professional Engineers
- 1 Land Surveyor
- 2 Environmental Health Specialist
- 1 General Public Member
- The Chief Medical Officer

6. THE NEVADA OPTOMETRY AND DISPENSING OPTICIANS BOARD

Section 91 of SB78

Merged Boards

- The Nevada State Board of Optometry
- The Board of Dispensing Opticians

New Board Makeup

- 3 Licensed Optometrists
- 2 Licensed Ophthalmic Dispensers (Opticians)
- 1 General Public Member
- 1 Member Representing Indigent or Uninsured Healthcare Interests

7. ORIENTAL AND HOMEOPATHIC ADVISORY COMMITTEE

Merged Boards

- Nevada State Board of Oriental Medicine
- Nevada Board of Homeopathic Medical Examiners

New Board Makeup

- 1 MD or DO
- 2 Licensed Oriental Medicine Practitioners
- 2 Advanced Certified Homeopathic Practitioners

FOXES AT THE HENHOUSE: OCCUPATIONAL LICENSING BOARDS UP CLOSE

APPENDIX: SUMMARY OF EMPIRICAL RESULTS

State	Total Boards	Total Dominated Boards	Total Mixed Boards	Percent Dominated	Percent Dominated Excluding Mixed
Alabama	49	42	3	86%	80%
Alaska	20	18	6	90%	60%
Arizona	27	23	4	85%	70%
Arkansas	48	33	3	69%	63%
California	34	16	3	47%	38%
Colorado	25	20	2	80%	72%
Connecticut	31	26	9	84%	55%
Delaware	37	32	10	86%	59%
Florida	38	35	7	92%	74%
Georgia	32	28	2	88%	81%
Hawaii	28	21	4	75%	61%
Idaho	42	38	4	90%	81%
Illinois	37	34	6	92%	76%
Indiana	31	23	4	74%	61%
Iowa	33	29	5	88%	73%
Kansas	19	17	6	89%	58%

1610	CALIFORNIA LAW REVIEW			[Vol. 105:1567	
Kentucky	44	39	9	89%	68%
Louisiana	42	36	2	86%	81%
Maine	37	31	6	84%	68%
Maryland	34	30	4	88%	76%
Massachusetts	37	29	7	78%	59%
Michigan	35	35	1	100%	97%
Minnesota	32	25	6	78%	59%
Mississippi	32	31	4	97%	84%
Missouri	37	33	7	89%	70%
Montana	33	27	10	82%	52%
Nebraska	31	25	7	81%	58%
Nevada	40	33	7	83%	65%
New Hampshire	47	39	9	83%	64%
New Jersey	48	37	6	77%	65%
New Mexico	33	30	6	91%	73%
New York	28	24	6	86%	64%
North Carolina	45	40	5	89%	78%
North Dakota	40	33	5	83%	70%
Ohio	35	30	7	86%	66%
Oklahoma	38	32	6	84%	68%
Oregon	39	30	7	77%	59%
Pennsylvania	28	24	4	86%	71%
Rhode Island	38	32	7	84%	66%
South Carolina	42	38	5	90%	79%
South Dakota	33	31	2	94%	88%
Tennessee	36	36	6	100%	83%
Texas	49	36	10	73%	53%
Utah	48	42	5	88%	77%
Vermont	38	32	5	84%	71%
Virginia	26	21	6	81%	58%
Washington	36	30	3	83%	75%
West Virginia	33	30	4	91%	79%
Wisconsin	29	27	8	93%	66%
Wyoming	36	32	6	89%	72%
National Totals	1790	1515	276	85%	69%

RESTRUCTURED BOARDS TO MITIGATE DOMINANCE ISSUES

1. Nevada State Board of Accountancy
2. State Barbers' Health and Sanitation Boards
3. Certified Court Reporters Board
4. Nevada State Contractors' Board
5. Nevada State Board of Cosmetology
6. Nevada State Board of Dental Examiners
7. Nevada State Board of Massage Therapy
8. Nevada State Board of Pharmacy
9. Nevada Private Investigators Licensing Board
10. Nevada State Board of Veterinary Medical Examiners

1. NEVADA STATE BOARD OF ACCOUNTANCY

85.7% INDUSTRY DOMINANCE

Current Board Makeup

6 Certified Public Accountants

- **85.7%**, Industry control.

1 General Public Member

- **14.3%**, Minimal public and independent oversight.

New Board Makeup

4 Licensed Certified Public Accountants

- **57.1%**, Maintains professional expertise but removes majority control.

1 Tax Attorney or Compliance Expert

- **14.3%**, Ensures legal and regulatory oversight, preventing industry self regulation.

2 General Public Members

- **28.6%**, Strengthens consumer protection, transparency, and independent oversight.

- ❖ *Current Board (85.7% CPAs) had dominance issues*
- ❖ *Revised Board (57.1% CPAs, 42.9% oversight) is more balanced and ensures fair regulation*
- ❖ *Public and expert oversight 42.9% strengthens consumer protection, fraud prevention, and ethical financial practices.*
- ❖ *A tax attorney provides critical legal expertise on financial compliance and corporate accountability.*
- ❖ *Industry professionals still have strong input 57.1% but must work collaboratively with external voices.*

2. STATE BARBERS' HEALTH AND SANITATION BOARD

75% INDUSTRY DOMINANCE

Current Board Makeup

3 Licensed Barbers

- **75%**, Industry control.

The Chief Medical Officer

- **25%**, Uneven power dynamics

New Board Makeup

2 Licensed Barbers

- **40%**, Ensures industry expertise

2 General Public Members

- **40%**, Represents consumer interests and ensures regulatory fairness.

The Chief Medical Officer

- **20%**, Provides health and safety oversight, ensuring public protection.

- ❖ *Current Board 75% barbers had dominance issues*
- ❖ *Current Board has no general public representative to advocate for consumer protection or fairness.*
- ❖ *Revised Board 40% barbers, 40% public, 20% health expert is more balanced and ensures fair regulation*
- ❖ *This enhances consumer protection, improves sanitation compliance, and ensures accountability in the industry, while still preserving essential industry expertise.*

3. CERTIFIED COURT REPORTERS BOARD

60% INDUSTRY DOMINANCE

Current Board Makeup

3 Certified Court Reporters

- **60%**, Industry control.

1 Attorney

- **20%**, Legal oversight is minimal.

1 General Public Member

- **20%**, Limited public oversight.

New Board Makeup

2 Certified Court Reporters

- **40%**, Maintains professional expertise but removes majority control.

1 Attorney

- **20%**, Ensures legal compliance.

1 General Public Member

- **20%**, Represents consumer interests, advocates for transparency.

1 Consumer Representation or Business Professional

- **20%**, Acts as a neutral voice with practical experience

- ❖ *Current Board court reporters hold the majority (3 out of 5), allowing them to control licensing, enforcement, and regulations of their own profession.*
- ❖ *Revised Board structure is more balanced and prevents dominance.*
- ❖ *Industry professionals (40%) provide expertise but do not control decisions.*
- ❖ *External oversight (60%) ensures fairness and consumer protection.*

4. NEVADA STATE CONTRACTORS' BOARD

85.7% INDUSTRY DOMINANCE

Current Board Makeup

6 Licensed Contractors

- **85.7%**, Industry experts who regulate their own industry.

1 General Public Member

- **14.3%**, Provides consumer oversight but is outnumbered by industry professionals.

New Board Makeup

4 Licensed Contractors

- **44.4%**, Industry professionals bring expertise but no longer hold a majority.

3 General Public Member

- **33.3%**, Strengthens consumer protection and ensures fairness.

1 Legal/Consumer Protection Expert

- **11.1%**, Provides legal and regulatory oversight to prevent industry bias.

1 Financial/Business Expert

- **11.1%**, Adds financial and business accountability.

- ❖ *Contractors still hold influence but no longer dominate the board (44% instead of 85.7%).*
- ❖ *Public oversight is strengthened (34%), ensuring fair consumer protection.*
- ❖ *Legal and financial professionals (22%) and accountability, expertise, and fairness.*
- ❖ *This revised board structure prevents regulatory capture, ensuring transparency and balance.*

5. NEVADA STATE BOARD OF COSMETOLOGY

85.7% INDUSTRY DOMINANCE

Current Board Makeup

4 Licensed Cosmetologist

- **57.1%**, Majority influence over licensing, regulations, and disciplinary actions.

1 Licensed Nail Technologist

- **14.3%**, Nail industry, but still an industry professional.

1 Licensed Esthetician

- **14.3%**, Esthetics industry, but still an industry professional

1 General Public Member

- **14.3%**, Provides consumer oversight but is significantly outnumbered.

New Board Makeup

3 Licensed Cosmetologist

- **42.8%**, A strong presence but no longer a majority.

1 Licensed Nail Technologist

- **14.3%**, Maintains industry input from nail professionals.

1 Licensed Esthetician

- **14.3%**, Maintains input from esthetics professionals.

1 General Public Member

- **14.3%**, Strengthens public oversight

1 Health & Safety Representative,

- **14.3%**, Adds expertise in sanitation, safety regulations, and health compliance.

- ❖ *Current Board (57.1% Licensed Cosmetologist) alone control the board, meaning they can influence decisions without input from other board members.*
- ❖ *Revised board (71.4% industry professionals, 28.6% oversight) is more balanced and ensures fair regulation.*
- ❖ *Public and health oversight (28.6%) strengthens consumer protection and safety*
- ❖ *Industry professionals still have strong input (71.4%) but must work collaboratively with external voices.*

6. NEVADA STATE BOARD OF DENTAL EXAMINERS

81.8% INDUSTRY DOMINANCE

Current Board Makeup

6 Licensed Dentists

- **54.5%**, Industry control.

3 Licensed Dental Hygienists or Therapists

- **27.3%**, Hygienists and Therapists

1 Indigent/Uninsured Healthcare

- **9.1%**, Insight into underserved populations.

1 General Public Member

- **9.1%**, Only independent voice.

New Board Makeup

4 Licensed Dentists

- **36.4%**, Provides professional expertise but no longer holds a majority.

2 Licensed Dental Hygienists or Therapists

- **18.2%**, Ensuring a diverse industry perspective.

3 General Public Members

- **27.2%**, Strengthens consumer protection, transparency, and independent oversight.

1 Health and Safety Representative

- **9.1%**, Ensures infection control, sanitation, and health safety.

1 Indigent/Uninsured Healthcare

- **9.1%**, Represents underserved populations.

- ❖ *Current Board (81.8% industry professionals) has dominance issues*
- ❖ *Revised board (54.6% industry professionals, 45.5% independent oversight) is more balanced and ensures fair regulation.*
- ❖ *Public and Expert oversight (45.4%) strengthens consumer protection, healthcare access, and health safety.*
- ❖ *Industry professionals still have strong input (54.6%) but must work collaboratively with external voices.*

7. THE NEVADA STATE BOARD OF MASSAGE THERAPY

88.9% INDUSTRY DOMINANCE

Current Board Makeup

- 6 Licensed Massage Therapists
 - **66.7%**, Majority control.
- 1 Licensed Reflexologist
 - **11.1%**, Represents reflexologists.
- 1 Licensed Structural Integration Practitioner
 - **11.1%**, The field of structural integration.
- 1 General Public Member
 - **11.1%**, Provides independent oversight but is outnumbered.
- Advisory Law Enforcement
 - Non-voting

New Board Makeup

- 4 Licensed Massage Therapists
 - **44.4%**, Maintains industry expertise but removes majority control.
- 1 Licensed Reflexologist
 - **11.1%**, Retains specialized representation.
- 1 Licensed Structural Integration Practitioner
 - **11.1%**, Retains specialized representation.
- 1 Human Trafficking Prevention Advocate
 - **11.1%**, Engages in efforts to combat human trafficking within the industry.
- 2 General Public Member
 - **22.2%**, Strengthens consumer protection and oversight.
- Advisory Law Enforcement
 - Non-Voting

- ❖ *Current Board (88.9%) licensed professionals regulate their own industry, controlling board decisions related to licensing, regulation, and discipline.*
- ❖ *Revised Board (66.6% industry professionals, 33.3% oversight) is more balanced and includes a trafficking prevention focus.*
- ❖ *A Human Trafficking Prevention Advocate ensures the industry aligns with anti-trafficking efforts.*
- ❖ *Industry professionals still have strong input (66.6%) but must work collaboratively with public members and trafficking prevention efforts.*

8. NEVADA STATE BOARD OF PHARMACY

85.7 INDUSTRY DOMINANCE

Current Board Makeup

6 Registered Pharmacists

- **85.7%**, Majority control over industry.

1 General Public Member

- **14.3%**, Only independent oversight, easily outvoted.

New Board Makeup

4 Registered Pharmacists

- **57.1%**, Maintains professional pharmacy expertise but removes majority control.

1 Healthcare Professional (physician, Nurse, or hospital administrator with experience in medication)

- **14.3%**, Provides a broader healthcare perspective on pharmacy regulations and collaboration.

2 General Public Members

- **28.6%**, Strengthens consumer protection, and increased transparency in board decisions.

- ❖ *Current Board (85.7% Pharmacists) regulate their own profession. Decision on pharmacy discipline, opioid regulation, drug pricing, and patient safety are controlled by pharmacists.*
- ❖ *Revised Board (57.1% pharmacists, 42.8% oversight) is more balanced and ensures fair regulation.*
- ❖ *Public and expert oversight (42.9%) strengthens consumer protection, medication affordability, and opioid safety policies.*
- ❖ *Industry professionals still have strong input (57.1%) but must work collaboratively with external voices.*

9. NEVADA PRIVATE INVESTIGATORS LICENSING BOARD

80% INDUSTRY DOMINANCE

Current Board Makeup

4 Licensed Private Investigators, Security Professionals, or Repossession Agents

- **80%**, Industry control.

1 General Public Member

- **20%**, Only independent oversight, easily outvoted.

New Board Makeup

2 Licensed Private Investigators

- **40%**, Maintains professional expertise but does not dominate the board.

1 Licensed Security Professional or Licensed Repossession Agent.

- **20%**, Ensures representation without excessive influence.

2 General Public Members

- **40%**, Strengthens consumer protection, transparency, and independent oversight.

- ❖ *Current Board 80% industry control*
- ❖ *Industry professionals (60%) retain expertise but must collaborate with public representatives (40%) in make fair regulatory decisions.*
- ❖ *Public oversight (40%) prevents regulatory capture and promotes fairness in licensing, discipline, and enforcement.*
- ❖ *Ensures transparent, ethical and balanced governance of the private investigation, security, and repossession industries.*

10. NEVADA STATE BOARD OF VETERINARY MEDICAL EXAMINERS

87.5% INDUSTRY DOMINANCE

Current Board Makeup

6 Licensed Veterinarians

- **75.7%**, Majority control over licensing, enforcement, and regulation.

1 Licensed Veterinary Technician

- **12.5%**, Representation for veterinary technicians

1 General Public Member

- **12.5%**, Only independent oversight, easily outvoted.

New Board Makeup

4 Licensed Veterinarians

- **57.1%**, Maintains professional expertise but removes majority control.

1 Licensed Veterinary Technician

- **14.3%**, Retains representation of veterinary technicians.

2 General Public Members

- **28.6%**, Strengthens consumer protection, transparency, and independent oversight.

- ❖ *Current Board (87.5%) industry control*
- ❖ *Revised Board (57.1% veterinarians, 42% oversight) is more balanced and ensures fair regulation.*
- ❖ *Public and expert oversight (42.9%) strengthens consumer protection, ethical licensing, and transparency.*
- ❖ *Industry professionals still have strong input (57.1%) but must work collaboratively with external voices.*
- ❖ *A new seven-member board prevents voting deadlocks while maintaining a fair structure.*

PHASED IMPLEMENTATION PLAN



Job Protection and Retention:

Business and Industry is committed to ensuring a smooth transition for existing staff from the boards and commissions as part of the consolidation process. The transition will prioritize job protection, role alignment, and workforce stability while adhering to state personnel laws and regulations.

Business and Industry will:

- Evaluate each employee's qualifications to determine placement in available positions
- Adhere to NRS/NAC 284 and standard state employment procedures in hiring and job assignments
- Hire employees depending on qualifications and the Department's operational needs

LCB AUDITS:

Boards With Audit Findings for Multiple Years

Board of Dental Examiners

- 2021
- 2022
- 2023
- 2024
- 2025

Board of Examiners of Social Workers

- 2023
- 2024

Board of Marriage and Family Therapists

- 2018
- 2019
- 2024

Board of Massage Therapists

- 2020
- 2025

Board of Optometry

- 2017
- 2018
- 2019
- 2024
- 2025

Board of Oriental Medicine

- 2016
- 2024

Board of Podiatry

- 2014
- 2015

Board of Psychological Examiners

- 2013
- 2024
- 2025

Board of Veterinary Medical Examiners

- 2022
- 2024
- 2025

Homeopathic Medicine Board

- 2023
- 2024
- 2025

LCB AUDIT DIVISION: BIANNUAL STATUS REPORTS ON AUDITS OF CERTAIN BOARDS, FINDINGS

January 2013

- **Board of Psychological Examiners** – Financial report not submitted
- State Funeral Board – Weak internal controls

January 2014

- **Board of Podiatry** – Financial Report not submitted

January 2015

- **Board of Podiatry** – Financial Report not submitted

January 2016

- Board of Dispensing Opticians – Financial Report not Submitted
- **Board of Oriental Medicine** – Questionable Expenses

January 2017

- **Board of Optometry** – Financial report not submitted
- Board of Physical Therapy – Audit report with disclaimer of opinion

January 2018

- **Board of Marriage and Family Therapists** – Financial report not submitted
- **Board of Optometry** – Financial report not submitted

January 2019

- **Board of Optometry** – Financial report not submitted
- **Board of Marriage and Family Therapists** – Financial issues noted, theft

January 2020

- **Board of Massage Therapists** – Financial issues noted, theft

January 2021

- **Board of Dental Examiners** – Financial report not submitted

January 2022

- **Board of Dental Examiners** – Financial report not submitted
- **Board of Veterinary Medical Examiners** – Financial report not submitted

LCB AUDIT DIVISION: BIANNUAL STATUS REPORTS ON AUDITS OF CERTAIN BOARDS, FINDINGS (continued)

January 2023

- **Board of Homeopathic Medicine** – Financial issues noted
- Chiropractic Physicians' Board – Financial issues noted
- **Board of Examiners for Social Workers** – Financial issues noted
- **Board of Dental Examiners** – Financial reports not submitted

January 2024

- **Board of Dental Examiners** – Financial reports not submitted
- **Board of Homeopathic Medicine** – Financial issues noted
- **Board of Oriental Medicine** – Financial issues noted
- **Board of Examiners for Social Workers** – Findings reported on audits
- **State Board of Optometry** – Findings reported on audits
- **Board of Marriage and Family Therapists** – Findings reported on audits
- Professional Engineers and Land Surveyors – Findings reported on audits
- Board of Pharmacy – Findings reported on audits
- Board of Cosmetology – Findings reported on audits
- **Board of Psychological Examiners** – Findings reported on audits
- **Board of Veterinary Medical Examiners** – Findings reported on audits

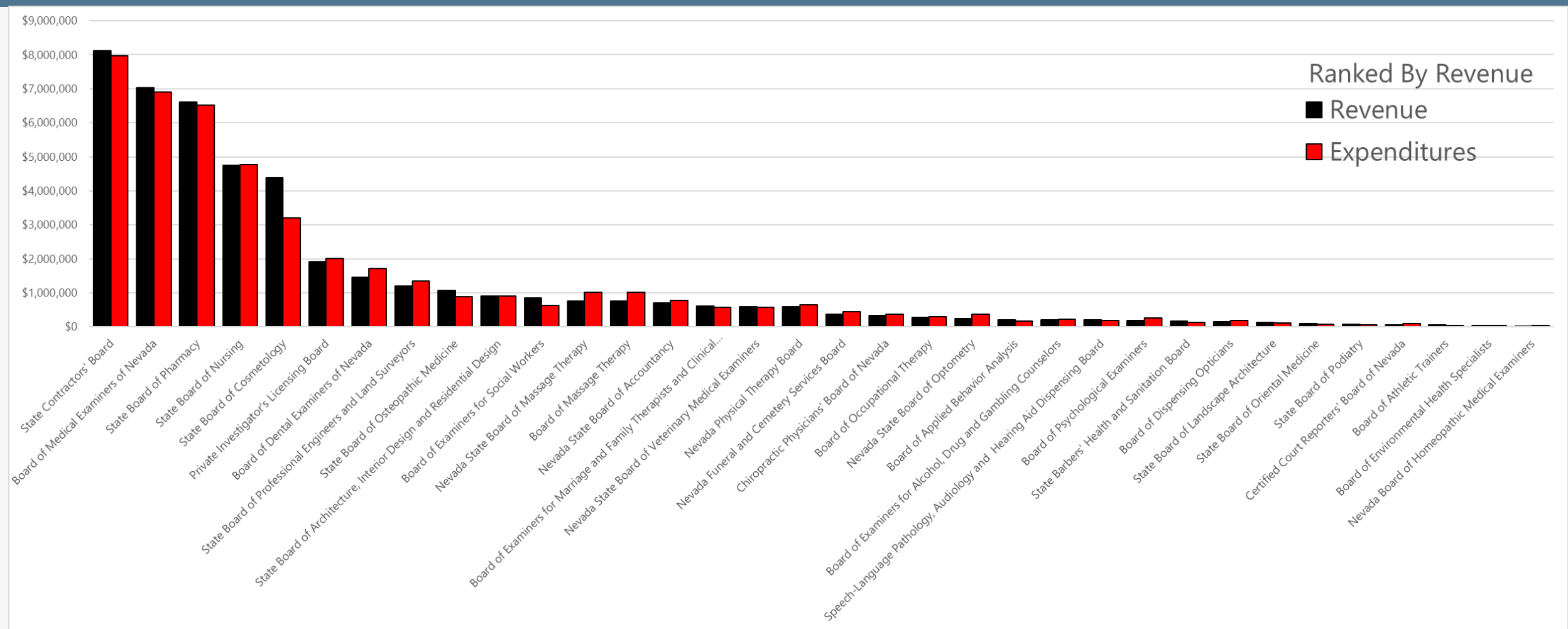
January 2025

- Alcohol, Drug and Gambling Counselors – Financial reports not filed
- **Board of Massage Therapy** – Financial reports no filed
- **Board of Homeopathic Medicine** – Financial issues noted
- Landscape Architecture – Financial issues noted
- **Board of Dental Examiners** – Findings reported on audits
- Board of Nursing – Finding reported on audits
- **Board of Optometry** – Findings reported on audits
- **Board of Psychological Examiners** – Findings reported on audits
- **Board of Veterinary Medical Examiners** – Findings reported on audits

LCB AUDITS 2012-2024: BOARD DEFICITS

Calendar Year Reported	Boards Recorded in LCB Report	Boards with Expenses that Exceed Revenues	Percentage of Boards Where Expenses Exceed Revenues	Reported Revenue of Boards in Deficit	Reported Expenses of Boards in Deficit	Difference
2024	32	16	50%	\$ 13,433,879	\$ 14,506,204	(\$1,072,325)
2023	33	14	42%	\$ 19,052,684	\$ 20,477,618	(\$1,424,934)
2022	32	4	13%	\$ 1,257,037	\$ 1,405,200	(\$148,163)
2021	31	7	23%	\$ 4,327,294	\$ 4,762,127	(\$434,833)
2020	32	16	50%	\$ 21,225,416	\$ 22,996,893	(\$1,771,477)
2019	32	16	50%	\$ 20,045,514	\$ 23,323,051	(\$3,277,537)
2018	32	15	47%	\$ 22,472,628	\$ 24,846,691	(\$2,374,063)
2017	31	12	39%	\$ 7,505,065	\$ 8,323,161	(\$818,096)
2016	31	11	35%	\$ 10,696,777	\$ 13,619,748	(\$2,922,971)
2015	32	13	41%	\$ 5,303,877	\$ 5,852,270	(\$548,393)
2014	33	8	24%	\$ 3,233,472	\$ 3,443,426	(\$209,954)
2013	33	8	24%	\$ 3,107,651	\$ 3,259,893	(\$152,242)
2012	33	8	24%	\$ 4,486,725	\$ 5,124,999	(\$638,274)

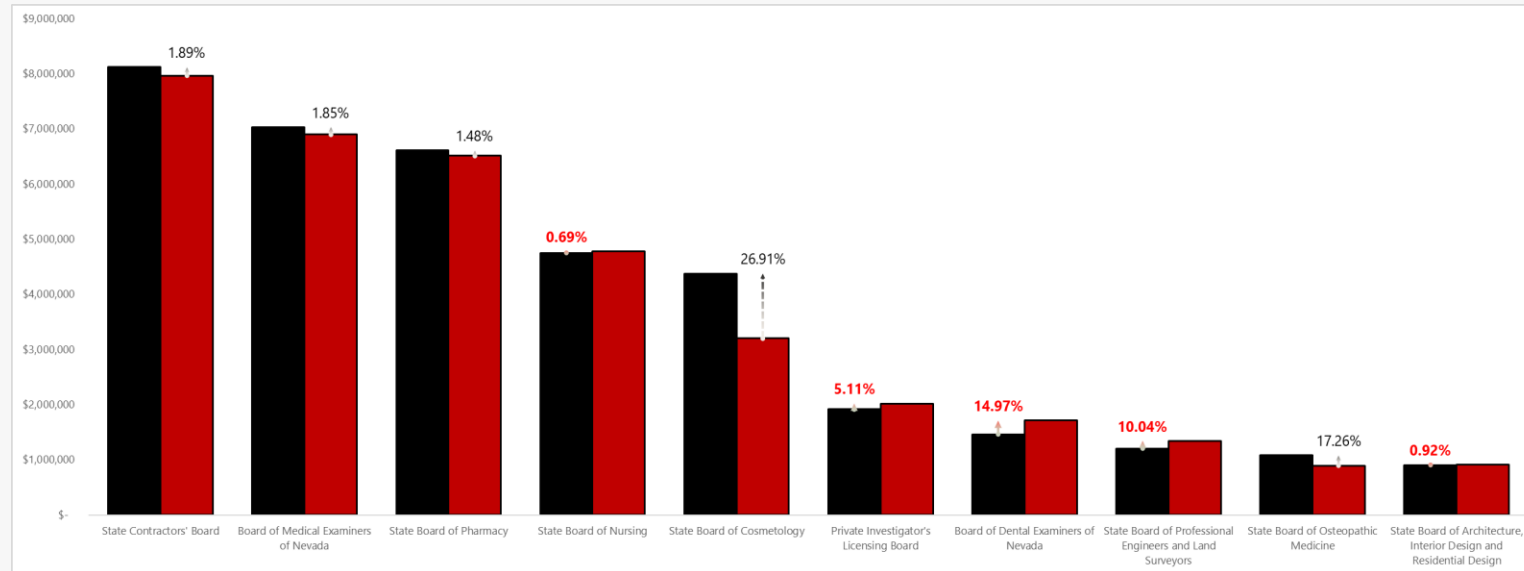
REVENUE VS EXPENSE BY BOARD



REVENUE VS EXPENSE BY BOARD - DETAILED TOP 10

	Revenue	Expense
State Contractors' Board	\$ 8,119,672	\$7,966,268
Medical Examiners	\$ 7,029,291	\$6,899,145
Pharmacy	\$ 6,608,254	\$6,510,217
Nursing	\$ 4,747,246	\$4,780,218
Cosmetology	\$ 4,376,683	\$3,199,095
Private Investigator's Licensing Board	\$1,917,121	\$2,020,260
Dental Examiners	\$ 1,458,370	\$1,715,067
Board of Professional Engineers & Land Surveyors	\$ 1,205,684	\$1,340,255
Osteopathic Medicine	\$ 1,078,314	\$892,244
Architecture, Interior Design and Residential Design	\$ 904,052	\$912,459

Ranked by Revenue



NEVADA BOARD OF HOMEOPATHIC MEDICAL EXAMINERS – LCB

AUDIT FINDINGS 2006-2025

- The LCB audited **the Nevada Board of Homeopathic Medical Examiners ("Board") in 2006** and found that they **had (1)** no written policies or procedures from its founding in 1983 until April 2006; **(2)** accumulated \$83,000 in debt from the Attorney General; **(3)** allocated 20% of their annual revenue to one-time travel expenses; and **(4)** submitted meeting minutes late, with errors and omissions.
- The Sunset Subcommittee reviewed **the Board in 2019** and recommended its termination because it **accumulated \$175,000 in debt from the Attorney General** and failed to meet its statutory burden of showing the public need for the Board's continued existence.
- On November 30, 2023, the Secretary-Treasurer of the Board requested a payment from the Board of \$2500 per month for six months of work, totaling \$15,000. The Secretary-Treasurer described this payment as **"the fee that I'm paying myself,"** and **the Board agreed to make the payment. The Secretary-Treasurer withdrew the amount four days later.**
- When the Secretary-Treasurer is the recipient of a payment from the Board, **the bylaws require the President and Vice President to also sign**, which supports the legitimacy of the payment. **The President and Vice President did not sign**, constituting a violation.
- On March 11, 2024, the Nevada Department of Business and Industry ("Department") made a written request for the relevant meeting minutes to ensure the validity of the \$15,000 payment.
 - The Secretary-Treasurer initially only provided one of the two relevant meeting minutes, admitting that the missing minutes were misfiled when, upon further inquiry by the Department, the Secretary-Treasurer submitted them several days later.
 - **The withheld meeting minutes included the President of the Board's admission** that the Board was concerned about its financial situation and **acted on its own behalf** and **"forgot to take into account the people"** they were responsible for by approving (and later undoing) a fee increase.
- Concurrent to that investigation, on March 27, 2024, the Secretary-Treasurer notified the Department that five licensees had not paid their fees, and the President was aware and told him to "stand down and take no action." The **licensees later paid their fees but continued to practice without renewed licenses** until the Department instructed the Board to issue renewed licenses on April 15, 2024.

NEVADA BOARD OF HOMEOPATHIC MEDICAL EXAMINERS –

LCB AUDIT FINDINGS 2006-2025 (CONT.)

- The Department continued its investigation and asked for a copy of the contract between the Secretary-Treasurer's company and the Board as supporting evidence of the payment's validity. The Board stated that they were unaware of any such contract. **The Board therefore paid the Secretary-Treasurer 70% of its annual revenue without a written contract.**
- To address the concerns of impropriety, the President and Vice President attempted to gain control of the Board's bank accounts, which the Secretary-Treasurer exclusively controlled. Over the span of months, the Board's leadership engaged in a confused struggle to sort out ownership of the Board's accounts.
- The Department again intervened and met with the Bank President, who gave the Board's President and Vice President access to the Board accounts.
- The Secretary-Treasurer additionally circumvented Board policy by reporting a complaint against a licensee to the Attorney General without following the internal investigation procedure.
- On July 3, 2024, **the Governor stepped in and ultimately removed the Secretary-Treasurer** over ethical concerns relating to financial impropriety, untimeliness, and failure to comply in transferring the Board accounts.
- Following the former Secretary-Treasurer's removal, the Board continued to struggle.
 - The former Secretary-Treasurer still controlled multiple Board's accounts and forwarded various unpaid invoices and payment notices to the Board months after his termination.
 - The Board also lacked administrative access to its own website. At an unknown date between October 4, 2024, and November 13, 2024, the Board's website was shut down. On January 23, 2025, the Board requested assistance in establishing a .gov website.
- On September 4, 2024, the former Secretary-Treasurer sent a demand letter to the Board for \$15,060 in unpaid administrative services.
- The former Secretary-Treasurer was subject to an Ethics Commission hearing, where he agreed to pay a \$250 for a non-willful violation of NRS 281A.400(1) and to turn over all Board accounts he controlled.
 - As part of that investigation, the Board failed to respond timely to a public records request concerning the former Secretary-Treasurer's work for the Board.
 - The former Secretary-Treasurer failed to turn over all Board accounts within 30 days, so an additional suspended \$250 fine was instituted.

NEVADA BOARD OF HOMEOPATHIC MEDICAL EXAMINERS FINANCES

Year	Revenue	Expenses	Net Profit
2024	\$21,550	\$41,659	\$(20,109)
2023	\$19,050	\$20,819	\$(1,769)
2022	\$22,500	\$15,430	\$7,070
2021	\$26,400	\$10,497	\$15,903
2020	\$31,800	\$46,938	\$(15,138)
2019	\$93,600	\$41,799	\$51,801
2018	\$59,900	\$56,382	\$3,518
2017	\$39,800	\$55,436	\$(15,636)
2016	\$33,350	\$35,956	\$(2,606)
2015	\$37,450	\$36,595	\$855
2014	\$33,000	\$34,088	\$(1,088)
2013	\$35,390	\$31,516	\$3,874
2012	\$33,057	\$30,469	\$2,588

The Homeopathic Medical Examiners Board has operated at a deficit for several years since the LCB audits began. In 2006, the Board accumulated \$83,000 in debt from the Attorney General, and it allocated 20% of its annual revenue to one-time travel expenses. The Board's debt to the Attorney General rose to \$130,222 in 2012 and peaked at approximately \$175,000 in debt in 2019. The Sunset Subcommittee recommended the Board's termination that year, with the Attorney General candidly noting that it may require an appropriation to account for the Board's debt. In 2024, **the Board paid almost 70% of its annual revenue to one member without a written contract.** As of August 31, 2024, **the Board still owes \$116,127.31 to the Attorney General.**

"When controls over expenditures are inadequate, there is an increased risk abuse could occur and go undetected." – **LCB 2006 Board Audit**

"We continue to have concerns with the board's financial controls and ability to provide accurate and reliable information." – **LCB 2024 Biannual Status Report**



THANK YOU!