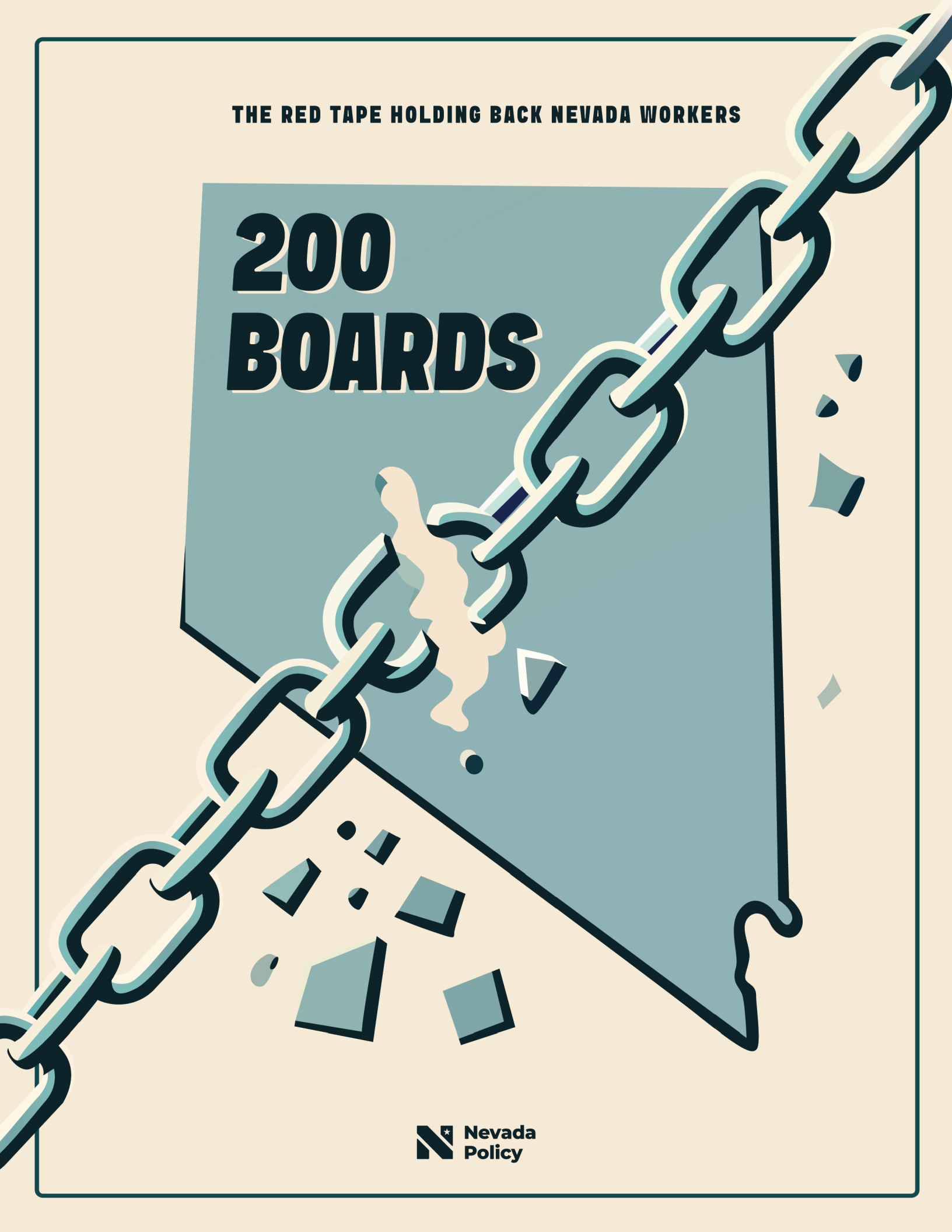


THE RED TAPE HOLDING BACK NEVADA WORKERS

200 BOARDS



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The research and analysis herein was conducted by



In proud collaboration with the



A student-led Research Effort
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Executive Summary

Nevada's government includes 200 boards and commissions. Interestingly, this was a matter of confusion at the outset of this study.

We contacted the office of then-Gov. Sisolak in 2022. Although his website claimed, "Gov. Sisolak is responsible for appointing citizens to approximately 250 boards and commissions representing various areas," there was no publicly available list of 250. Consequently, we reached out directly to the governor's office. According to Adina Fitzgerald, director of Boards and Commissions, Office of Gov. Sisolak, there are 200 boards and this paper addresses solely the list of 200 received from Fitzgerald.

That list of 200 boards and commissions is shown in Spreadsheet 1 at the end of this study, along with the detailed historical record, including the relevant NRS, establishment date for the board, board type, number of members, revisions and the party in power when the board was established. 84 percent of these boards and commissions are categorized as "regulatory," 14 percent as "advisory" and 3 percent as "task forces."

The establishment of boards and commissions in Nevada has increased almost yearly. Some 35 percent of the 200 boards were established in the 21st century.

The impact of these regulations – and the boards that enforce them – falls heavily on the poor, middle class and small businesses, as economic theory would predict and empirical research has shown in many locations, many time periods. Nevada is a firmly middle class state, ranking seventh in the country with a middle class that takes up 49.3 percent of all the households in the state.

"Spreadsheet 2 Economic Analysis of Impact on Specific Jobs and Professions" forms the core of this study. This spreadsheet covers, for five relevant professions – dental hygienists, cosmetologists, physical therapists, chiropractors and veterinarians – the jobs per thousand, cost of a license, cost of renewal, cost of an appointment, average salary and level of reciprocity across all 50 states. In all five of these professions, the jobs per thousand in Nevada

trails that of the U.S. overall, indicating that Nevada's licensing and regulatory regime is depressing the number of practitioners available to the state's citizens. Presumably as a result of this low supply of practitioners in Nevada, the average salary for three of these occupations is noticeably above that of the U.S. average. This merits continued study.

The Institute for Justice ranks Nevada second most burdensome in terms of "Average Burdens for Licensed Occupations." Notably, both Nebraska and Pennsylvania rank much better (lower). These two states have a long history of outperforming Nevada on unemployment.

As a general rule, the governor has very little power, beyond appointing members, to affect or alter the management and performance of the various boards and commissions. The boards are created and controlled – entirely – by the legislature. The attorney general maintains day-to-day administrative support and oversight. Faced with this, governors in other states have occasionally mounted lawsuits or legislative initiatives to streamline, consolidate, create efficiencies and rebalance power in favor of the respective governor's offices. While frequently supported by the respective state supreme courts, actual implementation has proven difficult and elusive.

Consequently, any effort to change direction, exert greater control and realize efficiencies will require a long-term commitment. Both spreadsheets are available at NevadaPolicy.org in a downloadable and searchable format.

Section I: How did we get here?

DEFINITIONS AND HISTORY – BOARDS, COMMISSIONS, REGULATIONS, TASK FORCES

As of September 29, 2022, Nevada’s government includes 200 boards and commissions, according to Adina Fitzgerald, director of Boards and Commissions, Office of Gov. Sisolak. The then-governor’s website claimed, “Governor Sisolak is responsible for appointing citizens to approximately 250 boards and commissions representing various areas.”¹ (Since the 2022 election, in which Sisolak was defeated by Joe Lombardo, that website has been taken down.)

Unless otherwise noted, throughout this document, whenever we refer to “boards and commissions,” we shall be referring to the specific list of 200 Boards provided directly to us via email by Fitzgerald. Included in this report and available for download at NevadaPolicy.org is a list of all 200 boards (Spreadsheet 1) along with a range of information for each board — relevant Nevada Revised Statute, date of original establishment, type (advisory, regulatory, task force), current number of members, sessions in which revisions occurred, number of revisions and the party in power in the legislature at the time of original formation.

Several key findings arise from a detailed analysis of the data in this spreadsheet, as follows.

Board and Commission Types

There are three types of boards and commissions. This is true for both the state and federal levels. Each board handles different issues and has roles that vary depending on its function. These boards and commissions are created, ostensibly, to better the lives of the citizens and work as a way for political professionals to work with the community to identify the issues that matter and help them be solved. These three types are:

1. Regulatory

Oversees licensing, handles complaints and enforces disciplinary actions of individuals or industries that fall within the jurisdiction of the board’s authority.² Examples include: The Nevada State Board of Dental Examiners, Nevada State Board of Massage Therapists, Nevada State Board Of Physical Therapy Examiners, Nevada State Public Utilities Commissions, Nevada Dairy Commission.³

2. Advisory

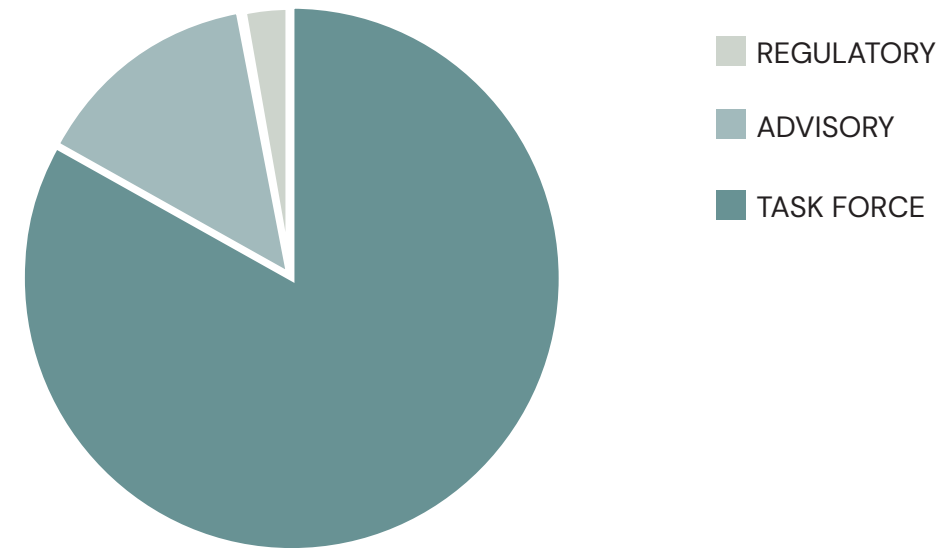
Develops policy and makes recommendations to public officials on how to address specific issues.⁴ Examples: Advisory Board on Outdoor Recreation, Automotive Affairs Advisory Board, Bicycle and Pedestrian Advisory Board, Cannabis Advisory Commission, Credit Union Advisory Council.

3. Task Force

A group of individuals with different points of view brought together to create opportunities, solve problems and answer questions on a specific topic.⁵ Examples: Advisory Task Force on HIV Exposure Modernization, Keep Nevada Working Task Force, Regional Transmission Task Force, Task Force on Employee Misclassification.

Out of the 200 current boards in Nevada 167 (83.5 percent) are categorized as regulatory, 28 (11.5 percent) as advisory and 5 (2.5 percent) as task forces. A further explanation of the difference of these types of boards can be found in Section II. This is shown in the pie chart below.

CHART 1: BREAKDOWN OF NEVADA BOARD TYPES (2022)



Membership of Boards

The average number of board members, across the entire 200 boards, is nine. The board with the largest number of members is the Governor's Workforce Development Board. This board was established in 2009 and currently seats 33 members. The smallest number of members on a board is one. There are four different boards that require a minimum of one individual. These are: Attorney for Injured Workers, Department of Administration Appeals Officers and Special Appeals Officers (technically two members, one Appeals Officer and one Special Appeals Officer), Public Defender for the State, and Railroad Police.

It is important to note that some boards are established with flexibility regarding the number of members appointed. To maintain consistency across the spreadsheet in cases like this the minimum number of members required for the board is the number displayed. In the case of interstate boards that have members from several different states, the number of members as shown in the spreadsheet is the number of members that Nevada specifically has to appoint. As an example, the Western Interstate Nuclear Compact has 13 members, only one of which is appointed from Nevada, so the spreadsheet reflects one member in that column.

Effectiveness of Boards

In an effort to assess the effectiveness of the boards, it was considered how many times the boards had been revised. While the available data for the number of revisions to the boards was not available for every board and commission (namely those that were not created through a Nevada Revised Statute) of the 184 boards and commissions in which this information was accessible, the average time a board was revised was just under three.

The board with the highest number of revisions is the Environmental Commission, which was established in 1973 and revised 15 times since. The most recent revision took place in 2007. The commission is tasked with four main responsibilities: They make rules that oversee environmental regulations; they hear appeals which, "... give the public a chance to revisit or dispute NDEP decisions like enforcement actions or environmental permits;"⁶ and they levy air penalties and issue environmental orders and opinions.

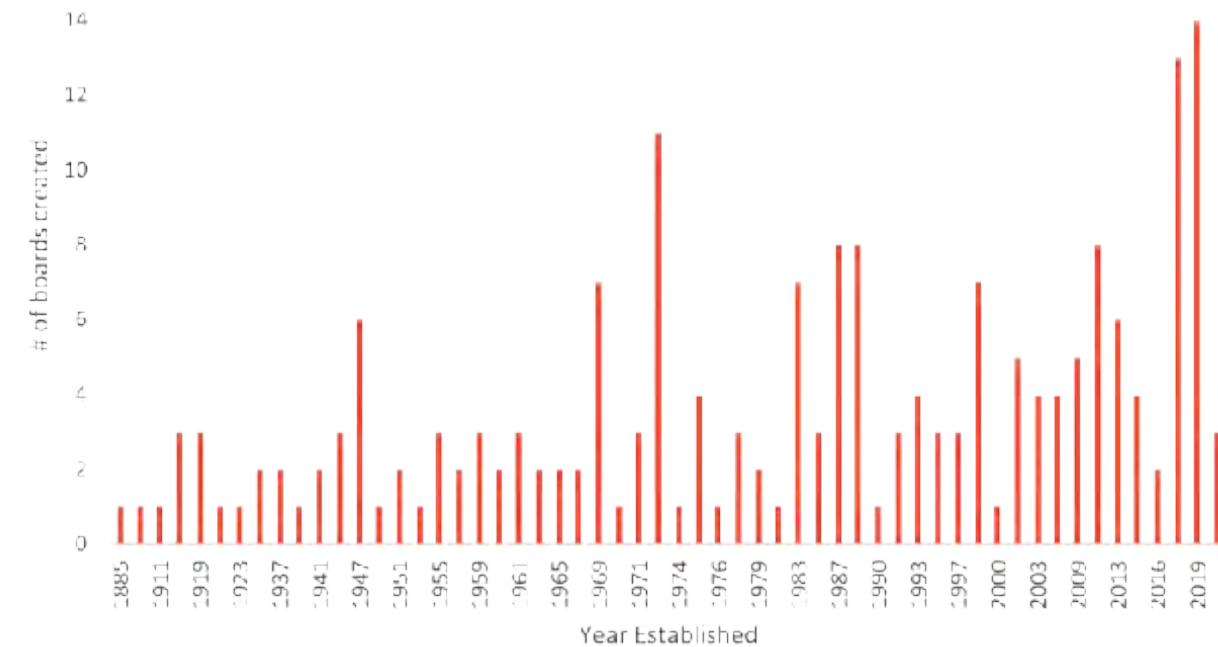
On the other hand, there are 36 boards that have never been revised, the oldest of which is the Contractor's Board which was established in 1941. Eight of the boards that have never been revised were only established as far back as 2019.

Historical trends in establishment of boards and commissions

The chart below displays the number of boards created each year since the first such establishment, in 1885. The general trend is clear: Over time, the number of boards created in each legislative session is increasing. In 2017 alone, 13 boards were created, and in 2019 14 new boards were added. Some 35 percent of the 200 boards and commissions that have been established during the 136-year span were created in the 2000s and 2010s.

In summary, 200 boards and commissions have been established in Nevada, dating back to 1885. The vast majority of these are regulatory, not advisory, in nature. The trend in board establishment is clearly up – regardless of which party is in control of the legislature.

CHART 2: ESTABLISHMENT OF BOARDS AND COMMISSIONS



Section II: Benefits & Burdens

IMPACT OF REGULATORY BOARDS ON SPECIFIC JOBS AND PROFESSIONS

This part of Section II will address the impact in Nevada of boards on some specific jobs and professions. Traditional economics would predict that, as regulatory burdens, costs (financial and otherwise) of licensing, restrictions on reciprocity, etc., increase, the state’s citizens will confront at least two types of hardships:

1. The costs to consumers of the service in question will rise and the availability of practitioners will be lower.
2. The ability of practitioners to get licensed – to begin their careers, start a small business, etc. – will be constrained.

Some empirical data – essentially, a comparison across all 50 states of various measures, described below – is provided here. First, some definitions:

Reciprocity: License reciprocity is a standard of practice in which a jurisdiction allows an active licensee from another jurisdiction to practice in its jurisdiction, subject to special license law requirements.”⁷

Licensure by Endorsement: “Endorsement” refers to the process of a state/territory granting a license to an applicant who is licensed in good standing at the equivalent designation in another jurisdiction.”⁸

Included in this report and available for download at NevadaPolicy.org is “Spreadsheet 2 – Economic Analysis of Specific Jobs and Professions,” comparing selected regulatory boards across the 50 states. The spreadsheet compares the costs to the practitioner to secure and renew the license, the cost to the public to use the service, and the number of practitioners on a per thousand population basis in each state, whether the state participated in reciprocity or licensure by endorsement, and average salary per state. All calculations are based on information available to consumers. Also included in this report is a list of references from which this data was taken.

Table 3, below, contains an excerpt from the Dental Hygienist page of this spreadsheet. Nevada is highlighted in red. An individual state – in the case of Dental Hygienists, Utah – is highlighted in yellow for comparison discussions later in this section.

TABLE 3: EXCERPT FROM ECONOMIC ANALYSIS OF IMPACT ON DENTAL HYGIENISTS

	Nevada	Utah
Total Hygienists	2030	2920
State population	3144	3322
Hygienists per-thousand population	0.65	0.89
Average cost of service	\$78.00	\$78.00
Cost of new license	\$600.00	\$60.00
License renewal cost	\$150.00	\$18.50
Endorsement?	No	Yes
Average Salary	\$89,460	\$74,110

TABLE 4: OCCUPATIONAL LICENSING IN NEVADA – SELECTED PROFESSIONS⁹

Occupation	Jobs per Thousand	Cost of License	Cost of Appointment	Average Salary
Dental Hygienist	0.646	\$600	\$78.00	\$89,460
Cosmetologist	0.573	\$145	\$63.00	\$26,580
Physical Therapist	0.592	\$300	\$100.00	\$104,210
Chiropractor	0.118	\$225	\$79.37	\$112,420
Veterinarian	0.175	\$200	\$63.95	\$95,680

TABLE 5: OCCUPATIONAL LICENSING IN UNITED STATES – SELECTED PROFESSIONS¹⁰

Occupation	Jobs per Thousand	Average Cost of License	Average Cost of Appointment	Average Salary
Dental Hygienist	0.691	\$156.14	\$73.34	\$78,282
Cosmetologist	0.877	\$175.94	\$66.44	\$34,072
Physical Therapist	0.734	\$142.94	\$100.76	\$91,202
Chiropractor	0.126	\$253.95	\$81.75	\$82,856
Veterinarian	0.269	\$250.94	\$58.97	\$106,659

TABLE 6: INDEX OF OCCUPATIONAL LICENSING, NEVADA VS. U.S. AVERAGE¹¹

Occupation	Jobs per Thousand	Average Cost of License	Average Cost of Appointment	Average Salary
Dental Hygienist	93.49	384.27	106.35	114.28
Cosmetologist	65.34	82.41	94.82	78.01
Physical Therapist	80.65	209.88	99.25	114.26
Chiropractor	93.65	88.60	97.09	135.68
Veterinarian	65.06	79.70	108.44	89.71

Note that, for each of the five selected professions, the number of Nevada practitioners per thousand population is below the U.S. average.

The following provides a discussion of each of the five professions/regulatory regimes:

3. Nevada State Board of Dental Examiners

Examines applicants for license to practice dentistry, dental hygiene and dental therapy. After an applicant has completed the education and exam requirements set by the Nevada State Board of Dental Examiners, the applicant must apply for an occupational license. The fee for an initial occupational license in Nevada is \$600. This license is valid for two years. In Nevada, dental hygienists must renew their occupational license biennially for a fee of \$300 (or \$150 a year). All licensure renewals and information can be processed on the Board of Dental Examiner’s website. Nevada does not have reciprocity with any other state for dental hygiene licensing, but licensure by endorsement is offered, as it is by all other states. If an applicant were to move to Nevada from another U.S. state, they would have to prove that they have previously met requirements equal to those that Nevada sets for initial applicants. This includes passing the NBDHE exam and all required work hours. If the applicant has the necessary experience, they may fill out and submit the license by endorsement application and the \$600 fee.¹²

At 0.646 Dental Hygienist jobs per thousand population, Nevada ranks 29th in the nation. Nevada currently has the highest initial licensing fee out of all 50 states and is tied for the most expensive renewal. Nevada has the 17th most expensive average cost of dental hygiene cleaning appointment at \$78. Dental hygienists in Nevada earn the fourth-highest salary in America on average at \$89,460. This data may indicate that, although the average salary for dental hygienists in Nevada is higher than the U.S. average, the high costs of licensure in the state (by both exam and endorsement) is causing the state to have fewer hygienists and is raising the cleaning appointment price higher than average.

4. Nevada State Board of Cosmetology

Protects “... the public health, safety and welfare of those that obtain cosmetology-related services through the delivery of quality testing, licensing inspection, and education services that focus on consumer protection.”¹³ After an applicant has completed the required exam and education hours to receive their cosmetology license in Nevada, the application may be submitted

online through the board of cosmetology. The fee for initial licensure in the state of Nevada is \$145 and the license is valid for two years. The license renewal fee is \$70 (\$35 a year) and can be completed on the board's website. Nevada does not have direct reciprocity with any other state pertaining to cosmetology licensing but offers applicants the ability to transfer their license to Nevada under regulations. First, the applicant must be in good standing with their home state, must have previously passed the national licensure examination for cosmetology, must pass the Nevada state law exam and must pay a \$325 fee.¹⁴ After completing these steps the applicant will obtain a Nevada state cosmetology license.

Cosmetology jobs per thousand population in Nevada stands at 0.573, 44th in the U.S. Nevada's licensing fee for cosmetologists is the 30th most expensive and the renewal fee is 14th most expensive. The average cost of a cosmetology appointment in Nevada is \$63 — 22nd most expensive of the 50 states. Nevada cosmetologists make an average salary of \$26,580, which is third lowest in the nation. It appears that even though the cosmetology licensing fee in Nevada is lower than average, the low average salary may be keeping cosmetologists from practicing in Nevada, hence the small jobs per thousand population in the state. Possibly due to the small amount of cosmetologists, the cost of an appointment is slightly higher than average therefore costing the Nevada's consumers more than other states.

5. State of Nevada Physical Therapy Board

Protects "... and promotes the health and safety of Nevadans by pursuing the highest quality of physical therapy practice through education, communication, licensing, legislation, regulation and enforcement."¹⁵

After a physical therapist has completed their required exam and education requirements, they may apply for licensure on the Physical Therapy Board's website. The cost of an initial license is \$300 and is valid for one year. The fee for renewal of a physical therapy license in Nevada is \$150 annually. Physical therapists in the United States have their own kind of reciprocity. There is little reciprocity between states

but the Physical Therapy Compact creates an environment similar to reciprocity. When licensees sign up for the Physical Therapy Compact, they join an agreement through willing states that anyone with a Physical Therapy Compact account can practice in participating states. Applicants to the Physical Therapy Compact must have a physical therapy license prior to application and pay a fee to become a member.¹⁶ Nevada is not a participating state in the compact and does not have any kind of reciprocity or endorsement with other states.

Nevada has 0.592 Physical Therapist jobs per thousand population. This is lower than the U.S. average, ranking 42nd. Nevada's initial licensing fee for physical therapists is the most expensive in the U.S while the renewal fee rate tied for the most expensive. The average cost of a physical therapy appointment in Nevada is \$100, ranked 14th most expensive. Physical therapists in Nevada get paid an average of \$104,210, the largest average salary across the 50 states. Nevada has the eighth lowest jobs per thousand population for physical therapists even though they receive the highest average salary in the country. This may be caused by the extreme licensing fees associated with becoming a physical therapist in Nevada. Having the highest initial and renewal fee in the country along with no reciprocity with other states may be the cause for such a low jobs per thousand population rate. Simple supply and demand economics may be at work here: High fees lead to fewer therapists and fewer therapists leads to the highest average salary in the country.

6. Chiropractic Physicians' Board of Nevada

Regulates chiropractic services to protect the public safety and welfare.

When an applicant for a chiropractic license completes the required exam and education hours, they can apply for licensure on the chiropractic physicians' board website. The cost of an initial license in Nevada is \$225 and is valid for two years, with a biennial renewal fee of \$600 (\$300 a year). Nevada offers licensure by endorsement to

practicing chiropractors looking to apply for a license in the state of Nevada. To qualify for licensure by endorsement, an applicant must have a valid license in another state in the U.S. and be in good standing in the chiropractic field. There is also a fee of \$200 that must be paid to receive the new license from the state of Nevada.¹⁷

In Nevada there are 0.118 chiropractors per thousand population – lower than the national average putting the state right in the middle at No. 25. Nevada’s licensing fee is slightly lower than the U.S. average and stands at 28 when ranked from most to least expensive. Nevada is tied for the eighth most expensive chiropractic renewal fees in the U.S. The average cost of a chiropractic appointment in Nevada is \$79.37 and is 22nd highest. An average salary of a practicing chiropractor in Nevada is \$112,420, third highest in the nation. In sum, Nevada has a lower job per thousand population rate for chiropractors, even though the cost of a license and appointment is less than the national average.

7. Nevada Board of Veterinary Medical Examiners

Protects the public and their animals through licensing and regulation.

After an applicant has completed the exam and education requirements set by the board, they may apply for veterinarian licensing on the board’s website. The cost of an initial veterinarian license in Nevada is \$200, and the license is valid for one year. The fee for license renewal is \$250 annually. Some states in the U.S. offer reciprocity for veterinarian licenses, but Nevada does not. To obtain a new license in Nevada an applicant must follow all the steps listed for an original applicant.¹⁸

Nevada ranks No. 47 in the U.S. with 0.175 veterinarian jobs per thousand. When ranked from most to least expensive, Nevada’s initial licensing fee ranks 25th and the renewal fee is the sixth highest. The average cost of a veterinarian appointment in Nevada is \$63.95, the 13th most expensive of the 50 states. Nevada veterinarians suffer the ninth lowest average salary

in the United States. This information shows that although the initial licensing fee is less than the national average, it may be the expensive renewal fee keeping veterinarians from practicing in Nevada. The low jobs per thousand population in the state may be costing Nevada consumers more per appointment, explaining why Nevada is the 13th most expensive state. The small salary may also be a negative influence on the number of veterinarians practicing in Nevada and therefore causing them to be less available to the public.

Utilities Regulation

The Public Utilities Commission of Nevada (PUCN) is a regulatory agency that ensures investor-owned utilities comply with laws enacted by the Nevada Legislature. Investor-owned utilities must provide for fair and impartial regulation of public utilities, provide for the safe, economic, efficient, prudent, and reliable operation and service of public utilities and balance the interests of customers and shareholders of public utilities by providing public utilities with the opportunity to earn a fair return on their investments while providing customers with just and reasonable rates.

In 2022, Nevada ranked as the No. 1 state with the best overall utility performance, according to an inaugural report from Citizens Utility Board, a Chicago-based ratepayer watchdog organization.¹⁹ This ranking was based on the performance, affordability, reliability and environmental responsibility of public utilities in the state. The rankings, for all 50 states are shown on Table 7, below.

TABLE 7: STATE RANKINGS ON OVERALL UTILITY PERFORMANCE ²⁰

Ranking (Out of 50)	State	Efficiency Average	Reliability Average	Investments Average	Average Score
1	Nevada	14.2	5.7	20.9	13.6
2	Washington	4.1	20.0	5.9	14.0
3	Maine	6.5	24.2	13.5	14.9
4	Oregon	11.2	24.5	10.2	15.4
5	Illinois	17.2	19.7	22.4	15.8
6	Nevada	15.6	7.5	21.2	17.4
7	North Dakota	20.2	5.7	26.1	18.4
8	Arizona	25.2	5.7	22.2	18.1
9	Minnesota	23.0	13.2	22.4	18.5
10	Utah	3.5	12.7	23.3	18.5
11	Colorado	15.4	18.2	22.4	18.7
12	District of Columbia	11.4	5.2	24.2	20.2
13	Iowa	26.2	13.5	21.8	20.3
14	Montana	11.4	22.2	22.6	21.1
15	New York	32.6	19.7	13.2	21.6
16	New Mexico	16.0	24.0	21.2	21.6
17	South Dakota	29.0	25.8	19.4	21.6
18	Florida	26.2	7.7	17.4	22.9
19	Kentucky	26.2	25.8	15.4	23.1
20	New Jersey	21.1	11.2	21.2	21.4
21	Delaware	10.2	25.2	21.2	23.4
22	Wyoming	11.1	22.2	15.1	21.8
23	Oklahoma	16.4	24.8	16.7	24.0
24	California	25.2	11.2	16.2	24.2
25	Maryland	33.0	15.3	25.4	24.6
26	Tennessee	24.2	12.1	20.7	25.7
27	Wisconsin	32.0	27.2	32.6	27.6
28	South Carolina	14.4	24.2	14.4	27.7
29	Texas	27.4	28.5	27.2	27.7
30	Alabama	36.2	23.5	21.0	28.1
31	North Carolina	26.2	24.7	24.8	28.6
32	Georgia	24.0	21.5	25.6	25.7
33	Vermont	31.8	41.2	14.3	29.2
34	Pennsylvania	32.4	25.7	25.0	29.3
35	Rhode Island	41.8	17.5	28.3	29.5
36	New Hampshire	26.2	27.3	14.5	30.1
37	Missouri	24.8	25.8	40.3	30.3
38	Massachusetts	29.0	24.2	29.2	31.8
39	Arkansas	16.2	44.2	21.5	32.8
40	Kentucky	22.0	25.7	42.1	31.3
41	Virginia	31.8	23.3	26.2	32.7
42	Mississippi	22.4	47.5	17.5	32.7
43	Connecticut	46.2	31.3	20.5	33.8
44	Louisiana	18.5	45.8	21.0	33.8
45	Ohio	25.5	32.7	42.7	34.0
46	Michigan	24.2	44.2	21.0	35.3
47	Mississippi	30.4	44.2	31.5	35.5
48	Indiana	31.4	21.3	41.5	35.3
49	Hawaii	46.2	25.5	37.5	36.4
50	Alaska	42.2	18.7	31.4	37.5
51	West Virginia	26.7	32.8	41.0	37.3

Advisory boards and task forces

Two Advisory Boards – the Cannabis Compliance Board and the Bicycle and Pedestrian Advisory Board, along with one Task Force, the Keep Nevada Working Task Force, are reviewed below.

1. Cannabis Compliance Board

There are two parts to this advisory board which work hand in hand with one another. The first is the Cannabis Compliance Board that is made up of five board members, each appointed by the governor. These members each have a range of expertise, including finance, accounting, law enforcement, medicine, regulatory and legal compliance, and cannabis. The second section of this board is the Cannabis Advisory Commission. This advisory commission is made up of 12 members who study cannabis-related issues and makes recommendations to the Cannabis Compliance Board. Eight of these members are appointed by the governor. These members represent relevant state agencies and members of the cannabis industry as well as the general public. Both of these sections work together to make recommendations and better the state of the Cannabis industry in Nevada.²¹

Recommendations made by both the Cannabis Compliance Board and the Cannabis Advisory Commission in 2021 include: changes made to improve air quality control, health notices and disclosure recommendations, ready to consume product recommendations, occupational health and training recommendations, and inspection recommendations.²² In one report organized by Thomas Coburn LLP, each state is ranked “... based on how favorable they are to the cannabis industry” according to various cannabis regulations such as cannabidiol, medical cannabis, recreational cannabis, non-profit cannabis entities, commercial cannabis licenses, cannabis regulatory agencies, developments and trends, and business opportunities. Out of the 50 states, Nevada was ranked No. 4 in this report and the Cannabis Compliance Board is even mentioned for their work toward strengthening the state’s relationship with cannabis.²³

TABLE 8: CANNABIS REGULATIONS RANKED BY FAVORABILITY TO CANNABIS

As reported by Thompson Coburn, August 2022²⁴

Alabama	37	Kentucky	41	North Dakota	31
Alaska	17	Louisiana	22	Ohio	29
Arizona	9	Maine	8	Oklahoma	27
Arkansas	30	Maryland	21	Oregon	5
California	1	Massachusetts	3	Pennsylvania	23
Colorado	2	Michigan	/	Rhode Island	20
Connecticut	16	Minnesota	28	South Carolina	45
Delaware	37	Mississippi	40	South Dakota	39
District of Columbia	17	Missouri	33	Tennessee	44
Florida	25	Montana	13	Texas	35
Georgia	42	Nebraska	51	Utah	34
Hawaii	21	Nevada	4	Vermont	11
Idaho	50	New Hampshire	26	Virginia	18
Illinois	6	New Jersey	13	Washington	10
Indiana	49	New Mexico	14	West Virginia	36
Iowa	38	New York	15	Wisconsin	47
Kansas	46	North Carolina	48	Wyoming	43

2. Bicycle and Pedestrian Advisory Board

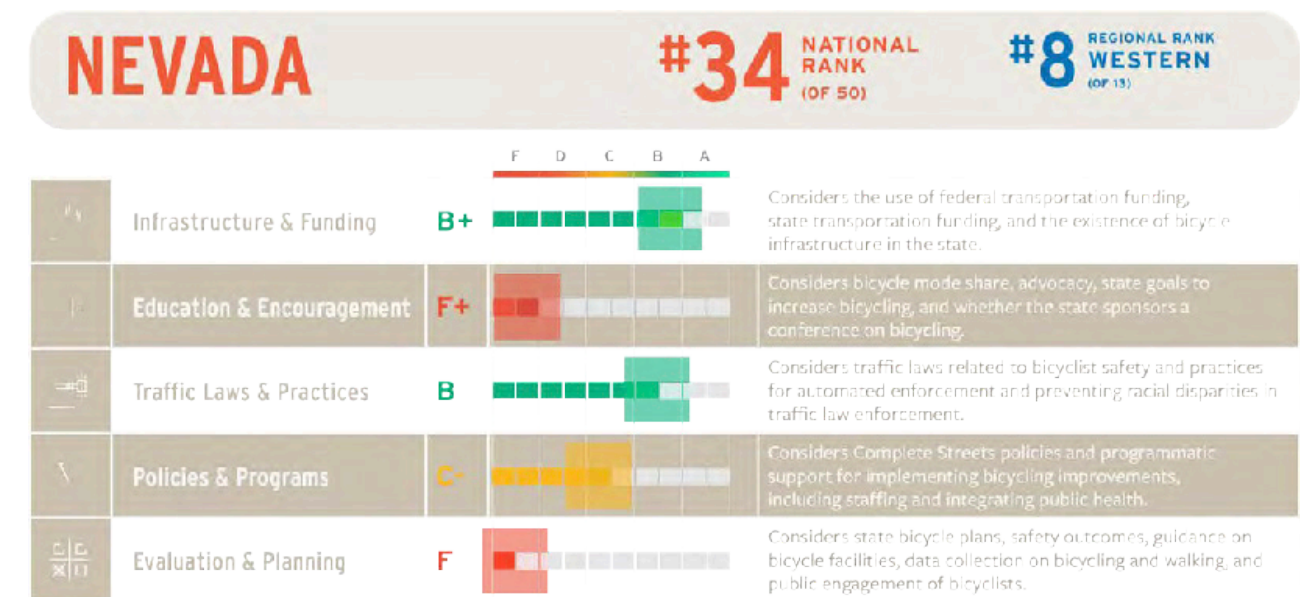
The NBPAB was created by the state legislature to promote programs and facilities for the safe use of bicycles and pedestrian safety in the state and advise appropriate state agencies on policies, programs and

facilities for the safe use of bicycles and pedestrian safety. It consists of 14 members appointed by the governor. Seven members represent pre-determined segments of Nevada’s bicycle and pedestrian stakeholders. “The remaining seven members represent state agencies whose overview relates to bicycling and walking.”²⁵

Based on a report from the League of American Bicyclists, Nevada is ranked 34th on the list of bicycle-friendly states in 2022. This ranking was determined by infrastructure and funding, education and encouragement, traffic laws and practices, policies and programs, and evaluations and planning.

TABLE 9: NEVADA STATE RANKING FOR BICYCLE FRIENDLY STATES

As reported by The League of American Bicyclists, 2022²⁶



Bankrate released a report ranking the most dangerous states for pedestrians based on amount of car accidents, number of pedestrian deaths, number of uninsured drivers and number of DUIs per year. Nevada ranked 29th on this list.²⁷

3. Keep Nevada Working Task Force

This task force was developed to identify the needs relating to creating more awareness among immigrants, especially high school students, on the availability of union apprenticeship programs.

The task force is creating a standardized database across state agencies measuring common datapoints, increasing resources available in languages other than English and Spanish and reviewing professional licensure requirements for immigrants possessing certain skills in their home countries, especially in high-need areas. The task force involved nine members appointed by the governor and involves willing members of the community.

The task force focused partly on education: "... section 20.9 of this bill requires the attorney general to publish model policies which provide recommendations to limit immigration enforcement at public schools, institutions of higher education, certain health care facilities ..."²⁸

Signed into law on June 11, 2021, this task force's efforts have so far resulted in little data or progress to report. However, as shown in Table 10, on the following page, the need to enhance educational opportunities for immigrants, the target audience for the Keep Nevada Working Task Force, remains apparent.²⁹

TABLE 10: IMMIGRANT POPULATION EDUCATION LEVELS IN NEVADA³⁰

Education Level	Share (%) of all immigrants	Share (%) of all Natives
College degree or more	22	26
Some college	23	38
High school diploma only	27	28
Less than high school diploma	29	8
Veterinarian	0.175	200

Source: U.S. Census Bureau, 2018 American Community Survey 1-Year Estimates

Boards and Commissions in other States

The boards in other U.S. states, summarized below, were strategically selected to compare and contrast impacts with those of relevant boards in Nevada.

1. Utah Department of Commerce Division of Occupational and Professional Licensing

Utah has one division that handles the licensing of every occupation rather than having a separate board for each profession. All licensing needs can be handled in one location making accessibility much easier for applicants.³¹

Utah has a 0.879 dental hygienist jobs per thousand with an initial licensing fee of \$60 and a biennial renewal that costs \$37. The average cost of a dental cleaning in Utah is \$78 and dental hygienists make an average salary of \$74,110. Utah offers licensure by endorsement for dental hygienists.

In comparison to Nevada, Utah maintains lower licensing fees (10 percent those of Nevada) and a higher job per thousand population for

dental hygienists. This data implies that when licensing fees are set at a reasonable rate, applicants may be more likely to apply for work in that state, even when the salary is lower than others (i.e., Nevada: \$89,460, Utah: \$74,110). This comparison further indicates that Nevada's high licensing fees are keeping dental hygienists from practicing in Nevada.

2. Pennsylvania State Board of Cosmetology

"Regulates the practice and licensure of estheticians; nail technicians; cosmetologists and teachers of cosmetology; and cosmetology salons and schools in Pennsylvania. The Board enforces regulations for the examination and licensure of applicants to practice or teach cosmetology throughout the state."³² Pennsylvania has a cosmetology job per thousand population of 1.568. The initial licensing fee for cosmetologists is \$100 with a biennial renewal fee of \$67. The average cost of a hair appointment in Pennsylvania is \$55 and cosmetologists make an average salary of \$34,400. Pennsylvania does not offer reciprocity for licensed cosmetologists.

When comparing this information next to the state of Nevada, it is seen that Pennsylvania has a higher job per thousand population rate, cheaper licensing fees, cheaper appointment costs and higher salaries. All this implies that when licensing fees are low and affordable, applicants will be more likely to practice in the state. Because of the high job per thousand population in Pennsylvania, cosmetologists are more available for their consumers and therefore, the cost of appointments is lower.

3. Delaware Examining Board of Physical Therapists and Athletic Trainers

Protects the public from unsafe practices and those which tend to reduce competition or fix prices for services. "The Board issues licenses to physical therapists, physical therapist assistants and athletic trainers."³³ The physical therapist job per thousand population in

Delaware is 0.867 with an initial licensing fee of \$183. The average cost of a physical therapy appointment is \$79 and the average salary for physical therapists in Delaware is \$100,490. Delaware is also a member of the physical therapist compact.

With licensing fees less than the state of Nevada and a higher job per thousand population, Delaware is a great example of how low-cost fees attract more practicing physical therapists and, therefore, cost state residents less per appointment.

4. Tennessee Board of Chiropractic Examiners

The board's mission is to protect the health, safety, and wellbeing of Tennessee consumers by requiring those who practice the profession of chiropractic or chiropractic x-ray technology within the state to be qualified and licensed.³⁴

Tennessee has a chiropractor job per thousand population of 0.086. The fee for initial licensure is \$350 with a \$225 annual renewal fee. The average cost of a chiropractic appointment in Tennessee is \$70.69 and the average salary is \$70,760. Tennessee offers reciprocity for licensed chiropractors.

Licensing fees in Tennessee are higher than the national average and more expensive than Nevada's fees. Tennessee also has a lower job per thousand population than Nevada. However, the cost of a chiropractic appointment in Tennessee is lower than an appointment in Nevada. In most cases, the state with the higher per thousand population would have the lesser expensive appointment but that is not the case in this situation. This may simply indicate that not every data point is consistent with our expectations based on Economics 101, although there may be other factors at play in the market.

5. North Dakota Board of Veterinary Medical Examiners

The mission of this board is "... to protect the public and animals through control and regulation of the practice of veterinary medicine or veterinary technology within the state."³⁵

In North Dakota there is a veterinarian job per thousand population of 0.361. The initial licensing fee is \$165 with an annual renewal fee of \$90. The average cost of a vet appointment in North Dakota is \$47.95 and veterinarians make an average salary of \$98,990. North Dakota offers reciprocity to licensed veterinarians.

For veterinarians, North Dakota has lower fees, higher job per thousand population, lower appointment costs and a higher average salary than Nevada. This may be a guide to considerations for reforming licensing fees in multiple professions. Because of the low fees, there are more practicing veterinarians allowing the cost per appointment to be less expensive.

6. West Virginia Public Service Commissions

The division "... is responsible for reviewing and making recommendations to the commission regarding formal customer complaints filed against natural gas, electric, telephone, water, and wastewater utilities, regulated motor carriers and commercial solid waste facilities, and informal complaints or requests for assistance dealing with other regulated utility services."³⁶

In 2022, West Virginia was ranked as the state with the worst utility performance in the United States, according to an inaugural report from Citizens Utility Board, shown previously in Table 7.37 This ranking was made based on the state's performance, affordability, reliability, and environmental responsibility of public utilities in the state. This represents an opportunity for Nevada to benchmark what NOT to do, in pursuance of maintaining its No. 1 ranking, also previously shown in Table 7.

7. Utah Cannabis Production Establishment Licencing Advisory Board

An advisory board consisting of six members (one member of the public, one member with knowledge and experience in the pharmaceutical or nutraceutical manufacturing industry, one member representing law enforcement, one member whom an organization representing medical cannabis patients recommends and a chemist who has experience with cannabis and who is associated with a research university). The board works with any cannabis production establishment, medical cannabis pharmacy or medical cannabis courier.³⁸

In the previously cited report organized by Thomas Coburn LLP (Table 8), each state is ranked based on various cannabis regulations such as cannabidiol, medical cannabis, recreational cannabis, non-profit cannabis entities, commercial cannabis licenses, cannabis regulatory agencies, developments and trends, and business opportunities. This report ranked Utah as the 34th state for a "good" relationship with cannabis.³⁹

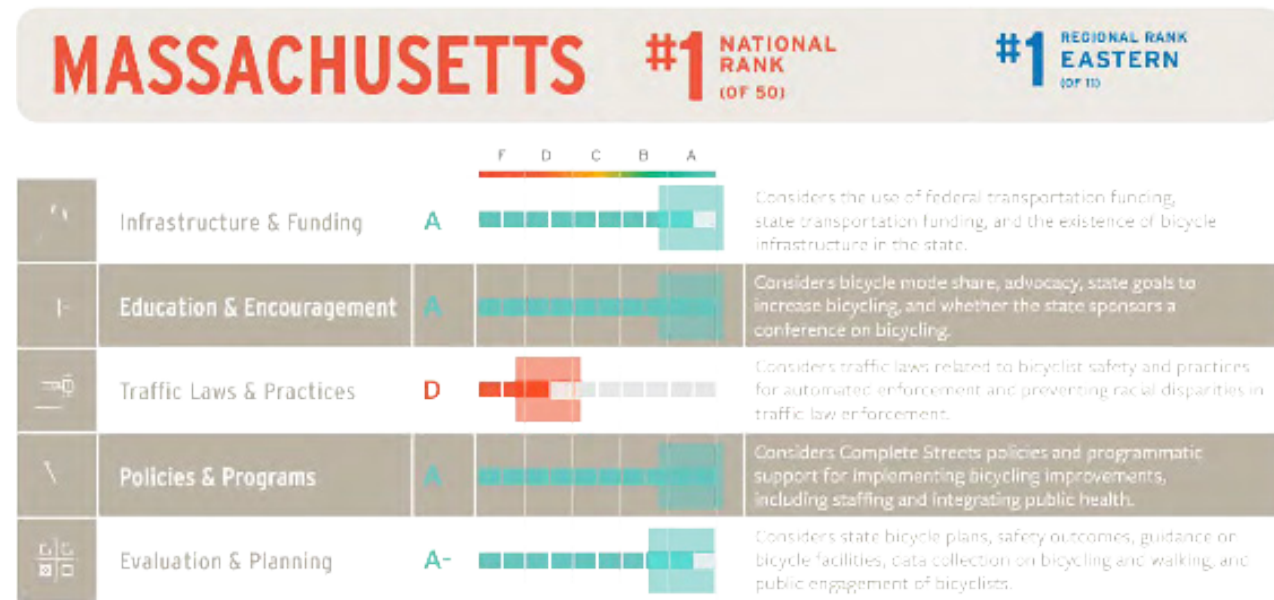
8. Massachusetts Bicycle and Pedestrian Advisory Board

"Serves in an advisory role on advancing bicycle and pedestrian transportation for MassDOT and other State Agencies."⁴⁰ The advisory board consists of 11 board members and one coordinator.⁴¹

In the previously-cited report by the League of American Bicyclists (Table 9), Massachusetts is ranked as the most bicycle-friendly state in the U.S. This report is made based on the state's infrastructure and funding, education and encouragement, traffic laws and practices, policies and programs, and evaluation and planning. This ranking goes to show that the bicycle and pedestrian advisory board works hard year after year to make the changes and progress needed to keep the state safe.⁴²

TABLE 11: MASSACHUSETTS STATE RANKING FOR BICYCLE FRIENDLY STATES

As reported by The League of American Bicyclists, 2022⁴³



Regarding pedestrian safety, Massachusetts was ranked No. 42 on the list of most dangerous states for pedestrians. This ranking was created by Bankrate and is based on amount of car accidents, number of pedestrian deaths, number of uninsured drivers and number of DUIs per year.⁴⁴

9. Idaho Workforce Development Task Force

Examines ways to improve Idaho’s funding and delivery of training programs to meet the state’s growing demand for skilled workers. The Task Force “... consisted of 17 members representing industries such as health care, aerospace, food processing, natural resources, advanced manufacturing, energy and construction, along with education, career and technical training programs.”⁴⁵

This task force envisions an industry-driven system that has the ability to steer Idaho’s efforts more efficiently and effectively to meet employer needs. They believe that industry, government and education must recognize and share responsibility for workforce development, and each should elevate its commitment to executing a shared vision. Some recent recommendations made to the governor by this task force include enabling the Workforce Development Council to execute the implementation of a statewide, strategic workforce development plan for Idaho, and maximizing the effectiveness of the Workforce Development Training Fund to address gaps.

Summary

A sampling, not a census, of professions and regulatory bodies has been presented here. Consequently, we cannot make any iron-clad conclusions or recommendations. Causality cannot be proven yet: Does a low population per thousand lead to low salaries, or vice versa?

What can be said is that some correlations do exist – high license fees may be depressing jobs, for instance, and the availability, or population, of practitioners may be a key driver of visit costs. Deeper analysis of these impacts is warranted.

Section III: Real-world Impact

HOW ARE LOW-AND MIDDLE-INCOME WORKERS AND CONSUMERS IMPACTED?

Citizens of every income level, region and ethnicity are affected by regulations on a daily basis. A great deal of academic work in the field of economics indicates that low-and middleincome citizens are often disproportionately affected by the burdens of regulation.

This may well be of particular concern in Nevada, since the unemployment rate in the state – 4.9 percent in November 2022⁴⁶ – is noticeably worse than the national rate of 3.7 percent.⁴⁷ Moreover, Nevada is a firmly middle income state, ranking seventh in the country with a middle class that makes up 49.3 percent of all households in the state.⁴⁸ While unemployment is affected by a multitude of variables, burdensome regulation is almost certainly a contributing factor. The previous section addressed some of the difficulties in securing a job (licensing, for example) and/or starting a business due to regulation. Recent studies and publications by the Institute for Justice, a think tank which tracks regulatory burdens, has declared that “... Nevada is the most widely and onerously licensed state.”⁴⁹ A 2022 study of average burdens for licensed occupations by the same organization ranked Nevada second-most burdensome.⁵⁰

The Theory of Economic Regulation

Economists’ understanding of the causes and impacts of regulation was forever changed – and firmly established – by Nobel prize winner George Stigler in his article, “The Theory of Economic Regulation,” more than 50 years ago.

The basic premise of the groundbreaking article was that “... as a rule, regulation is acquired by the industry and is designed and operated primarily for its benefit.”⁵¹ One commentator, celebrating the 50th anniversary of the publication of Stigler’s article, put it this way:

Stigler’s article presents a dramatic story. Its drama comes from turning what most people had accepted as the hero into the villain. Under the public interest theory of regulation, regulation derives from efforts to promote public welfare; it amounts to a savior in the face of market failure. But then along comes Stigler who reveals that reality can be quite different. What appear to be regulatory policies grounded in the public interest are actually policies that protect the private interests of industry, to the detriment of consumers and the broader public.⁵²

Stated simply, Stigler’s argument is that regulations generally arise because of pressure from established industries (or major industry players) to protect that industry from new technologies and/or foreign or upstart competitors. At the industrial level, a good example of this is the 25 percent tariff on imported minivans and SUVs.⁵³ Of significant relevance to the issue at hand in this paper is the analysis, in the previous section, of “jobs per thousand population” for many (regulated, license-dependent) occupations. To the extent that licensing and reciprocity requirements are onerous, they simply represent a modern-day version of the medieval guilds. Essentially, established cosmetologists or dental hygienists, for instance, may be limiting competition by making it difficult, or expensive, to get licensed and start a practice in Nevada.

Economic regulation has always been a topic of debate, with varying opinions on whether governmental regulation has a positive or negative effect on businesses and overall well-being. Governments, ostensibly, establish regulation with the intent of helping the citizens. Many citizens in the United States believe that they do the opposite. When asked, 48 percent of American citizens believe that federal regulation does more harm than good.⁵⁴ There are benefits from regulation, but these benefits often come out of pockets of small businesses, sometimes in the form of small businesses that never get started.

The U.S. Chamber of Commerce is particularly focused on the issue:

Despite the prevalence of small businesses, the Chamber foundation’s review of the literature finds that federal regulations and their infrastructure are growing and have a disproportionate impact on small business and free enterprise in America. Federal regulations alone are estimated to cost the American economy as much as \$1.9 trillion a year in direct costs, lost productivity and higher prices. The costs to smaller businesses with 50 employees or fewer are nearly 20 percent higher than the average for all firms.⁵⁵

Regulations, bluntly, cost businesses and obviously smaller businesses can struggle to afford the cost of staying in compliance with costly regulations. Federal and state regulations are meant to promote safety and equality; however, this burden falls on companies of all sizes and sectors. An example from the automotive sector could be, “... current regulations require car manufacturers to

include safety equipment, like seat belts, in all of their models. The mandatory equipment adds to the cost of the car. For small businesses, [for many of whom cars or trucks are missioncritical], even a slight increase in costs can make a big difference in profits.”⁵⁶

Regulations at any level also can disproportionately hurt lower income communities, as noted by Mercatus: ...

regulation also often disproportionately hurts American households with lower incomes – a much less discussed phenomenon. Reducing competition – by creating barriers or hurdles that limit the ability of new individuals or companies to enter a market – can raise prices, slow wage growth and diminish economic opportunities for low-income workers. After the passage of new regulation and the concomitant increase in prices, low-income families may find that their incomes no longer go as far and they are forced to cut expenses elsewhere to pay for regulated goods and services, making them worse off.⁵⁷

Furthermore,

Barriers to entry reduce opportunities for low-income families to start new businesses or find jobs. ... [R]egulation diminishes the economic prospects of low-income households.⁵⁸

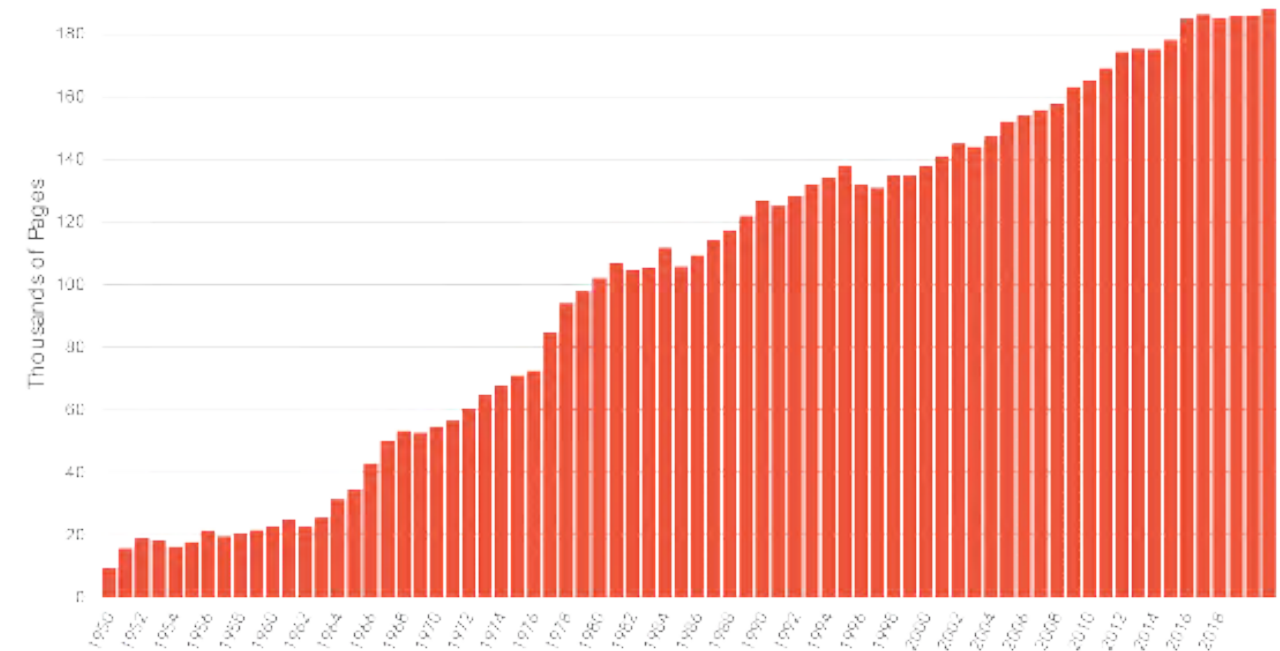
Importantly, economic regulation is on the rise, at both the state and federal levels. Chart 2, in the previous section, highlighted the fact that 35 percent of the commissions and boards in Nevada have been established in this century. The explosion in regulations at the federal is, if anything, more robust.

In the 1980s, federal regulations were eased allowing for a boost in business, growing the private sector by 19 million jobs. “Between January 1, 1983, and March 31, 1990, private-sector employment in the U.S. economy grew by some 19 million jobs, rising from 72.8 million jobs in December 1982, to 91.8 million jobs in March 1990.”⁵⁹ Over recent years, however, the United States has seen a dramatic

increase in federal regulatory burden.⁶⁰ As shown on the following page in Chart 12, after the brief 1980s hiatus, Federal Register pages have regained their longterm upward trend, standing at 87,012 in 2020. In 1990, the register contained only 53,620 pages.⁶¹

Many other sources and studies highlight the rapid increase in regulatory burden and its dampening impact on economic growth, with especially insidious onus on poor and middle income workers and consumers. According to Forbes, “... from 1970 to 2017, the number of words in the Code of Federal Regulations nearly tripled from 35 million to more than 103 million. This increase in regulation reduced economic growth and lowered Americans’ incomes, and now new evidence shows that regulation has especially harmful effects on the country’s lowincome residents.”⁶² This increase hurts both businesses and American families. Government regulation costs these American households \$8,000 every year, which hurts lower-income areas disproportionately.⁶³

CHART 12: PAGES IN FEDERAL REGISTER (1950–2021)⁶⁴



Other findings maintain that regulations increase the burdens on individual households and the economy as a whole. From the Heritage Foundation: “Unnecessary and inefficient regulation at the federal, state and local levels is now costing the American people somewhere between \$810 billion and \$1.7 trillion per year – even after taking account of the benefits of regulation – or between \$8,400 and \$17,100 per year per household.”⁶⁵

And, from Mercatus,

Using a 22-industry dataset that covers 1977 through 2012, the study finds that regulation – by distorting the investment choices that lead to innovation – has created a considerable drag on the economy, amounting to an average reduction in the annual growth rate of the U.S. gross domestic product (GDP) of 0.8 percent.⁶⁶

And,

If regulation had been held constant at levels observed in 1980, the U.S. economy would have been about 25 percent larger than it actually was as of 2012. This means that in 2012, the economy was \$4 trillion smaller than it would have been in the absence of regulatory growth since 1980. This amounts to a loss of approximately \$13,000 per capita, a significant amount of money for most American workers.”⁶⁷

Finally,

Regulation does not affect all businesses equally. It imposes the heaviest burdens on small and medium-sized businesses. The reason is that small and medium-sized firms find it harder to spread the high overhead costs of processing paperwork, attorney and accountant fees, and the staff time needed to negotiate the federal regulatory maze. Direct labor regulations, such as increases in the minimum wage, also represent a comparatively larger burden for small firms. Consequently, increasing levels of regulation tend to put small and medium-sized businesses at a competitive cost disadvantage compared with larger firms.⁶⁸

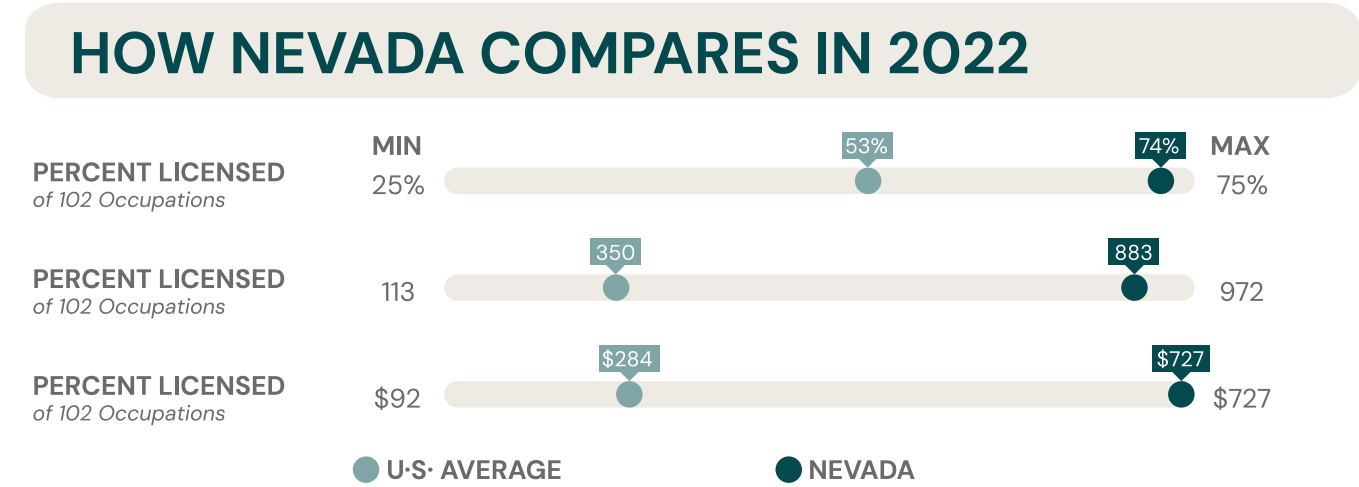
The criticality of small business cannot be overstated: “99.9 percent of businesses in America are considered small businesses.”⁶⁹ There is a massive group that is employed by these small businesses, 41.7 percent of the United States’ workforce, to be exact.⁷⁰

State Level Licensing Burden

The economy of Nevada, like that of the United States as a whole, is propelled mainly by small businesses. This can be observed in multiple metrics. “There are 283,333 small businesses in Nevada representing 99.2 percent of all businesses in the state.” These small businesses employ 42.2 percent of the state’s workforce.⁷¹

As noted earlier, according to the Institute for Justice, Nevada is ranked the second-most burdensome state when it comes to licensing requirements.⁷² Licensing is simply “the permission to act” and “freedom of action.”⁷³ These licenses are what grant citizens the ability to own or start a business. Nevada also ranks second, at 883, in “average estimated calendar days lost.”⁷⁴

CHART 13: LICENSING BURDEN, NEVADA VERSUS U.S. AVERAGE (2002)⁷⁵



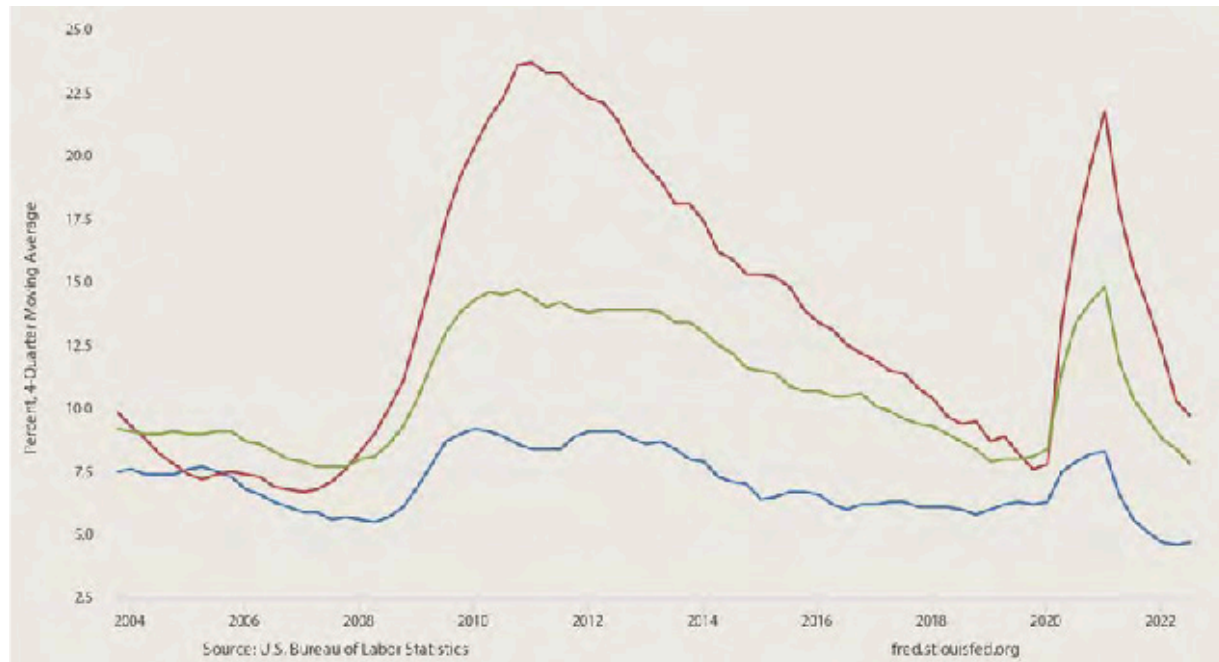
By comparison, “Nebraska again has the lowest average burdens – requiring 114 days, or almost four months, of education and experience, one exam, \$92 in fees, and minimum grade and age requirements, on average. Following Nebraska are Pennsylvania, Utah, North Dakota and Washington.”⁷⁶

Unemployment rates represent an overall metric of economic vitality. As of July 2022, Pennsylvania had a 7.8 percent unemployment rate⁷⁷ and Nebraska, the least burdensome state, also had the lowest unemployment rate of the three at 4.7 percent.⁷⁸

Nevada, the most burdensome state of the three, had by far the highest unemployment rate, sitting at 9.7 percent.⁷⁹ This relationship has held for some time, as shown in Chart 14, to the right

CHART 14: UNEMPLOYMENT RATES OVER TIME

Nevada, Nebraska, Pennsylvania¹³³



Reciprocity – The European Union Example

The European Union provides one interesting lesson: It was founded as a free market in goods and people. Consequently, there is considerable freedom of movement and a high level of occupational reciprocity throughout the EU. This has, no doubt, contributed to the EU’s successful economic performance, since it contains “7.3 percent of the world’s population but accounts for 23 percent of nominal global GDP.”⁸⁰ In the EU, workers licensed in one country are generally free to practice in other EU countries.⁸¹ Europeans take significant advantage of this: 17 million EU citizens work “abroad” within the EU.⁸²

Reciprocity is “a recognition by one of two countries or institutions of the validity of licenses or privileges granted by the other.”⁸³ For all citizens of the European Union; “Everyone has the right to engage in work and to pursue a freely chosen or accepted occupation. Every citizen of the European Union has the freedom to seek employment, to work, to exercise the right of establishment and to provide services in any EU country.”⁸⁴

Freedom of movement for workers has been one of the founding principles of the EU since its inception. It is laid down in Article 45 of the Treaty on the Functioning of the European Union and is a fundamental right of workers, complementing the free movement of goods, capital and services within the European single market. It entails the abolition of any discrimination based on nationality as regards employment, remuneration and other conditions of work and employment. Moreover, this article stipulates that an EU worker has the right to accept a job offer made, to move freely within the country, to stay for the purpose of employment and to stay on afterwards under certain conditions.⁸⁵

“In 2020, according to Eurostat data, among EU citizens of working age (20–64), 3.8 percent resided in an EU country other than that of their citizenship – up from 2.4 percent in 2009. Additionally, 1.5 million cross-border workers and 3.7 million postings were recorded. The share of EU mobile citizens varies greatly between member states, ranging from 0.8 percent for Germany to 18.6 percent for Romania.”⁸⁶ Free movement of workers is enshrined in Article 45 of the Treaty

Section IV: Governor-led Reform

THE FLEXIBILITY AND POWER OF THE STATE'S EXECUTIVE BRANCH TO ENACT REFORM

on the Functioning of the European Union and developed by EU secondary legislation and the case law of the Court of Justice. "EU citizens are entitled to, look for a job in another EU country, work there without a permit, reside there for that purpose ..."⁸⁷

The EU passed this Article 45 in 1992.⁸⁸ Since then, Europe has experienced almost constant growth.

Summary

A considerable body of work in economics points to the fact that regulation tends to entrench the position of established, powerful business interests at the expense of small, startup, new approach competition.

More critically, this effect and the economic burdens of the regulation tend to fall most heavily on poor and middle income workers and consumers. Regulations at both the Federal and Nevada level have exploded: The Federal Register now contains more than 80,000 pages and 35 percent of Nevada's boards and commissions have been established since the year 2000.

These considerations are especially important in the case of Nevada because it is a firmly middle class state, ranking seventh in the country with a middle class that takes up 49.3 percent of all households and Nevada is ranked first in measures of the burdensomeness of its regulations. At least two states, Nebraska and Pennsylvania, with much lower regulatory burdens, have outperformed Nevada on measures of unemployment for more than a decade. The EU, founded in the 20th century, has worked to eliminate reciprocity and licensing restrictions among its member states.

This is a model that the U.S. should pursue. While this is clearly also a federal, rather than a Nevada-only issue, Nevada may want to consider spearheading an effort to engage in more regional compacts and/or pursue legislation in Congress.

As a general rule, the governor has very little power, beyond appointing members, to affect or alter the management and performance of the various boards and commissions. "The Boards and Commissions are created to provide citizens a voice in their government and influence decisions that shape the quality of life for the residents of the Silver State."⁸⁹

It is the governor's responsibility to choose a person who will represent each position and give citizens a voice. To repeat, beyond the appointing power, the governor's office has very little power to affect the boards or to maintain checks and balances.⁹⁰ (Please note that many of these references are taken from Gov. Sisolak's website, which was taken down after the 2022 election.)

According to Nevada's Boards and Commissions Manual Section 2a, "Board and commission members are normally appointed by the Governor, although in a few instances they may be appointed by another state official, such as the head of a state agency."⁹¹ Within these constraints, the governor can recommend but cannot make any decisions.

Moreover, according to Nevada Revised Statutes, the only power the governor has with regard to the boards and commissions is to appoint members. The members appointed to these regulatory boards are then charged with overseeing licensing, handling complaints and enforcing disciplinary actions of individuals or industries that fall within the jurisdiction of the board's authority. The governor does not set any rules, terms or constraints.⁹² The laws establishing the boards and commissions are clear, and only the legislative branch can change them.

"After the governor's initial appointments of members to boards, commissions or similar bodies, all such members shall hold office for terms of 3 years or until their successors have been appointed and have qualified."⁹³

The governor does have the power of – indeed, is charged with – removal of any member of a board, commission or similar body for performing in an unlawful, illegal, or injurious manner or misfeasance and failure to do something that one is legally responsible to do or nonfeasance in the performance of his or her duties.⁹⁴

“The Governor shall provide the member 45 days’ notice of the removal unless the Governor determines that circumstances warrant immediate removal.”⁹⁵

One of the requirements of the governor regarding the boards, commissions or similar bodies occurs if there is a vacancy. Such vacancies must be filled by the governor for the rest of the unexpired term, according to the Nevada legislative website. The government considers a vacancy has occurred when a board, commission or member of a similar body dies, resigns, becomes ineligible to hold office or is absent from the state for a period of six consecutive months.⁹⁶

The attorney general, however, does maintain certain management and oversight responsibilities. According to Sisolak’s now defunct website, the Nevada Attorney General’s Office is in charge after a person is appointed. If a citizen has an issue specific to a Nevada state board and it involves allegations of potential criminal activity, they are directed to contact the Nevada Attorney General’s Office and speak with a criminal investigator. If the item is administrative or procedural, the affected citizen should contact the board directly to discuss the item.

Issues with a state board or commission that are submitted to the governor’s office through the governor’s website will be forwarded to the appropriate agency for review.⁹⁷

Table 15, on the following page, provides a “handy summary” of the foregoing assessment of the governor’s powers:

TABLE 15: SUMMARY OF NEVADA GOVERNOR’S POWER OVER BOARDS AND COMMISSIONS^{98, 99, 100}

	Shut down?	Appoint?	Change Amendments?	Change Members?
Governor	No. The governor can make recommendations to the legislative branch.	Yes. The governor has the authority to appoint members, although other officials may also have this ability in certain cases.	Not directly. The governor can submit recommendations to the legislative branch.	Not directly. The governor may make recommendations to the legislative branch. The governor can only remove someone in the instance of malfeasance or nonfeasance on part of the board member.
Legislature/ Attorney General	Yes. The legislature may shutdown, merge or alter boards and commissions.	Yes.	Yes. Lawmakers can approve or disapprove changes.	Not without special cause. All vacant seats must be filled by the governor appointing new members.
Citizens	Citizens may create a petition.	No. Citizens can write to the governor or legislature but cannot directly appoint new members.	Citizens may create a petition.	Citizens may create a petition.

Lessons Learned from other States

Many states across the country have experienced challenges with issues of checks and balances regarding their governor’s power over boards. In most states, as in Nevada, the governor has very little power over boards and commissions once they are established by the legislature. And, over time, few boards are eliminated. Many outlive the original reason for their creation and redundancy can set in with the establishment of multiple boards. Faced with this, many governors have brought lawsuits regarding the powers they and the

legislative branch share. In some other states, governors have released proposals to their citizens and the legislative government for changes to the boards and commissions.

In North Carolina, the governor initiated and eventually won a lawsuit asserting that the legislative branch has exerted too much control over commissions that have final executive authority. The first lawsuit consisted of Gov. Pat McCrory, a Republican, and former Govs. Jim Hunt and Jim Martin in 2014. The lawsuit maintained that the laws in place have prevented the governor from performing his express constitutional duty to take care that the laws are faithfully executed.¹⁰¹ McCrory was seeking regulation changes that would result in less power for the legislative branch and require them to honor his role in the government. The governor brought in the two former governors who agreed with McCrory's opinion based on firsthand experiences when they were in office.

The North Carolina courts generally found in favor of the governor. In the original case,

A three-judge panel of the Wake County Superior Court held that all legislative appointments are invalid. The Superior Court concluded that because the statutes creating the Coal Ash Management Commission, Oil and Gas Commission, and the Mining Commission "provide for legislative appointment of some members," these statutes constitute "an impermissible commingling of the legislative power and executive power" in violation of the separation of powers clause.¹⁰²

Upon appeal,...

the North Carolina Supreme Court held that legislative appointments to executive branch agencies may, in some circumstances, violate the Separation of Powers provision of the North Carolina Constitution. The Court held that the three commissions before the Court (the Coal Ash Management Commission, Oil and Gas Commission and Mining Commission) had been improperly constituted as a result of the legislative appointments to those commissions. Gov. McCrory, joined by former Govs. Hunt and Martin, brought a complaint asserting that legislative appointments to executive branch boards and commissions violates the Appointments Clause and the Separation of Powers Clause.¹⁰³

As is so often the case, the decision has raised many questions and left longer term consequences and direction unclear:

The McCrory v. Berger decision does not state any clear, generally applicable separation of powers rule with respect to organization and appointment of state boards and commissions. (The court so stoutly resists providing any general rule, that the decision may raise more questions than it answers.)¹⁰⁴

Consequently, another lawsuit was filed by current North Carolina Gov. Roy Cooper, a Democrat.

In Cooper III v. Berger, filed by the governor in 2020, Roy Cooper argues that the Rules Review Commission is overstepping its bounds. The commission, appointed by the legislature, can veto rules from state agencies. The lawsuit says that violates the separation of powers as laid out in the North Carolina Constitution. In the lawsuit, the governor specifically claims:

That the General Assembly has not responded appropriately to the Supreme Court's ruling in McCrory v. Berger, which held that the general assembly had unconstitutionally encroached on the province of the governor by establishing three commissions with executive authority and then limiting the governor's ability to control those commissions.¹⁰⁵

The N.C. Rules Review Commission has veto power over new rules from North Carolina state agencies. The commission has rejected rules on wetlands and drinking water, and most recently made headlines by stopping temporary rules on election observers. The commission is appointed by the heads of the North Carolina House and Senate, both Republican. The governor, a Democrat, sued GOP leaders in the general assembly, arguing the commission violates the state constitution.¹⁰⁶

There have been several North Carolina environmental groups backing Cooper's lawsuit challenging the constitutionality of the legislature-appointed commission tasked with reviewing and approving rules adopted by state agencies.¹⁰⁷

There have been two appeals of this lawsuit. In the second appeal the verdict was the same as the original trial, which held that what the boards and commission were doing was constitutional. The governor appealed again and in the third lawsuit, the same verdict was rendered. In short, a Democrat governor disagreed with a Republican legislature and, essentially, lost when arguing whether or not what they were doing was constitutional.

In Alaska, the legislature ended up suing the governor for failing to meet his duties. The Alaska Legislature sued Gov. Mike Dunleavy, with the legislative branch alleging he failed to meet his duty to nominate appointees. Due to COVID-19, the joint session did not meet to vote on Gov. Dunleavy's appointees. Because of this, a provision was placed in the state's COVID-19 emergency law stating that appointees were valid until 30 days after the COVID-19 emergency expired. The emergency expired in November 2020, but some provisions were extended until February by other declarations by the governor and those subsequent orders didn't affect the prior law, according to ADN news.¹⁰⁸

In December 2020, the legislature sued the governor saying he was improperly keeping his appointees on duty because the governor had a short window of time to appoint the new members, from Dec. 15 to Jan. 16. "In January, after the start of the current legislative session, the governor formally reappointed many of the officials whose status had been questioned."¹⁰⁹

A superior court judge in Juneau, Alaska, ruled in favor of the legislature's interpretation of the law that it is not proper to have the appointees serve during the December-January window. The superior court granted summary judgment to the legislature, and the governor appealed. In April 2021, the Alaska Supreme Court considered the appeal on an expedited basis and reversed the superior court's judgment in a brief order, concluding that the laws defining legislative inaction as tantamount to

rejection violated article III, sections 25 and 26 of the Alaska Constitution, which required that the legislature consider a governor's appointees in joint session.¹¹⁰

In Virginia, in 2012 the governor announced a proposal to merge and eliminate some of the boards and commissions. "It calls for eliminating some state agencies, deregulating several professions and cutting or merging commissions and boards. Which is why, among many other things, the Seed Potato Board could soon find itself rolled into the Potato Board."¹¹¹

The proposals include eliminating two state agencies, merging seven state agencies into others, eliminating 19 boards and commissions, merging 23 boards and commissions to form 11 boards and commissions, moving four offices and initiatives, and de-regulating three professions.¹¹²

In regard to the boards and commissions:

The Virginia National Defense Industrial Authority and the Board of Towing and Recovery Operators would cease to exist while the Department of Rehabilitative Services would merge with the Virginia Department for the Aging and the Department for the Deaf and Hard of Hearing. The state will also stop regulating three industries: hair braiders, mold inspectors and remediators, and interior designers, according to the Washington Examiners.¹¹³

McDonnell claimed that the whole restructuring plan would save taxpayers at least \$2 million a year.¹¹⁴

Like so many government initiatives, this, too, started with the appointment of a commission to study the issue and make recommendations.¹¹⁵ The entire effort eventually became subsumed in multiple legislative programs and Gov. Bob McDonnell's ethics probes. However, today there is only one "Potato Board" listed on the Virginia site.¹¹⁶

In 2012, Connecticut Gov. Dannel Malloy, a Democrat, recommended getting rid of 25 of 258 existing boards due to overlap and also merging two commissions.

Malloy understood that the boards were needed for their time but some are no longer useful. He stated that “Over the years when these boards and commissions were first created by statute, most of them served a worthwhile purpose for their time, however many either no longer fit today’s needs, or their functions can be or already are served by another state body that already exists. It’s incumbent upon us from time-to-time to review and reconsider whether these state boards and commissions are still serving their original purpose, are duplicative, or have completed their tasks.”¹¹⁷

Malloy also proposed two mergers, including folding the Commission on Uniform Legislation into the Connecticut Law Revision Commission, and bringing the Special Contaminated Property Remediation and Insurance Fund Advisory Board into the Brownfield Remediation Liability Workgroup. The proposal was to be included in the legislative package Malloy introduced for the 2012 regular session of the General Assembly, according to the Connecticut governor’s website.¹¹⁸

To this day, however, the website of current Gov. Ned Lamont claims that Connecticut maintains “... nearly 300 boards, councils and commissions.”¹¹⁹ At a minimum, this indicates that the Connecticut governor’s office, like that of Sisolak in Nevada, doesn’t really know how many boards and commissions for which the governor is responsible.

Additional options – Initiative, referenda, emergency powers

One approach to streamlining and efficiency would be for the state’s citizens to pursue initiative and/or referenda. Initiatives and referenda

allow Nevada citizens to utilize a petition circulation process to propose new legislation, amend the Nevada Constitution or existing state statutes, or approve or disapprove of existing laws.¹²⁰

Initiatives are a device by which voters enact state or local laws. An initiative petition can do one of the following: propose a new statute, amend an existing state statute, amend the Nevada Constitution, propose a newly county or municipal ordinance, amend an existing county or municipal ordinance.¹²¹

Referendum is a device by which voters approve or disapprove of existing state or local laws. A referendum petition can only approve or disapprove a statute, resolution, or ordinance that was enacted by the state legislature, board of county commissioners or city council.¹²²

The 2017 Legislature approved Assembly Bill 45, which requires a person who intends to circulate a statewide initiative or referendum petition to provide certain information to the secretary of state’s office prior to collecting signatures. The information required includes the name and signature of the person filing the petition, the names of up to three individuals who are authorized to withdraw or amend the petition and the name of the Political Action Committee formed to advocate for the passage of the petition. This information must be submitted on a form at the same time a copy of the petition is filed with the secretary of state’s office.

Anyone who is 18 years of age can circulate a petition. The person does not have to be a registered voter or reside in Nevada. The person may also be compensated for circulating petitions or volunteers. They may be paid per signature collected and the circulator status does not have to be disclosed to the public.

But only registered voters of the county and petition district where the petition is circulated may sign the petition. After each general election, the secretary of state will determine the number of signatures required from each petition district for an initiative or referendum petition that proposes a constitutional amendment or statewide measure.

In 2020 for statewide petitions 97,598 valid signatures are required to qualify. Of the 97,598, 24,400 must be collected in each of the Petition District 1, 2, 3, and 4. For constitutional initiatives petitions must be signed by a number of voters that equals or exceeds 10 percent of the voter turnout at the last general county election or the last city election.¹²³

After the clerk/registrar gets the petition, they shall count the number of signatures submitted. The number is a raw count. If the raw count is less than 100 percent of the number of signatures required, then the petition is deemed insufficient. If it contains the total signatures required, they complete the verification process, which can take up to 20 days. If the petition is sufficient, the secretary of state sends the petition to the when it convenes. The petition shall be enacted or rejected by legislature without change within 40 days. If the petition is enacted by the legislature and approved by the governor, it will become a law. If rejected, or the legislature does not act upon the petition, the secretary of state shall submit the petition to a vote at the next general election. If the petition is sufficient, the proposed amendment shall be placed on the ballot for the next general election for approval or disapproval by the voters of the entire state.

If the voters approve the amendment, the secretary of state shall resubmit the question of approval or disapproval to a vote of the people at the next general election. If the question passes a second time, it becomes part of the Nevada Constitution upon certification of election results. If the question fails to pass a second time, no further action shall be taken.

For referendum petitions, if the petition is sufficient it will be submitted to a vote of the people. If the state law at issue is approved, it remains standing as the law of the state. If the state law at issue is disapproved, it becomes void and of no effect.¹²⁴

Based upon that, the citizens of Nevada are allowed to start a petition to propose new legislation of local and state laws. According to the Nevada legislative website, the governor does have additional power during existence of state of emergency or declaration of disaster. The provisions of this section are operative only during the existence of a state of emergency or declaration of disaster. The existence of such an emergency or disaster may be proclaimed by the governor or by resolution of the legislature if the governor in his or her proclamation, or the legislature in its resolution, finds that an attack upon the United States has occurred or is anticipated in the immediate future, or that a natural, technological or man-made emergency or disaster of major proportions has actually occurred within this state, and that the safety and welfare of the inhabitants of this state require an invocation of the provisions of this section. Any such emergency or disaster, whether proclaimed by the governor or by the legislature, terminates upon the proclamation of the termination thereof by the governor, or the passage by the legislature of a resolution terminating the emergency or disaster.¹²⁵

During the period when a state of emergency or declaration of disaster exists or continues, the governor may exercise the following additional powers (all contained in NRS 414.070):

1. To enforce all laws and regulations relating to emergency management and to assume direct operational control of any or all forces, including, without limitation, volunteers, and auxiliary staff for emergency management in the state.

2. To sell, lend, lease, give, transfer or deliver materials or perform services for the purpose of emergency management on such terms and conditions as the governor prescribes and without regard to the limitations of any existing law, and to account to the state treasurer for any money received for such property.
3. Except as otherwise provided in NRS 414.155 and 414.340, to procure, by purchase, condemnation, seizure or other means, construct, lease, transport, store, maintain, renovate or distribute materials and facilities for emergency management without regard to the limitations of any existing law.
4. To provide for and compel the evacuation of all or part of the population from any stricken or threatened area or areas within the state and to take such steps as are necessary for the receipt and care of those persons.
5. Subject to the provisions of the state constitution, to remove from office any public officer having administrative responsibilities under this chapter for willful failure to obey an order or regulation adopted pursuant to this chapter. The removal must be upon charges after service upon the officer of a copy of the charges and after giving him or her an opportunity to be heard in his or her defense. Pending the preparation and disposition of charges, the governor may suspend the officer for a period not exceeding 30 days. A vacancy resulting from removal or suspension pursuant to this section must be filled as provided by law.
6. To authorize providers of emergency medical services and providers of mental health services who are not licensed, certified or registered, as applicable, in this state but hold a license, certificate, registration or similar credential in good standing in another state of the United States, the District of Columbia, the Commonwealth of Puerto Rico or any territory or insular possession subject to the jurisdiction of the United States to practice their profession within their scope of practice as if they were licensed, certified or registered, as applicable, in this state for the amount of time necessary to assist in responding to the emergency or disaster.

7. To perform and exercise such other functions, powers and duties as are necessary to promote and secure the safety and protection of the civilian population.¹²⁶

Typically, states of emergency are declared in such cases as weather disasters. Sisolak declared a state of emergency two separate times regarding wildfires: once in Douglas County in response to the Tamarack Fire; and another regarding the Caldor Fire. The reason for declaring any state of emergency ensures that the resources from the local, state and federal levels will be available to assist as needed during the emergency.¹²⁷ This allowed the governor to go beyond the State Board of Fire Services to get services transported quickly within the state and out of state.¹²⁸

Additionally, it allowed the governor to go around the State Emergency Response Commission whose role is to coordinate and supervise the activities of the local emergency planning committees, or LEPCs, to "... ensure each LEPC has an approved hazardous materials emergency response plan; collect chemical inventory reports from Nevada facilities; provide funds through grants, and process requests from the public for information."¹²⁹

Sisolak issued a state of emergency related to snow conditions on Nevada highways in December 2021. The rationale was to allow state officials to order cars on the affected highways to turn around and head back into the valley until weather conditions subside and the roadways are safe to use. This would help prevent motorists from becoming stranded overnight on the roadways, potentially running out of gas in subfreezing temperatures without access to emergency services.¹³⁰

During COVID-19, every governor in the United States used state of emergency powers during their time in office to regulate businesses and people to attempt to slow down the curve of COVID-19 cases within their state. Sisolak issued a total of 16 state of emergencies regarding COVID-19.¹³¹

An example occurred on March 20, 2020, when the governor decided on definitions of essential and nonessential businesses. Essential businesses were allowed to stay open and operate while nonessential businesses had to shut down until ordered otherwise.

The governor's office defined an essential business as one that provides healthcare operations, infrastructure operations, grocery stores, retailers that sell food items and other household consumer products for cleaning and personal care to promote safety sanitation, and essential operations of households, businesses that ship or deliver goods directly to residences, businesses that sell or rent medical supplies, licensed cannabis entities, pet supply stores, animal shelters, banks and financial institutions, pawnbroker, restaurants and food establishments that offer meals on a take out, curbside pickup, businesses that provide food shelter, hardware stores, automobile/tire shops, laundromats, warehouses, transportation services, mail and shipping services, business that supply products necessary for people to work from home on a curbside pickup basis only, plumbers, electricians, home security, exterminators, professional or technical services, child care facilities, residential facilities and shelter for seniors and adults, newspaper and television radio stations, hotels, motels and short term rental and gas stations.¹³²

Summary

The governor's power to affect boards and commissions is largely limited to appointment of members, both at the outset and upon any vacancies.

In both Nevada and most other states, the legislature maintains overall control; to the point that several governors, with limited success, have mounted lawsuits aimed at reinstating some level of checks and balances by empowering the governor. Day-to-day administrative and oversight control lies generally with the attorney general's office. Given all this, as

noted at the very outset of this paper, there was considerable confusion in Sisolak's own office as to how many boards and commissions over which said office help appointing authority.

The governor does have the typical level of emergency powers but those are limited to, well, emergency situations. Initiative and referendum efforts are legal, and possible, in Nevada. Our analysis did not address whether this approach would be a promising way to streamline the current level of boards and create efficiencies.

Implications

The findings clearly indicate that opportunities exist to streamline, realize efficiencies, and exert greater control over the 200 boards and commissions. Likewise, opportunities exist to reduce the regulatory burden on Nevada — at least those burdens that are the result of an occupational licensing regime that is recognized as one of the most onerous in the nation.

Such an effort, however, would require a very long-term commitment on the part of any governor and a willingness on the part of the Legislature, to share (reduce) their existing, exclusive power to create and maintain boards as they see fit. The power of the governor to unilaterally drive a streamlined, more efficient, less burdensome regime is severely limited by statute.

An interim work-around may be available. The governor of Nevada may find it useful to pursue a regional reciprocity compact strategy, aiming for an internal "open borders" approach mimicking that of the EU. Such an approach merits further investigation, though it is beyond the scope of the present work.

Spreadsheet I: Nevada's Boards

A HISTORICAL LIST OF NEVADA'S BOARDS AND COMMISSIONS

	Nevada Revised Statute	Established Date	Type (Advisory, Regulatory, Task Force)	Number of Members	Number of Times Revised	Party Majority
Carson Valley Agriculture Association	(NRS 547.020)	1885	Regulatory	8	1	
Funeral and Cemetery Services Board	(NRS 642.020)	1909	Regulatory	7	7	
Board of Health	(NRS 439.030)	1911	Regulatory	7	5	
Board of Equalization	(NRS 361.375)	1917	Regulatory	5	13	
State Board of Finance	(NRS 355.010)	1917	Regulatory	5	2	
Tax Commission	(NRS 360.010)	1917	Regulatory	8	8	
Board of Professional Engineers and Land Surveyors	(NRS 625.100)	1919	Regulatory	9	12	
Board of Veterinary Medical Examiners	(NRS 638.020)	1919	Regulatory	8	8	
Public Utilities Commission	(NRS 703.020)	1919	Regulatory	3	1	
Railroad Police	(NRS 705.220)	1921	Regulatory	1	2	
Chiropractic Physicians' Board	(NRS 634.020)	1923	Regulatory	7	10	
Board of Cosmetology	(NRS 644A.200)	1931	Regulatory	7	5	
Colorado River Commission	(NRS 538.051)	1931	Regulatory	7	7	
Conservation Commission	(NRS 548.115)	1937	Regulatory	9	3	
Public Works Board	(NRS 341.017 and NRS 341.020)	1937	Regulatory	6	10	
State Apprenticeship Council	(NRS 610.030)	1939	Regulatory	11	6	
Contractors' Board	(NRS 624.040)	1941	Regulatory	7	0	
Employment Security Council	(NRS 612.305)	1941	Regulatory	9	10	
Board of Architecture, Interior Design, and Residential Design	(NRS 623.050)	1943	Regulatory	9	7	
Board of Podiatry	(NRS 635.020)	1943	Regulatory	5	12	
Junior Livestock Show Board	(NRS 563.010)	1943	Regulatory	8	1	
Barbers' Health and Sanitation Board	(NRS 643.020)	1947	Regulatory	4	5	
Board of Nursing	(NRS 632.020)	1947	Regulatory	7	3	

Spreadsheet I (continued)

	Nevada Revised Statute	Established Date	Type (Advisory, Regulatory, Task Force)	Number of Members	Number of Times Revised	Party Majority
Board of Pharmacy	(NRS 639.020)	1947	Regulatory	7	4	
Private Investigator's Licensing Board	(NRS 648.020)	1947	Regulatory	5	10	
Public Employees' Retirement Board	(NRS 286.120)	1947	Regulatory	7	3	
Real Estate Commission	(NRS 645.050)	1947	Regulatory	5	5	
Board of Medical Examiners	(NRS 630.050)	1949	Regulatory	9	2	
Board of Dental Examiners	(NRS 631.120)	1951	Regulatory	11	4	
Board of Dispensing Opticians	(NRS 637.030)	1951	Regulatory	5	4	
Personnel Commission	(NRS 284.030)	1953	Regulatory	5	4	
Board of Optometry	(NRS 636.030)	1955	Regulatory	4	1	
Board of Physical Therapy Examiners	(NRS 640.030)	1955	Regulatory	5	6	
Gaming Control Board	(NRS 463.030)	1955	Regulatory	3	1	
Board for the Regulation of Liquefied Petroleum Gas	(NRS 590.485)	1957	Regulatory	6	7	
Board of Parole Commissioners	(NRS 213.108)	1957	Regulatory	7	9	
Carson-Truckee Water Conservancy District	NRS 541.100	1959	Regulatory	10	2	
Gaming Commission	(NRS 463.022)	1959	Regulatory	5	0	
Western Interstate Commission for Higher Education	(NRS 397.020)	1959	Regulatory	3	3	
Accountancy Board	(NRS 628.035)	1960	Regulatory	7	2	
Athletic Commission	(NRS 232.510 and NRS 467.020)	1960	Regulatory	5	4	
Board of Agriculture	(NRS 561.045)	1961	Regulatory	13	7	
Equal Rights Commission	(NRS 233.030)	1961	Regulatory	5	5	
Gaming Policy Committee	(NRS 463.021)	1961	Regulatory	11	5	
Board of Psychological Examiners	(NRS 641.030)	1963	Regulatory	7	4	
Board of Public Employees' Benefits Program	(NRS 287.041)	1963	Regulatory	11	10	
Indian Commission	(NRS 233A.020)	1965	Regulatory	5	2	
Libraries and Literary Council	(NRS 380A.031)	1965	Regulatory	11	6	
Board of the Nevada Arts Council	(NRS 233C.025 and NRS 233C.030)	1967	Regulatory	9	5	D

Spreadsheet I
(continued)

	Nevada Revised Statute	Established Date	Type (Advisory, Regulatory, Task Force)	Number of Members	Number of Times Revised	Party Majority
Merit Award Board	(NRS 285.030)	1967	Regulatory	5	6	D
Board of Examiners for Long-Term Care Facility Administrators	(NRS 654.050)	1969	Regulatory	7	5	D
Board of Wildlife Commissioners	(NRS 501.167)	1969	Regulatory	9	3	D
Comstock Historic District Commission	(NRS 384.040)	1969	Regulatory	9	2	D
Government Employee-Management Relations Board	(NRS 288.080)	1969	Regulatory	5	6	D
Tahoe Transportation District, Board of Directors	public law 96-551	1969	Regulatory	14	1	D
Taxicab Authority	(NRS 232.510 and NRS 706.8818)	1969	Regulatory	5	10	D
Western Interstate Nuclear Compact	(NRS 459.002)	1969	Regulatory	1		D
Interstate Agreement on Detainers	Public Law 91-538	1970	Regulatory			D
Board of Education	(NRS 385.021)	1971	Regulatory	8	7	D
Nevada Humanities		1971	Regulatory	5	0	D
Public Defender for the State	(NRS 180.010)	1971	Regulatory	1	5	D
Land Use Planning Advisory Council	(NRS 321.740 and NRS 321.755)	1973	Advisory	18	3	D
Board of Examiners for Marriage and Family Therapists	(NRS 641A.090)	1973	Regulatory	9	3	D
Certified Court Reporters Board	(NRS 656.040)	1973	Regulatory	5	2	D
Colorado River Basin Salinity Control Forum	n/a	1973	Regulatory	3	0	D
Department of Administration Appeals Officers and Special Appeals Officers	(NRS 616C.340)	1973	Regulatory	1	11	D
Environmental Commission	(NRS 232.090 and NRS 445B.200)	1973	Regulatory	11	15	D
Nevada State Rehabilitation Council	(NRS 232.910)	1973	Regulatory	16		D
Occupational Safety and Health Review Board	(NRS 618.565)	1973	Regulatory	5	4	D
Oriental Medicine Board	(NRS 634A.030)	1973	Regulatory	7	5	D
Statewide Independent Living Council	Section 705 of the Rehabilitation Act of 1973	1973	Regulatory	16		D

Spreadsheet I
(continued)

	Nevada Revised Statute	Established Date	Type (Advisory, Regulatory, Task Force)	Number of Members	Number of Times Revised	Party Majority
Tahoe Regional Planning Agency	(NRS 278.792)	1973	Regulatory	3	3	D
Colorado River Basin Salinity Control Advisory Council	Public Law 93-320	1974	Advisory	3	1	D
Credit Union Advisory Council	(NRS 672.290)	1975	Advisory	5	5	D
Board of Landscape Architecture	(NRS 623A.080)	1975	Regulatory	5	3	D
Commission on Postsecondary Education	(NRS 394.383)	1975	Regulatory	8	7	D
Veterans' Services Commission	(NRS 417.150)	1975	Regulatory	11	9	D
Commission on Judicial Discipline	(NRS 1380)	1976	Regulatory	7	0	D
Attorney for Injured Workers	(NRS 232.510 and NRS 616A.435)	1977	Regulatory	1	4	D
Commission on Judicial Selection	(NRS 1425)	1977	Regulatory	7	0	D
Osteopathic Medicine Board	(NRS 633.181)	1977	Regulatory	7	1	D
Museums and History Advisory Board	(NRS 381.004 and NRS 381.002)	1979	Advisory	12	8	D
Speech-Language Pathology, Audiology and Hearing Aid Dispensing Board	(NRS 637B.100)	1979	Regulatory	7	2	D
Industrial Relations Advisory Council	(NRS 232.570)	1981	Advisory	7	2	D
Board of Homeopathic Medical Examiners	(NRS 630A.100)	1983	Regulatory	6	2	D
Board of Trustees of the Fund for Hospital Care to Indigent Persons	(NRS 428.195)	1983	Regulatory	5	1	D
Commission on Aging	(NRS 427A.032)	1983	Regulatory	15	1	D
Commission on Mineral Resources	(NRS 513.023)	1983	Regulatory	7	0	D
Commission on Tourism	(NRS 231.167)	1983	Regulatory	14	9	D
Employee-Management Committee	(NRS 284.068)	1983	Regulatory	6	0	D
Rocky Mountain Low-Level Radioactive Waste Board*	(NRS 459.008)	1983	Regulatory	1		D
Commission on Behavioral Health	(NRS 232.361)	1985	Regulatory	10	6	D
Commission on Nuclear Projects	(NRS 459.0091)	1985	Regulatory	7	0	D
Ethics Commission	(NRS 281A.200)	1985	Regulatory	8	4	D
Northern Nevada Veterans' Cemetery Advisory Committee	(NRS 417.230)	1987	Advisory	7	7	R
Southern Nevada Veterans' Cemetery Advisory Committee	(NRS 417.230)	1987	Advisory	7	7	R

Spreadsheet I
(continued)

	Nevada Revised Statute	Established Date	Type (Advisory, Regulatory, Task Force)	Number of Members	Number of Times Revised	Party Majority
Board for Financing Water Projects	(NRS 349.957)	1987	Regulatory	6	3	R
Board of Examiners for Social Workers	(NRS 641B.100)	1987	Regulatory	5	1	R
Board of Registered Environmental Health Specialists	(NRS 625A.030)	1987	Regulatory	5	4	R
California- Nevada Super Speed Ground Transportation Commission	(NRS 705.4293)	1987	Regulatory	8	3	R
Commission on Professional Standards in Education	(NRS 391.011)	1987	Regulatory	11	5	R
Early Intervention Interagency Coordinating Council	Public Law 99-457	1987	Regulatory	28		R
Automotive Affairs Advisory Board	(NRS 487.002)	1989	Advisory	10	7	R
Behavioral Health Planning and Advisory Council	Executive Order 2013-01	1989	Advisory	23	1	R
Governor's Advisory Council on Education Relating to the Holocaust	(NRS 233G.020)	1989	Advisory	11	0	R
Historical Records Advisory Board	(NRS 378A.030)	1989	Advisory	9	1	R
Board for the Education and Counseling of Displaced Homemakers	(NRS 388.615)	1989	Regulatory	5	1	R
Board of Directors for the Department of Transportation	(NRS 408.106)	1989	Regulatory	7	1	R
Commission of Appraisers of Real Estate	(NRS 645C.180)	1989	Regulatory	5	1	R
Education Commission of the States	(NRS 399.015)	1989	Regulatory	7	0	R
Nevada Commission for the Reconstruction of the V&T Railway		1990	Regulatory	5		
Board of Occupational Therapy	(NRS 640A.080)	1991	Regulatory	5	3	D
Commission for Women	(NRS 233I.020)	1991	Regulatory	10	2	D
State Emergency Response Commission	(NRS 459.738)	1991	Regulatory	25	2	D
Information Technology Advisory Board	(NRS 242.122)	1993	Advisory	11	1	R
Economic Forum	(NRS 353.226)	1993	Regulatory	5	1	R
Nevada Volunteers	National and Community Service Trust Act	1993	Regulatory	17	4	R
Records Committee	(NRS 239.073)	1993	Regulatory	6	4	R

Spreadsheet I
(continued)

	Nevada Revised Statute	Established Date	Type (Advisory, Regulatory, Task Force)	Number of Members	Number of Times Revised	Party Majority
Board for Administration of Subsequent Injury Account for Self-Insured Employers	(NRS 616B.548)	1995	Regulatory	5	1	R
Deferred Compensation Committee	(NRS 287.325)	1995	Regulatory	5	2	R
Subsequent Injury Fund for Associations of Self-Insured Public or Private Employers	(NRS 616B.569)	1995	Regulatory	5	1	R
Advisory Council for Prosecuting Attorneys	(NRS 241A.040)	1997	Advisory	7	0	R
Commission on Educational Technology	(NRS 388.790)	1997	Regulatory	13	2	R
Nevada Transportation Authority	(NRS 232.510 and NRS 706.1511)	1997	Regulatory	3	1	R
Technological Crime Advisory Board	(NRS 205A.040)	1999	Advisory	13	1	R
Board of Examiners for Alcohol, Drug Abuse and Gambling Counselors	(NRS 641C.150)	1999	Regulatory	7	3	R
Council for Establishment of Academic Standards for Public Schools	(NRS 389.510)	1999	Regulatory	8	1	R
Executive Branch Audit Committee	(NRS 353A.038)	1999	Regulatory	7	0	R
Industrial Insurance Appeals Panel	(NRS 616B.760)	1999	Regulatory	7	1	R
Peace Officers' Standards and Training Commission	(NRS 289.500)	1999	Regulatory	11	3	R
Rangeland Resource Commission	(NRS 563.290)	1999	Regulatory	4	0	R
Governor's Council on Developmental Disabilities	Public Law 106-402	2000	Regulatory	21		R
Board of Trustees of the College Savings Plans of Nevada	(NRS 353B.005)	2001	Regulatory	5	2	R
Commission on Construction Education	(NRS 624.570)	2001	Regulatory	7	0	R
Committee on Catastrophic Leave	(NRS 284.3627)	2001	Regulatory	5	0	R
Council for Interstate Adult Offender Supervision	(NRS 213.215)	2001	Regulatory	7	0	R
Statewide Council for the Coordination of the Regional Training Programs	(NRS 391A.130)	2001	Regulatory	9	6	R
Board of Athletic Trainers	(NRS 640B.170)	2003	Regulatory	5	0	R
Committee for the Statewide Alert System	(NRS 432.350)	2003	Regulatory	15	2	R

Spreadsheet I
(continued)

	Nevada Revised Statute	Established Date	Type (Advisory, Regulatory, Task Force)	Number of Members	Number of Times Revised	Party Majority
Common-Interest Communities Commission	(NRS 116.600)	2003	Regulatory	7	5	R
Homeland Security Commission	(NRS 239C.120)	2003	Regulatory	15	5	R
Advisory Committee on Problem Gambling	(NRS 458A.060)	2005	Advisory	9	2	R
Board of Massage Therapy	(NRS 640C.150)	2005	Regulatory	9	2	R
State Council for Interstate Juvenile Supervision	(NRS 621.015)	2005	Regulatory	2	0	R
University School for Profoundly Gifted Pupils-Davidson Academy of Nevada	(388C.100)	2005	Regulatory	10	1	D
Advisory Board on Dream Tags	(NRS 502.225)	2009	Advisory	5	2	D
Commission on Off-Highway Vehicles	(NRS 490.067)	2009	Regulatory	13	3	D
Governor's Workforce Development Board	(NRS 232.935)	2009	Regulatory	33	2	D
Nevada Commission for Persons Who are Deaf, Hard of Hearing or Speech Impaired	(NRS 427A.750)	2009	Regulatory	11	3	D
State Council for the Coordination of the Interstate Compact on Educational Opportunity for Military Children	(NRS 388F.020)	2009	Regulatory	6	1	D
Bicycle and Pedestrian Advisory Board	(NRS 408.573)	2011	Advisory	14	0	D
Board of Economic Development	(NRS 231.033)	2011	Regulatory	9	0	D
Mining Oversight and Accountability Commission	(NRS 514A.040)	2011	Regulatory	7	1	D
Nevada Capital Investment Corporation	SB 75	2011	Regulatory	7		D
State Board of Fire Services	(NRS 477.073)	2011	Regulatory	11	0	D
Silver State Health Insurance Exchange	(NRS 695L.200 and NRS 695L.300)	2011	Regulatory	10	1	D
State Public Charter School Authority	(NRS 388A.150)	2011	Regulatory	9	1	D
Teachers and Leaders Council	(NRS 391.455)	2011	Regulatory	16	1	D
Early Childhood Advisory Council	(NRS 432A.076)	2013	Advisory	12	1	D
Board of Directors for Jobs for Nevada Graduates, Inc.		2013	Regulatory	13		D
English Mastery Council	SB 504	2013	Regulatory	16		D
Interagency Council on Veteran Affairs	(NRS 417.0191)	2013	Regulatory	11	1	D

Spreadsheet I
(continued)

	Nevada Revised Statute	Established Date	Type (Advisory, Regulatory, Task Force)	Number of Members	Number of Times Revised	Party Majority
Sagebrush Ecosystem Council	(NRS 232.162)	2013	Regulatory	9	0	D
Advisory Council on Science, Technology, Engineering, and Mathematics	(NRS 223.640)	2013	Task Force	15	1	D
Nevada Advisory Council on Federal Assistance	(NRS 358.020)	2015	Advisory	11	1	R
Women Veterans Advisory Committee	(NRS 417.320)	2015	Advisory	5	1	R
Environmental Protection, Board to Review Claims	(NRS 445C.300)	2015	Regulatory	7	1	R
Nevada High-Speed Rail Authority	(NRS 705.850)	2015	Regulatory	5	0	R
Oversight Panel for Convention Facilities		2016	Regulatory	7		
Stadium Authority	SB1(30th SS)	2016	Regulatory	9		
Nevada Advisory Commission on Mentoring	(NRS 385.760)	2017	Advisory	13	1	D
Telecommunications Advisory Council	SB 53	2017	Advisory	6		D
Advisory Committee to the Juvenile Justice Oversight Commission	(NRS 62B.605)	2017	Advisory	6	0	D
Board of Applied Behavior Analysts	(NRS 437.100) 641D.200	2017	Regulatory	5	1	D
Clark Regional Behavioral Health Policy Board	NRS 433.429	2017	Regulatory	7	1	D
Juvenile Justice Oversight Commission	(NRS 62B.600)	2017	Regulatory	25	0	D
Nevada Clean Energy Fund	(NRS 701B.990)	2017	Regulatory	9	0	D
Nevada Sentencing Commission	(NRS 176.0133)	2017	Regulatory	24	1	D
Nevada State Infrastructure Bank	(NRS 408.55069)	2017	Regulatory	7	1	D
Northern Regional Behavioral Health Policy Board	(NRS 433.429)	2017	Regulatory	7	1	D
Rural Regional Behavioral Health Policy Board	(NRS 433.429)	2017	Regulatory	7	1	D
Southern Regional Behavioral Health Policy Board	(NRS 433.429)	2017	Regulatory	7	1	D
Washoe Regional Behavioral Health Policy Board	(NRS 433.429)	2017	Regulatory	7	1	D
Cannabis Advisory Commission	(NRS 678A.300)	2019	Advisory	12	0	D
Financial Literacy Advisory Council	(NRS 388.5966)	2019	Advisory	12	0	D

Spreadsheet I
(continued)

	Nevada Revised Statute	Established Date	Type (Advisory, Regulatory, Task Force)	Number of Members	Number of Times Revised	Party Majority
Interagency Advisory Council on Homelessness to Housing	(NRS 232.4981)	2019	Advisory	13	0	D
Radiation Therapy and Radiologic Imaging Advisory Committee	(NRS 653.450)	2019	Advisory	7	0	D
Advisory Board on Outdoor Recreation	(NRS 407A.575)	2019	Advisory	12	1	D
Cannabis Compliance Board	(NRS 678A.350)	2019	Regulatory	5	0	D
Commission on Autism Spectrum Disorder	(NRS 427A.8801)	2019	Regulatory	7	0	D
Commission on School Funding	(NRS 387.1246)	2019	Regulatory	11	1	D
Committee on Statewide School Safety	(NRS 388.1324)	2019	Regulatory	15	1	D
Council on Food Security	(NRS 232.4966)	2019	Regulatory	19	0	D
Indigent Defense Services	(NRS 180.300)	2019	Regulatory	13	0	D
Patient Protection Commission	(NRS 439.908)	2019	Regulatory	12	1	D
Advisory Task Force on HIV Exposure Modernization	SB 284 275 491.3199	2019	Task Force	15	1	D
Task Force on Employee Misclassification	(NRS 607.218)	2019	Task Force	7	1	D
Community College Workforce Training and Programs Committee	AB 450	2021	Regulatory	9	0	D
Keep Nevada Working Task Force	AB376	2021	Task Force	9		D
Regional Transmission Task Force	SB 448	2021	Task Force	19		D

Spreadsheet II: Occupations

ANALYSIS OF THE IMPACT ON SELECT OCCUPATIONS THROUGHOUT THE 50 STATES

Dental Hygienists

	Hygienists Per Thousand Population	Average Cost of a Cleaning	Cost of new License	Cost of renewal (per year)	Endorsement?	Average Salary
Alabama	0.581	\$56.00	\$350.00	\$75.00	Yes	\$51,130
Alaska	0.693	\$89.00	\$100.00	\$75.00	Yes	\$115,510
Arizona	0.441	\$78.00	\$100.00	\$100.00	Yes	\$83,300
Arkansas	0.416	\$66.00	\$100.00	\$50.00	Yes	\$74,360
California	0.642	\$89.00	\$250.00	\$80.00	Yes	\$108,200
Colorado	0.621	\$78.00		\$45.00	Yes	\$86,890
Connecticut	0.890	\$78.00	\$150.00	\$105.00	Yes	\$88,610
Deleware	0.758	\$73.00	\$105.00	\$33.00	Yes	\$83,560
Florida	0.516	\$73.00	\$130.00	\$42.50	No	\$73,180
Georgia	0.445	\$73.00	\$75.00	\$42.50	Yes	\$73,140
Hawaii	0.929	\$89.00	\$246.00	\$82.00	No	\$81,970
Idaho	0.989	\$78.00	\$220.00	\$75.00	Yes	\$75,040
Illinois	0.674	\$67.00	\$100.00	\$50.00	Yes	\$76,640
Indiana	0.749	\$67.00	\$100.00	\$35.00	Yes	\$74,450
Iowa	0.695	\$67.00	\$120.00	\$100.00	Yes	\$76,010
Kansas	0.685	\$67.00	\$100.00	\$65.50	Yes	\$72,540
Kentucky	0.517	\$56.00	\$125.00	\$62.50	Yes	\$61,500
Louisiana	0.407	\$66.00	\$280.00	\$110.00	Yes	\$74,240
Maine	0.824	\$84.00	\$140.00	\$87.50	Yes	\$71,640
Maryland	0.668	\$73.00	\$275.00	\$91.00	Yes	\$89,340
Massachusetts	0.747	\$84.00	\$126.00	\$30.00	Yes	\$87,030
Michigan	0.771	\$67.00	\$97.00	\$25.00	Yes	\$66,720
Minnesota	0.862	\$67.00	\$115.00	\$75.00	Yes	\$79,820
Mississippi	0.478	\$56.00	\$150.00	\$150.00	Yes	\$57,670
Missouri	0.443	\$67.00	\$100.00	\$30.00	Yes	\$74,230

**Spreadsheet II –
Dental Hygenists**
(continued)

	Hygienists Per Thousand Population	Average Cost of a Cleaning	Cost of new License	Cost of renewal (per year)	Endorsement?	Average Salary
Montana	0.851	\$78.00	\$185.00	\$46.70	Yes	\$80,140
Nebraska	0.586	\$67.00	\$110.00	\$72.50	Yes	\$75,700
Nevada	0.646	\$78.00	\$600.00	\$150.00	No	\$89,460
New Hampsire	1.015	\$84.00	\$198.00	\$82.50	Yes	\$82,660
New Jersey	0.543	\$67.00	\$120.00	\$60.00	Yes	\$87,070
New Mexico	0.425	\$78.00	\$400.00	\$108.30	Yes	\$84,480
New York	0.505	\$67.00	\$128.00	\$29.30	Yes	\$83,600
North Carolina	0.656	\$73.00	\$135.00	\$106.00	Yes	\$72,500
North Dakota	1.097	\$67.00	\$220.00	\$75.00	Yes	\$69,440
Ohio	0.747	\$67.00	\$184.00	\$60.00	Yes	\$72,280
Oklahoma	0.569	\$67.00	\$100.00	\$100.00	Yes	\$83,290
Oregon	0.881	\$89.00	\$180.00	\$77.50	Yes	\$94,420
Pennsylvania	0.747	\$67.00	\$75.00	\$21.00	Yes	\$71,710
Rhode Island	1.022	\$84.00	\$95.00	\$32.50	Yes	\$77,140
South Carolina	0.599	\$73.00	\$150.00	\$40.00	Yes	\$65,440
South Dakota	0.759	\$67.00	\$100.00	\$19.00	Yes	\$74,600
Tennessee	0.586	\$56.00	\$115.00	\$55.00	Yes	\$68,770
Texas	0.441	\$56.00	\$125.00	\$113.00	Yes	\$75,970
Utah	0.879	\$78.00	\$60.00	\$18.50	Yes	\$74,110
Vermont	0.805	\$84.00	\$150.00	\$62.50	Yes	\$73,650
Virginia	0.583	\$73.00	\$175.00	\$75.00	Yes	\$83,150
Washington	0.884	\$120.00	\$100.00	\$50.00	Yes	\$106,200
West Virginia	0.589	\$73.00	\$68.00	\$75.00	Yes	\$61,050
Wisconsin	0.802	\$67.00	\$74.00	\$61.50	Yes	\$72,540
Wyoming	0.915	\$79.00	\$150.00	\$95.00	Yes	\$78,010

Cosmetology

	Cosmetol-ogists Per Thousand Population	Average Cost of a Cleaning	Cost of new License	Cost of renewal (per year)	Reciproci-ty?	Average Salary
Ohio	1.206	\$63.00	\$51.00	\$15.00	No	\$31,750
Okalhoma	0.574	\$50.00	\$60.00	\$25.00	No	\$27,630
New York	0.839	\$163.00	\$70.00	\$10.00	No	\$40,330
Louisiana	0.433	\$58.00	\$75.00	\$25.00	No	\$27,760
Nebraska	1.095	\$34.00	\$78.00	\$59.00	No	\$37,890
South Dakota	0.983	\$37.00	\$80.00	\$20.00	No	\$33,870
Florida	0.851	\$55.00	\$90.00	\$22.50	Yes	\$33,680
Indiana	0.923	\$60.00	\$92.00	\$10.00	Yes	\$31,320
Connecticut	1.076	\$50.00	\$100.00	\$50.00	Yes	\$35,180
Rhole Island	1.040	\$58.00	\$100.00	\$12.50	No	\$32,680
Maryland	0.891	\$53.00	\$104.00	\$12.50	Yes	\$39,440
Hawaii	0.777	\$83.00	\$110.00	\$50.00	No	\$43,370
Pennsylvania	1.568	\$55.00	\$110.00	\$33.50	No	\$34,400
Oregon	0.601	\$73.00	\$115.00	\$20.00	No	\$32,880
Iowa	1.008	\$60.00	\$118.00	\$30.00	No	\$32,850
New Jersey	1.506	\$48.00	\$119.00	\$30.00	No	\$39,370
Wyoming	0.622	\$45.00	\$123.00	\$48.00	No	\$27,790
Arkansas	0.433	\$48.00	\$125.00	\$25.00	Yes	\$31,080
California	0.475	\$115.00	\$125.00	\$20.00	Yes	\$38,790
West Virginia	0.690	\$57.00	\$134.00	\$35.00	Yes	\$30,500
Georgia	0.703	\$103.00	\$139.00	\$25.00	Yes	\$37,420
Nevada	0.573	\$63.00	\$145.00	\$35.00	No	\$26,580
Maine	0.649	\$68.00	\$148.00	\$20.00	Yes	\$33,850
Missouri	0.874	\$63.00	\$150.00	\$15.00	Yes	\$36,420
South Carolina	0.630	\$67.00	\$175.00	\$26.00	Yes	\$29,570
Texas	0.757	\$85.00	\$176.00	\$25.00	Yes	\$29,680
Colorado	1.127	\$63.00	\$177.00	\$32.00	Yes	\$37,190
North Dakota	1.303	\$55.00	\$185.00	\$15.00	No	\$35,630
Idaho	0.836	\$38.00	\$186.00	\$50.00	No	\$29,500

Spreadsheet II – Cosmetology (continued)

	Cosmetol- ogists Per Thousand Population	Average Cost of a Cleaning	Cost of new License	Cost of renewal (per year)	Reciproc- ity?	Average Salary
Tennessee	0.807	\$100.00	\$190.00	\$25.00	Yes	\$34,540
Kansas	0.899	\$40.00	\$195.00	\$22.50	No	\$33,130
North Carolina	0.737	\$54.00	\$197.00	\$16.30	No	\$34,880
New Hampshire	1.339	\$67.00	\$198.00	\$20.00	No	\$34,140
Kentucky	0.585	\$90.00	\$200.00	\$20.00	Yes	\$25,790
Michigan	0.826	\$58.00	\$200.00	\$24.00	Yes	\$44,070
Illinois	1.010	\$108.00	\$210.00	\$25.00	Yes	\$42,660
Deleware	1.675	\$72.00	\$225.00	\$112.50	Yes	\$36,650
Washington	0.867	\$123.00	\$230.00	\$27.50	No	\$43,590
Mississippi	0.376	\$74.00	\$233.00	\$25.00	Yes	\$29,040
Utah	0.933	\$58.00	\$234.00	\$26.00	No	\$28,920
Alabama	0.600	\$45.00	\$235.00	\$40.00	Yes	\$33,370
Arizona	0.936	\$54.00	\$247.00	\$30.00	Yes	\$40,660
New Mexico	0.529	\$45.00	\$253.00	\$50.00	No	\$26,280
Montana	0.562	\$48.00	\$254.00	\$40.00	No	\$30,380
Massachusetts	1.422	\$87.00	\$270.00	\$34.00	No	\$44,240
Virginia	0.955	\$63.00	\$280.00	\$52.50	No	\$37,400
Minnesota	1.192	\$100.00	\$285.00	\$27.00	No	\$36,340
Vermont	0.743	\$76.00	\$360.00	\$65.00	No	\$28,270
Wisconsin	1.194	\$43.00	\$391.00	\$41.00	Yes	\$31,970
Alaska	0.625	\$47.00	\$450.00	\$70.00	Yes	\$28,860

Physical Therapists

	Therapists Per Thousand Population	Average Cost of a Cleaning	Cost of new License	Cost of renewal (per year)	Interstate Compact?	Average Salary
Alabama	0.459	\$101.00	\$100.00	\$130.00	No	\$94,210
Alaska	0.924		\$240.00	\$100.00	No	\$96,980
Arizona	0.536	\$99.00	\$260.00	\$80.00	Yes	\$94,700
Arkansas	0.621	\$83.00	\$50.00	\$70.00	Yes	\$88,190
California	0.608	\$95.00	\$150.00	\$150.00	No	\$103,510
Colorado	0.910		\$100.00	\$39.00	Yes	\$89,870
Connecticut	0.946	\$140.00	\$285.00	\$52.50	No	\$101,180
Deleware	0.867	\$79.00	\$183.00		Yes	\$100,490
Florida	0.607	\$98.00	\$180.00	\$40.00	No	\$90,630
Georgia	0.496	\$99.00	\$75.00	\$65.00	Yes	\$93,980
Hawaii	0.784		\$185.00	\$65.00	No	\$90,000
Idaho	0.516		\$25.00	\$15.00	No	\$85,880
Illinois	0.678	\$145.00	\$100.00	\$30.00	No	\$93,130
Indiana	0.627	\$112.00	\$100.00	\$50.00	No	\$91,110
Iowa	0.780	\$96.00	\$120.00	\$30.00	Yes	\$83,860
Kansas	0.756	\$101.00	\$80.00	\$70.00	No	\$89,380
Kentucky	0.652	\$76.00	\$225.00	\$95.00	Yes	\$86,890
Louisiana	0.649	\$77.00	\$250.00	\$140.00	Yes	\$96,140
Maine	1.035		\$51.00	\$30.00	No	\$85,620
Maryland	0.641	\$96.00	\$150.00	\$115.50	Yes	\$90,710
Massachusetts	1.062		\$100.00	\$50.00	No	\$91,840
Michigan	0.796	\$112.00	\$216.30	\$97.35	No	\$83,160
Minnesota	0.790	\$159.00	\$100.00	\$60.00	No	\$86,370
Mississippi	0.519	\$82.00	\$150.00	\$75.00	Yes	\$95,990
Missouri	0.743	\$100.00	\$25.00	\$25.00	Yes	\$84,230
Montana	1.014		\$100.00	\$30.00	Yes	\$82,660
Nebraska	0.835	\$90.00	\$133.00	\$66.50	Yes	\$89,160
Nevada	0.592	\$100.00	\$300.00	\$150.00	No	\$104,210
New Hampshire	0.929		\$110.00	\$55.00	Yes	\$86,220

Spreadsheet II – Physical Therapists
(continued)

	Therapists Per Thousand Population	Average Cost of a Cleaning	Cost of new License	Cost of renewal (per year)	Interstate Compact?	Average Salary
New Jersey	0.799	\$79.00	\$125.00	\$55.00	No	\$99,530
New Mexico	0.647	\$124.00	\$250.00	\$80.00	No	\$97,190
New York	0.813		\$294.00		No	\$91,890
North Carolina	0.655	\$93.00	\$150.00	\$120.00	Yes	\$85,750
North Dakota	0.929		\$200.00	\$100.00	Yes	\$81,480
Ohio	0.716	\$122.00	\$100.00	\$35.00	Yes	\$92,680
Oklahoma	0.512	\$85.00	\$150.00	\$25.00	Yes	\$89,010
Oregon	0.643		\$187.00	\$100.00	Yes	\$90,450
Pennsylvania	0.825	\$85.00	\$30.00	\$45.00	No	\$94,400
Rhole Island	0.839		\$155.00	\$77.50	No	\$97,580
South Carolina	0.678	\$90.00	\$120.00	\$45.00	No	\$83,270
South Dakota	0.905		\$60.00	\$50.00	No	\$83,820
Tennessee	0.641	\$72.00	\$100.00	\$27.50	Yes	\$89,960
Texas	0.475	\$87.00	\$190.00	\$124.00	Yes	\$98,340
Utah	0.632		\$100.00	\$23.50	Yes	\$88,240
Vermont	0.975		\$100.00	\$50.00	No	\$85,440
Virginia	0.757	\$111.00	\$140.00	\$67.50	Yes	\$90,770
Washington	0.614		\$65.00	\$37.50	Yes	\$97,420
West Virginia	0.421	\$123.00	\$245.00	\$50.00	Yes	\$94,100
Wisconsin	0.892	\$136.00			Yes	\$89,300
Wyoming	0.984	\$79.00	\$100.00	\$37.50	No	\$89,190

Chiropractors

	Chiropractors Per Thousand Population	Average Cost of a Cleaning	Cost of new License	Cost of renewal (per year)	Reciprocity and / or Endorsement?	Average Salary
Alabama	0.073	\$73.04	\$75.00	\$300.00	Reciprocity	\$80,120
Alaska	0.177	\$103.87	\$600.00	\$300.00	No	\$83,450
Arizona	0.137	\$79.03	\$100.00	\$185.00	Reciprocity	\$71,900
Arkansas	0.086	\$71.35	\$236.00	\$250.00	No	\$72,000
California	0.060	\$104.79	\$186.00	\$313.00	Reciprocity	\$82,820
Colorado	0.150	\$80.20	\$250.00		Endorsement	\$75,670
Connecticut	0.064	\$102.18	\$565.00	\$570.00	Endorsement	\$116,340
Deleware	0.120	\$80.94	\$274.00		Reciprocity	\$88,880
Florida	0.154	\$80.55	\$305.00	\$189.50	No	\$79,210
Georgia	0.149	\$73.12	\$200.00	\$62.50	Reciprocity	\$57,220
Hawaii	0.062	\$103.91	\$244.00	\$171.00	Reciprocity	\$65,930
Idaho	0.110	\$74.55	\$200.00	\$175.00	No	\$81,520
Illinois	0.160	\$78.06	\$500.00	\$181.00	Endorsement	\$78,260
Indiana	0.110	\$73.53	\$100.00	\$100.00	Reciprocity	\$84,210
Iowa	0.263	\$73.90	\$270.00	\$60.00	Endorsement	\$60,540
Kansas	0.133	\$72.94	\$300.00	\$330.00	Endorsement	\$73,440
Kentucky	0.111	\$70.52	\$350.00	\$250.00	No	\$72,930
Louisiana	0.078	\$76.10	\$150.00	\$200.00	Reciprocity	\$86,030
Maine	0.138	\$92.04	\$121.00	\$100.00	Endorsement	\$71,580
Maryland	0.081	\$100.91	\$200.00	\$363.00	Endorsement	\$79,290
Massachusettes	0.112	\$96.16	\$367.00	\$135.00	Reciprocity	\$100,120
Michigan	0.136	\$73.87	\$232.50	\$102.75	Endorsement	\$79,860
Minnesota	0.214	\$79.56	\$250.00	\$200.00	No	\$109,170
Mississippi	0.044	\$72.92	\$100.00	\$200.00	Reciprocity	\$101,930
Missouri	0.144	\$72.86	\$200.00	\$62.50	Reciprocity	\$78,410
Montana	0.263	\$78.97	\$300.00	\$200.00	Endorsement	\$53,070
Nebraska	0.239	\$70.98	\$144.00	\$72.00	Reciprocity	\$81,210
Nevada	0.118	\$79.37	\$225.00	\$300.00	Endorsement	\$112,420
New Hampsire	0.086	\$92.28	\$300.00	\$150.00	Endorsement	\$90,540

**Spreadsheet II –
Chiropractors**
(continued)

	Chiropractors Per Thousand Population	Average Cost of a Cleaning	Cost of new License	Cost of renewal (per year)	Reciprocity and / or Endorsement?	Average Salary
New Jersey	0.079	\$100.12	\$350.00	\$175.00	Endorsement	\$113,220
New Mexico	0.085	\$79.42	\$350.00	\$300.00	No	\$63,440
New York	0.060	\$102.88	\$270.00	\$74.60	Endorsement	\$97,380
North Carolina	0.087	\$75.64	\$300.00	\$300.00	No	\$82,520
North Dakota	0.297	\$75.82	\$300.00	\$400.00	No	\$91,080
Ohio	0.070	\$74.05	\$250.00	\$250.00	Reciprocity	\$89,030
Okalahoma	0.125	\$71.20	\$300.00	\$275.00	Reciprocity	\$75,770
Oregon	0.130	\$87.30	\$150.00	\$425.00	Reciprocity	\$89,510
Pennsylvania	0.103	\$78.78	\$25.00	\$105.00	Reciprocity	\$73,070
Rhole Island	0.073	\$97.41	\$210.00		Endorsement	\$91,480
South Carolina	0.131	\$77.59	\$150.00	\$120.00	Reciprocity	\$70,830
South Dakota	0.291	\$74.34	\$200.00	\$100.00	Reciprocity	\$75,710
Tennessee	0.086	\$70.69	\$350.00	\$125.00	Reciprocity	\$70,760
Texas	0.085	\$72.53	\$120.00	\$150.00	No	\$84,500
Utah	0.114	\$76.79	\$200.00	\$51.50	Endorsement	\$70,190
Vermont	0.124	\$95.20	\$200.00	\$132.50	Endorsement	\$78,080
Virginia	0.095	\$85.34	\$277.00	\$156.00	Endorsement	\$85,210
Washington	0.124	\$81.66	\$741.00	\$566.00	Endorsement	\$93,120
West Virginia	0.045	\$73.87	\$50.00	\$300.00	Endorsement	\$95,640
Wisconsin	0.173	\$76.34	\$60.00	\$30.00	Endorsement	\$88,090
Wyoming	0.173	\$78.02	\$500.00	\$200.00	Endorsement	\$96,110

Veterinarians

	Veterinarians Per Thousand Population	Average Cost of a Cleaning	Cost of new License	Cost of renewal (per year)	Reciprocity	Average Salary
Iowa	0.366	\$54.95	\$70.00	\$20.00	No	\$95,910
Utah	0.163	\$57.95	\$150.00	\$41.50	No	\$103,350
South Dakota	0.380		\$125.00	\$50.00	No	\$92,800
Indiana	0.237	\$54.95	\$150.00	\$50.00	No	\$99,210
Michigan	0.227	\$57.95	\$239.70	\$71.40	No	\$109,170
Colorado	0.399	\$47.95	\$150.00	\$71.50	No	\$98,690
Montana	0.498		\$200.00	\$72.50	No	\$82,070
New Mexico	0.241	\$54.95	\$500.00	\$75.00	No	\$91,660
Ohio	0.283	\$57.95	\$300.00	\$77.50	Yes	\$98,010
Nebraska	0.351	\$54.95	\$250.00	\$84.00	Yes	\$93,460
North Dakota	0.361	\$47.95	\$165.00	\$90.00	Yes	\$98,990
New Hampsire	0.410	\$64.95	\$183.00	\$91.50	Yes	\$113,910
Wisconsin	0.315	\$57.95	\$115.00	\$92.50	No	\$95,870
Kansas	0.279	\$51.95	\$125.00	\$95.00	No	\$93,050
New York	0.184	\$59.95	\$372.00	\$95.60	No	\$129,210
Maine	0.372	\$67.95	\$95.00	\$100.00	No	\$107,600
Georgia	0.204	\$45.95	\$100.00	\$100.00	No	\$105,450
Illinois	0.201	\$61.95	\$100.00	\$100.00	Yes	\$102,550
Kentucky	0.266	\$51.95	\$100.00	\$100.00	No	\$96,240
Minnesota	0.294	\$64.95	\$250.00	\$100.00	No	\$107,110
Okalahoma	0.198	\$51.95	\$155.25	\$112.50	Yes	\$84,940
Massachusettes	0.272	\$69.95	\$188.00	\$125.00	Yes	\$114,470
Hawaii	0.187		\$130.00	\$130.00	Yes	\$120,440
Florida	0.220	\$55.95	\$354.25	\$130.00	No	\$108,320
South Carolina	0.254	\$54.95	\$175.00	\$150.00	No	\$96,560
Mississippi	0.190	\$51.95	\$200.00	\$150.00	No	\$101,930
Oregon	0.363	\$63.95	\$225.00	\$150.00	No	\$107,150
Maryland	0.282	\$64.95	\$375.00	\$150.00	No	\$124,510
North Carolina	0.262	\$57.95	\$170.00	\$170.00	No	\$113,160

**Spreadsheet II –
Veterinarians**
(continued)

	Veterinarians Per Thousand Population	Average Cost of a Cleaning	Cost of new License	Cost of renewal (per year)	Reciproc- ity	Average Salary
Virginia	0.301	\$55.95	\$200.00	\$175.00	No	\$108,730
Idaho	0.258	\$52.95	\$204.00	\$175.00	No	\$104,790
Rhode Island	0.228	\$66.95	\$580.00	\$175.00	No	\$129,880
Pennsylvania	0.207	\$66.95	\$35.00	\$180.00	Yes	\$119,490
Tennessee	0.215	\$51.95	\$135.00	\$180.00	Yes	\$103,480
Texas	0.183	\$45.95	\$515.00	\$195.00	No	\$113,720
Alabama	0.226	\$44.95	\$250.00	\$200.00	No	\$105,660
Washington	0.264	\$54.95	\$161.00	\$201.00	Yes	\$112,760
Arkansas	0.159	\$50.95	\$100.00	\$250.00	Yes	\$90,980
Nevada	0.175	\$63.95	\$200.00	\$250.00	No	\$95,680
West Virginia	0.168		\$300.00	\$250.00	No	\$126,060
Louisiana	0.203	\$54.95	\$350.00	\$250.00	No	\$113,910
California	0.194	\$54.95	\$850.00	\$250.00	Yes	\$126,690
Connecticut	0.255	\$66.95	\$565.00	\$285.00	No	\$134,050
Alaska	0.299	\$125.00	\$800.00	\$300.00	No	\$109,100
Vermont	0.619	\$60.95	\$100.00		No	\$100,730
Delaware	0.259	\$66.95	\$190.00		Yes	\$120,380
Missouri	0.255	\$54.95	\$200.00		Yes	\$83,830
Wyoming	0.345	\$57.95	\$300.00		No	\$105,440
Arizona	0.203	\$57.95	\$400.00		Yes	\$114,460
New Jersey	0.191	\$67.95	\$400.00			\$127,360

**“As a rule, regulation is
acquired by the industry and
is designed and operated
primarily for its benefit.”**

— NOBEL PRIZE WINNER GEORGE STIGLER

Endnotes

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134 Analysis of data in Spreadsheet 1

135 Analysis of data in Spreadsheet 1

Additional sources and references used for “Spreadsheet II” can be found at NevadaPolicy.org



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