#### House Concurrent Resolution No. 92

### Feasibility Study for the Creation of an Umbrella Board to Assist Professional Licensing Boards

Prepared for the Joint Committees on Government Organization and Government Operations

By

The Office of the Legislative Auditor Performance Evaluation & Research Division September 2010

#### House Concurrent Resolution No. 92

### The Feasibility of Creating an Umbrella Board for Licensing Boards

#### Introduction

Over the past several years, the Legislative Auditor has cited, in several performance reviews of professional licensing boards, that some licensing boards struggle to provide office space and staff for regulating the profession they oversee. In response to this problem, House Concurrent Resolution Number 92 (HCR 92) was passed during the 2010 legislative session with the directive to studying the advisability and feasibility of developing a multi-professional and occupational board (umbrella board). The Legislative Auditor was given the task of providing the analysis for HCR 92. This study is primarily concerned with the feasibility of bringing occupational boards within the same office and the potential cost savings. It does not estimate cost savings that would occur from sharing staff.

#### Summary

The Legislative Auditor has determined that creating an umbrella board for licensing boards is possible; however, the possibilities are somewhat limited by the lack of state-owned property and private-sector facilities in the Charleston and surrounding areas. The achievements of creating an umbrella board would provide uniform accessibility and enforcement, and some efficiencies; however, it is uncertain how much cost savings would occur. The Legislative Auditor analyzed two scenarios:

1) bring the majority of Chapter 30 boards within an umbrella board; and 2) bring 16 of the smaller licensing boards within an umbrella board. Scenario 1 includes 32 licensing boards. Information for these boards is provided in Tables 3 and 4 at the end of this report. Information for the 16 boards in Scenario 2 is listed in Tables 5 and 6. Scenario 2 includes five boards that do not have staff or office space. The Real Estate Division within the Department of Administration was contacted to assist in determining the necessary office space and its cost.

Also included in this report is a comparison of license fees and cost per licensees between West Virginia boards and two states that have umbrella boards, the states of Pennsylvania and Maine. The data shows that while both states with umbrella boards have lower costs per licensees than does West Virginia, only Pennsylvania has on average lower license fees. Maine's license fees are in general higher that West Virginia. There are several state with umbrella boards; however, it is difficult to compare them all with West Virginia because many states have placed other licensing functions (nursing homes, alcohol and beverages, etc.) within the same umbrella board in addition to occupational licensing boards.

<sup>&</sup>lt;sup>1</sup> The Contractors Licensing Board was excluded from scenario one because its office space is located within property administered by the Division of Labor. The Board of Law Examiners is also excluded. The Board of Occupational Therapy is excluded from both scenarios because its Morgantown location is close to the University of West Virginia which offers the state's only occupational therapy school.

#### What Is an Umbrella Board?

An umbrella board brings several licensing boards (in some states all licensing programs) within one agency. In general, this involves the sharing of office space, equipment and staff.

#### Purpose of an Umbrella Board

An umbrella board creates one central location for occupational and other state licensing programs. This establishes common and uniform access for the public, greater efficiencies and cost savings.

#### How Do Licensing Boards Operate Within an Umbrella Board?

Each occupational licensing board continues to operate independently from each other within an umbrella board. However, two or more boards may have the same executive director and staff. They also share the same equipment and their records are often in the same office area. Usually, there is central staff of an executive director and support staff that oversees the entire umbrella board.

#### Scenario 1

Scenario 1 examines the feasibility of bringing most of the Chapter 30 boards under one roof (see Table 1). There are 32 boards in the scenario (see Tables 3 and 4). These boards have over 50,000 square feet in total and around 84 staff. According to the Real Estate Division, the Rehabilitation Center in Institute is the only available state-owned facility that could contain these 32 licensing boards. The Rehabilitation Center currently has over 67,000 square feet of available office space. However, the amount of office space that the Real Estate Division feels is sufficient for the number of staff in this scenario is less than 25,000 square feet. However, the Real Estate Division indicated that it would need to know what the needs of each board to better estimate the necessary square footage. The cost per square feet estimated by the Real Estate Division is \$16. This is a full-service rate. The rate that boards pay on average only includes utilities. It is not known what boards are paying in other rental costs, such as taxes, insurance and sanitation, or if these costs are also included in the given rental figures.

#### Scenario 2

Scenario 2 examines the feasibility of creating an umbrella board for a select number of smaller boards, of which five do not have staff or an office. There are 16 boards in this scenario (see Tables 5 and 6). These boards have a total of 7,252 square feet and nearly 15 staff. In this scenario, the Legislative Auditor estimates that an addition of 2.5 staff would be needed for the five boards that

currently do not have staff. Therefore, the estimates for square footage is based on 17 staff. The Rehabilitation Center is able to house these boards, and in the private sector the building that presently houses the Lottery Commission will become available when the Lottery Commission moves to the City Center West facility. The building that the Lottery Commission presently resides in has 36,200 square feet.

#### Conclusion

There are some possibilities to create an umbrella board for licensing boards. The opportunity to house most of the licensing boards within one building is more limited than an attempt to create an umbrella board for some of the smaller boards. It is not clear what the cost savings would be in total in office space. This would depend on the actual square footage needed for each individual board and on the actual rental rate. However, based on estimates by the Real Estate Commission, there would be cost savings in both scenarios, over \$157,000 in Scenario 1 and over \$6,000 in Scenario 2. Sharing staff after bringing boards within the same building would provide additional cost savings and efficiencies. However, sharing office staff would be easier in Scenario 1 than in Scenario 2. Given the analysis of this report, the Legislative Auditor advises that attempts along the lines of Scenario 2 be made. Several smaller boards could benefit from sharing office space and staff, and with the relatively small amount of office space needed, it appears the most feasible plan.

### Scenario 1:

All Chapter 30 Boards Excluding Contractors Licensing and Attorneys-at-Law

ß	Z.	
a	2	
generalı	8	
፷		
<u>L</u> e.		
⋥		
ă		
S		
un‡		
headcount driv		
<u>د</u> ک		
S		
3	# 10 m	5
lare feet	PRE-	
Ď	302	
•	a laboration	
	100	
	e de la companya de l	
	100	
	C.C.NI	
	6	
	을 호	
	89	
	高 8	
	2厘	
	8 -	
-	물놀	
	录音	
Statement and	道 坐	
Chatte Chatter	ed Actual Projected/Actual ated Current Difference	
SOUTHWAY SERVICE	10.00	
ACTION AND ACTION		
NO TEMPORAL	<b>5</b> 8	
accipaction	Ē. \$	
contampor.	<u> </u>	
ender control		
TRECTACOR	6. 9	
20000000	ā	
(UED)		

				1
-157,992	551,751.99	\$	Gross Rent \$ 393,760.00 \$ 551,751	Gross Rent
5.11	10.89	16.00 \$		Gross Rental Rate* \$
-26,051	50,661	510	24,610	Square Footage
		24.61	24	Square Feet @3.5 People per thousand (Typical Assumption)
	83.64	86.14	<u>ශ</u> හ	Total FTEs for Scenario 1

# PERD Question:

Real Estate Division Answer

How much square feet would each board be allocated?:

Requirements for each Board would need to be analyzed and defined.

What would be the total cost broken down between rent and utilities?: Depends where the Boards land, \$16 per square foot is a good budget number.

Where would the physical location of the office space be (address and city)?: However, the Rehab Center in Institute does have sufficient space to house these Boards. There are currently no state-owned office buildings within the Chalreston city limits with sufficient space.

Source: Department of Administration, Real Estate Division

\*Note: Projected Gross Rental Rate is a full-service calculation, including utilities,

insurance, taxes, sanitation. Actual rental rate includes only utilities.

Table 2

### Scenario 2:

Smaller Chapter 30 Boards

Ď	72
3)	9
2	£
ğ	
ב ד	
=	
<u>.</u>	
ย	a super substance of
3	2000
3	100000
<u> </u>	
As a peneral ritle headrount drives collare fact	(10000)
ŝ	
2	
3	5.00
3	and the same of th
•	68 20 cm
	Andrews
	100
	*******
	100
	0
	Š E
	8 9
	宣覧
	2 2
2	á.
	1700
Contract of the Contract of th	o .
100000000	= 6.
Probabata	<u> ē</u>
Discognician	4.5
Chocopolano	19892
<b>DIZZUTURENS</b>	
700072000000	<b>3</b> (5)
SECTIONS	盖台
STATESTORY	e e
SECONDO POR	9 8
202220200	高直
Daniel Co.	= =
STREET	99 (1998) 1998

As a general rule, headcount drives square feet.

		-		
-6,588	84,302.03	s	Gross Rent \$ 77,714.29 \$	Gross Rent
4.38	11.62	<b>(</b> )	\$ 16.00	Gross Rental Rate \$
-2,395	7,252	7	4,857	Square Footage
		ទា	4.86	Square Feet @3.5 People per thousand (Typical Assumption)
	14.59	9	17.00	Total FTEs for Scenario 2

# PERD Question:

Real Estate Division Answer

How much square feet would each board be allocated?:

Requirements for each Board would need to be analyzed and defined.

What would be the total cost broken down between rent and utilities?: Depends where the Boards land, \$16 per square foot is a good budget number.

Where would the physical location of the office space be (address and city)?:

However, the Rehab Center in Institute does have sufficient space to house these Boards. There are currently no state-owned office buildings within the Chalreston city limits with sufficient space.

Source: PERD calculations using estimates provided by the Real Estate Division. Note: Projected Gross Rental Rate is a full-service calculation, including utilities,

insurance, taxes, sanitation. Actual rental rate includes only utilities.

		4-1-1					
		- apic u					
Chapter 30 Boards for Scenario 1	•						
Board of Accountancy	xpend	Reven	EOY	Licensees	Exec Director	Total FTE*	Cost Per Licensee
Board of Acupuncture			L	1,94/	1-4	3.00 \$	\$ 144.25
Board of Archivert			\$ 23,438	45	0	0.00 \$	\$ 243.16
poard of Architects	\$ 134,292	\$ 133,850	\$ 236,491	1,246	ı	1.00 \$	
Board of Barbers and Cosmetologists	\$ 462,503	\$ 519,906	\$ 129,966	11,525	1	9.00.5	
Board of Chiropractic Examiners	\$ 86,281	\$ 93,370	\$ 59,809	331		0.63 \$	
Board of Examiners in Counseling	\$ 124,844			1.083	-3	200	
Board of Dental Examiners	381,387		2	2.436	<u> </u>	2 75	
Board of Licensed Dietitians	23,506			365	<b>)</b>	9 (80)	
Board of Embalmers and Funeral Directors				915	ء د	1 06 6	
Board of Registration for Professional Engineers			\$ 1,032,503	9 447	2	A 100 4	
Board of Registration for Foresters				447	٥	000	74.10
Board Hearing Aid Dealers				61	0	000	
Board of Landscape Architects	\$ 11,040			118	0	\$ 00.0	
Massage Therapy Licensure Board	\$ 105,427			1,067		1.25 5	
Board of Medicine	\$ 1,119,795	\$ 1,262,935	ادر	4,398	13	12.00 \$	
Nursing Home Administrators Licensing Board	\$ 69,639	\$ 91,115	\$ 202,559	225	-	1.00 \$	
Board of Examiners of Registered Professional Nurses	\$ 956,771	\$ 1,099,491	\$ 835,569	27,032	1	10.00	
Board of Examiners of Licensed Practical Nurses	\$ 446,803	\$ 424,641	\$ 777,677	7,553	13	4.00 \$	
Medical Imaging & Radiation Therapy Technology Board of Examiners	\$ 171,607	\$ 196,187	\$ 97,634	1,587	1	2.00 \$	
Board of Optometry	\$ 89,590	\$ 141,640	\$ 121,587	286	1	1.00 \$	
board of Usteopathy	\$ 271,874	\$ 192,795	\$ 452,657	1,162	ш	1.60 \$	
Board of Pharmacy	\$ 765,273	\$ 1,195,454	\$ 2,132,444	10,239	į,	5.00 \$	
Board of Physical Therapy	\$ 184,666	\$ 221,553	\$ 49,585	1,939	1	2.00 \$	
board of examiners of Psychologists	\$ 119,135	\$ 124,495	\$ 39,745	565	1	1.00 \$	
Real Estate Appraisers Licensing & Certification	\$ 289,463	\$ 292,314	\$ 132,329	637	P.	3.00 S	
board of Respiratory Care	10	\$ 107,828	\$ 198,791	1,594	Į-J	1.00	
Board of Registered Sanitarians	\$ 4,356	\$ 7,150	\$ 11,006	201	0	0.00	\$ 21.67
board of Speech-Language Pathology & Audiology	\$ 93,699	\$ 166,613	\$ 168,865	830	13	1.50	\$ 112.89
Board of Social Work Examiners	\$ 169,334	\$ 224,006	\$ 95,487	3,883	1	2.70	\$ 43.61
Board of Examiners of Professional Surveyors	\$ 190,967	\$ 254,463	\$ 200,372	967	1	2.00 4	\$ 197.48
Real Estate Commission			<u> </u>	8.982		25.5	7,707
Board of Veterinary Medicine				641	-3 1	1 75 0	4 300
Total	\$ 8,210,892	\$ 9.556.701	11.00	103.754	36.	V2 C0	\$ 70.74
* Total Staff includes executive directors.	- 1		- 1			- 1	À.T.

A CONTRACTOR OF THE CONTRACTOR		The second secon			***************************************	Contraction of the Contraction o	
		Table 4					
Chapter 30 Boards for Scenario 1							
Board	S.al.	Rent	Utilities	Office Space Sq Ft	Cost Per Sa Ft	Licensees	Location
Board of Accountancy	3	\$33,000	Included	6,500	- 1	1.947	1.947 Charleston, WV
Board of Acupuncture	0	\$0	Included	0	\$	45	45 Charleston, WV
Board of Architects	1-3	\$10,668	Included	762		1.246	1.246 Huntington, WV
Board of Barbers and Cosmetologists	9	\$21,588	Included	2.200	<b>S</b>	11.525	11.525 Dunhar W/V
Board of Chiropractic Examiners	0.63	\$3,600	Included	373	v.	331	331 South Charleston WV
Board of Examiners in Counseling	2	\$6,780	Included	590	<b>S</b>	1 083	1 083 Charleston WV
Board of Dental Examiners	2.75	\$10,800	\$2,734	1.600	\$	2 436	Crah Orchard WW
Board of Licensed Dietitians	0	\$1,445	Included	250	<u>ب</u>	295	365 Charleston WW
Board of Embalmers and Funeral Directors	1.96	\$10,776	Included	973	<b>S</b>	915	915 Charleston, WV
Board of Registration for Professional Engineers	4.5	\$42,649	Included			9,447	9,447 Charleston, WV
Board of Registration for Foresters	0	\$0	\$0	0	\$	447	447 Ripley, WV
Board Hearing Aid Dealers	0	\$0	\$0	0		61	61 Charleston, WV
Board of Landscape Architects	0	\$0	90	0	**	118	118 St. Albans, WV
Massage Therapy Licensure Board	1.25	\$6,636	Included	550	\$ 12.07	1,067	1,067 Charleston, WV
Board of Medicine	12	119,723	Included	9,245		4.398	4.398 Charleston, WV
Nursing Home Administrators Licensing Board	Ţ	\$6,000	1,200	\$ 005		225	225 Winfield, WV
Board of Examiners of Registered Professional Nurses	10	\$58,638	\$6,118	4,600		27,032	27,032 Charleston, WV
Board of Examiners of Licensed Practical Nurses	4	\$26,224	\$95.03	2,025		7,553	7,553 Charleston, WV
Medical Imaging & Radiation Therapy Technology Board of Examiners	2	\$4,200	\$1,619	672	\$ 8.66	1,587	1,587 Cool Ridge, WV
Board of Optometry	(1)	\$6,192	Included	516	\$ 12.00	286	286 Charleston, WV
Board of Osteopathy	1.6	\$3,600	Included	1,001		1,162	1,162 Charleston, WV
Board of Pharmacy	3	\$31,232	\$93	2,350		10.239	10.239 Charleston, WV
Board of Physical Therapy	2	\$18,000	\$1,898	2,500	\$ 7.96	1.939	1.939 Charleston, WV
Board of Examiners of Psychologists	ĭ	\$4,583	\$203	600		565	565 Charleston, WV
Real Estate Appraisers Licensing & Cortification	3	\$13,650	Included	900		637	637 Charleston, WV
Board of Respiratory Care	<u>:</u>	\$15,540	Included	1,200		1,594	,594 Charleston, WV
Board of Registered Sanitarians	0	\$0	\$	0		201	201 Charleston, WV
Board of Speech-Language Pathology & Audiology	1.5	\$7,800	Included	768	\$ 10.16	830	830 Buckhannon, WV
Board of Social Work Examiners	2.7	\$5,854	\$95	669		3,883	3,883 Charleston, WV
Board of Examiners of Professional Surveyors	2	\$16,200	Included	1,680		967	967 Sutton, WV
Real Estate Commission	6	44,622	included	3,606		8,982	8,982 Charleston, WY
Board of Veterinary Medicine	1.75	\$6,752	\$945	800		641	641 Cross Lanes, WV
Total	83.64 \$	536,752	\$15,000	50,661		103,754	
The average cost per square feet of office space =	\$ 10.89						
The average sq it of office space per FTE =	808						
The number of licensees per FTE =	1,240						

		Table 5	Ü				
Chapter 30 Boards for Scenario 2							
				Office	Cost Per		
Board	FIE's	Ze Pe Pe	Ctities	Space Sq Ft	S		
Board of Acupuncture	0	95	\$0	2	c/a	70	Charleston
Board of Chiropractic Examiners	0 63	\$3 600	included to	27.0	210	, t	45 Charleston
Roard of Evaminers in Counceling	0.00	40,000	וויכושטפט	2/2	orc	331	331 South Charleston
bodi doi examinaters in counseling	2	\$6,780	Included	590	\$11	1,083	1,083 Charleston
Board of Licensed Dietitians	0	\$1,445	Included	250	<b>3</b> \$	365	365 Charleston
Board of Embalmers and Funeral Directors	1.96	\$10,776	included	973	\$11	915	915 Charleston
Board of Registration for Foresters	0	\$0	\$0	2	e/u	7.77	Pinley
Board Hearing Aid Dealers	0	\$0	\$0	0	n/2	61	61 Charleton
Board of Landscape Architects	0	\$0	92	Э (	n/2	110	110 Ct Albana
Massage Therapy Licensure Board	1.25	\$6,636	Included	550	\$10	1 067	Charleston
Nursing Home Administrators Licensing Board	-1	\$6,000	\$ 1.330	200	414	700/4	TOO! CHARLESTON
Board of Optometry	۵.	¢6 100	2	740	144	522	723 WILLIER
Board of Evaminars of Developing	<b>&gt;</b>	201,00	included	arc	77.5	286	286 Charleston
Boal Catata American Line 13 Of 187	-	\$4,583	\$203	600	\$\$	565	565 Charleston
Neal Estate Appraisers Licensing & Certification	w	\$13,650	Included	900	\$15	637	637 Charleston
Board of Respiratory Care	<b></b>	\$15,540	Included	1,200	\$13	1.594	1.594 Charleston
Board of Registered Sanitarians	0	\$0	\$0	0	n/a	201	201 Charleston
Board of Veterinary Medicine	1.75	\$6,752	\$945	800	\$11	641	641 Cross Lanes
Total	14.59	81,954	2.348	7.252		מא מא	Ci Coo Faireo
The average cost per sq ft of office space =	\$ 11.62						
The average square feet of office space per FTE =	497.05						
The number of licensees per FTE =	588.1						

2 Expenditures \$10,942 \$86,281 \$124,844 \$23,506 \$137,488 \$9321 \$912 \$11,040 \$105,427 \$69,639 \$69,639 \$69,639 \$4356 \$119,135 \$4356 \$119,135 \$4356 \$119,200 \$119,200 \$119,250								* Total Staff includes executive directors.
Expenditures   Expenditures   EOVB   Licensees   Director   Total FTE*   Licensees   Executive   EOVB   Licensees   Director   Total FTE*   Licensees   Executive   EOVB   Licensees   Director   Total FTE*   Licensees   Director   Expenditures   EOVB   Executive   EOVB   Executive   EOVB   Executive   EOVB   Executive   EOVB   Licensees   Director   Total FTE*   Licensees   Director   Executive   EOVB   Executive   EOVB   Executive   EOVB   Executive   EOVB   Licensees   Director   Executive   EOVB   Executive   EOVB   Licensees   Director   Executive   EOVB   Executive   EoV	\$160.67	14.59	10	8,581	\$1,548,877	\$1,491,922	\$1,378,746	Total
Expenditures   Revenue   EOYB   Licensees   Director   Total FTE*   Licensees   Cost   Cost	\$295.2	1.75	1	641	\$215,507	\$190,119	\$189,220	Board of Veterinary Medicine
Expenditures   Expenditures   EOYB   Licensees   Director   Total FTE*   Licensees   Director   Direct	\$21.6	0.00	0	201	\$11,006	\$7,150	\$4,356	Board of Registered Sanitarians
Board   Expenditures   Revenue   EOYB   Licensees   Director   Total FTE*   Licensees   Director   Director	\$67.4	1.00	l-a	1,594	\$198,791	\$107,828	\$107,582	Board of Respiratory Care
Expenditures   Revenue   EOYB   Licensees   Director   Total FTE*   Licensees   Stay,942   Stay,942   Stay,945   Stay,945   Stay,946   Stay,948   Stay,9	\$454,4	3.00	11	637	\$132,329	\$292,314	\$289,463	Real Estate Appraisers Licensing & Certification
Fable 6           Reserrio 2         Expenditures         Revenue         EOYB         Licensees         Director         Total FTE*         Licensees         Cost           Examiners         \$86,281         \$93,370         \$59,809         331         1         0.00         1           in Counseling         \$124,844         \$120,946         \$78,109         1,083         1         0.03         1           in for Foresters         \$137,488         \$137,488         \$18,705         \$37,516         365         0         0.00         1           in for Foresters         \$9,327         \$9,327         \$18,072         915         1         1.96         1           in for Foresters         \$9,327         \$9,327         \$218,072         915         1         1.96         1           in for Foresters         \$9,327         \$5,300         \$40,451         61         0         0.00         0	\$210.8	1.00	11	565	\$39,745	\$124,495	\$119,135	Board of Examiners of Psychologists
Expenditures   Expenditures   FoyB   Executive   Expenditures	\$313.2	1.00	11	286	\$121,587	\$141,640	\$89,590	Board of Optometry
Expenditures         Revenue         EOYB         Licensees         Director         Total FTE*         Licensees         Cost           \$10,942         \$12,125         \$23,438         45         0         0.00         0           \$86,281         \$93,370         \$59,809         331         1         0.63         0           \$124,844         \$120,946         \$78,109         1,083         1         2.00         0           \$233,506         \$18,705         \$37,516         365         0         0.00         0           \$137,488         \$169,225         \$218,072         915         1         1.96         0           \$9,321         \$19,445         \$227,754         447         0         0.00         0           \$9,321         \$5,300         \$40,451         61         0         0.00         0           \$9,321         \$51,040         \$19,605         118         0         0.00         0           \$10,440         \$19,605         \$118         0         0.00         0         0           \$105,427         \$87,705         \$127,598         1,067         1         1.25	\$309.5	1.00	123	225	\$202,559	\$91,115	\$69,639	Nursing Home Administrators Licensing Board
barrio 2         Expenditures         Revenue         EOYB         Licensees         Director         Total FTE*         Licensees           50ard         \$10,942         \$12,125         \$23,438         45         0         0.00         1           \$86,281         \$93,370         \$559,809         331         1         0.63         1           \$124,844         \$120,946         \$78,109         1,083         1         2.00         1           \$174,844         \$18,705         \$37,516         365         0         0.00         1           \$186,281         \$313,488         \$169,225         \$218,072         915         1         1.96         1           \$196,284         \$313,488         \$169,225         \$218,072         915         1         1.96         1           \$196,00         \$9321         \$19,445         \$227,754         447         0         0.00         0           \$11,040         \$11,040         \$19,606         \$118         0         0.00         0	\$98.8	1.25	1	1,067	\$127,598	\$87,705	\$105,427	Massage Therapy Licensure Board
bario 2         Expenditures         Revenue         EOYB         Licensees         Director         Total FTE*         Licensees           board         \$10,942         \$12,125         \$23,438         45         0         0.00         1           \$86,281         \$93,370         \$559,809         331         1         0.63         1           \$124,844         \$120,946         \$78,109         1,083         1         2.00         1           \$124,844         \$120,946         \$78,109         1,083         1         2.00         1           \$124,844         \$120,946         \$18,705         \$37,516         365         0         0.00         1           \$186,281         \$317,488         \$189,225         \$218,072         915         1         1.96         1           \$196,000         \$93,21         \$19,445         \$227,754         447         0         0.00         0           \$931         \$932         \$5,300         \$40,451         61         0         0.00         0	\$93.5	0.00	0	118	\$19,606	\$10,440	\$11,040	Board of Landscape Architects
barrio 2         Expenditures         Revenue         EOYB         Licensees         Director         Total FTE*         Licensees           50ard         \$10,942         \$12,125         \$23,438         45         0         0.00         1           \$86,281         \$93,370         \$59,809         331         1         0.63         1           \$124,844         \$120,946         \$78,109         1,083         1         2.00         1           \$17,488         \$189,225         \$218,072         915         1         1.96         1           \$19,321         \$19,445         \$22,754         447         0         0.00         0	\$14.9	0.00	0	61	\$40,451	\$5,300	\$912	Board Hearing Aid Dealers
bario 2         Expenditures         Revenue         EOYB         Licensees         Director         Total FTE*         Licensees           503rd         \$10,942         \$12,125         \$23,438         45         0         0.00         1         0.63         1         0.63         1         0.00         1         0.00         <	\$20.8	0.00	0	447	\$22,754	\$19,445	\$9,321	Board of Registration for Foresters
Scenario 2         Expenditures         Revenue         EOYB         Licensees         Director         Total FTE*         Licensees           Board         \$10,942         \$12,125         \$23,438         45         0         0.00           ners         \$86,281         \$93,370         \$59,809         331         1         0.63           seling         \$124,844         \$120,946         \$78,109         1,083         1         2.00           \$23,506         \$18,705         \$37,516         365         0         0.00	\$150.2	1.96	شب	915	\$218,072	\$169,225	\$137,488	Board of Embalmers and Funeral Directors
Scenario 2         Expenditures         Revenue         EOYB         Licensees         Director         Total FTE*         Licensees           Board         \$10,942         \$12,125         \$23,438         45         0         0.00           ners         \$86,281         \$93,370         \$59,809         331         1         0.63           seling         \$124,844         \$120,946         \$78,109         1,083         1         2.00	\$64.4	0.00	0	365	\$37,516	\$18,705	\$23,506	Board of Licensed Dietitians
Poard         Expenditures         Revenue         EOYB         Licensees         Director         Total FTE*         Licensees           \$30,942         \$12,125         \$23,438         45         0         0.00           \$86,281         \$93,370         \$59,809         331         1         0.63	\$115.2	2.00	<b>()</b>	1,083	\$78,109	\$120,946	\$124,844	Board of Examiners in Counseling
Expenditures   S10,942   S12,125   S23,438   45   0 0,00	\$260,6	0.63		331	\$59,809	\$93,370	\$86,281	Board of Chiropractic Examiners
Is for Scenario 2   Expenditures   Revenue   EOYB   Licensees   Director   Total FTE*	\$243.1	0.00	0	45	\$23,438	\$12,125	\$10,942	Board of Acupuncture
lable 6  Executive	Licensee	Total FTE*	Director	Licensees	ЕОУВ	Revenue	Expenditures	
	Cost Per		Executive					
lable o								Chapter 30 Boards for Scenario 2
						Table 6		

		able 7				
To the man of the state of the	West Virginia	West Virginia	Pennsylvania	Pennsylvania	Maine Initial	Maine Renewal
WV Chapter 30 Boards Licensing Fees Comparison	Initial Fee	Renewal Fee	nitial Fee	Renewal Fee	Fee	TOO
Board						
Board of Accountancy	\$120	\$85	\$65	\$100 Biennial	\$50	\$50
Board of Acupuncture	\$425	\$425 Biennial	N/A	\$40 Biennial	\$275	\$275
Board of Architects	\$250	\$75	\$40	\$100 Biennial	\$100	\$100
Board of Barbers and Cosmetologists					The second secon	Access from the confidence of
Barber	\$35	\$35	\$10	\$42 Biennial	\$50	\$50
Cosmetologist	\$35	\$35	\$10	\$35 Biennial	\$50	\$50
Board of Chiropractic Examiners	\$25	\$200	\$25	\$210 Biennial	\$225	\$225
Contractors Licensing Board	N/A	N/A	N/A	N/A	N/A	N/A
Board of Examiners in Counseling	\$200	\$220 Biennial	N/A	N/A	\$200	\$200 Biennial
Board of Dental Examiners		MARIA CAMPA CAMPANA CA	The second control of	AND THE PARTY OF T		
Dentists	\$150	\$150	\$20	\$250 Biennial	\$550	\$550 Biennial
Dental Hygienists	\$60	\$65	\$20	\$40 Biennial	\$175	\$175 Biennial
Board of Licensed Dietitians	\$50	\$50	N/A	\$65 Biennial	\$150	\$150
Board of Embalmers and Funeral Directors	\$80	\$80 Biennial	\$25	\$185 Biennial	\$200	\$200
Board of Registration for Professional Engineers	\$80	\$40	\$50	\$50 Biennial	\$200	\$50
Board of Registration for Foresters	\$50	\$25	N/A	N/A	\$70	\$70
Board Hearing Aid Dealers	\$100	\$100	N/A	N/A	\$110	\$110
Board of Landscape Architects	\$100	\$100	\$60	\$125 Biennial	\$100	\$100
Massage Therapy Licensure Board	\$200	\$100 Biennial	N/A	N/A	\$40	\$40
Board of Medicine				£360 8:	÷500	¢FOO Biomaiat
Medical Doctor	\$400	\$400 Biennial	UE\$	\$395 Biennial	\$450	\$450
Physician Accident	\$200	\$100 Biennial	V/N	\$40 Biennial	\$250	\$250 Biennial
Number Company Administrators Licensing Board	\$600	008\$	\$40	\$297 Biennial	\$200	\$200
Board of Examiners of Registered Professional Nurses	\$51.50	\$25	N/A	\$65 Biennial	\$100	\$100 Biennial
Board of Examiners of Licensed Practical Nurses	\$75	\$40	N/A	\$60 Bienniał	\$100	\$100 Biennial
Medical Imaging & Radiation Therapy Technology Board of Examiners	\$100	\$65	N/A	N/A	\$75	\$75 Biennial
Board of Occupational Therapy	TO THE PROPERTY OF THE PARTY OF					American American Color (St. 1911) The Color of the Color
Occupational Therapist Registered	\$250	\$140 Biennial	\$30	\$55 Biennial	\$80	\$80
Certified Occupational Therapist Assistant	\$200	\$120 Biennial	\$30	\$45 Biennial	\$70	\$70
Board of Optometry	\$300	\$650 Biennial	\$25	\$135 Biennial	\$400	\$400
Board of Osteopathy	\$400	\$400 Biennial	\$45	\$220 Biennial	N/A	N/A
Board of Pharmacy	\$125	\$50	\$45	\$125 Biennial	\$200	\$100
Board of Physical Therapy	\$220	\$120 Biennial	\$30	\$90 Biennial	\$40	\$40
Board of Examiners of Psychologists	\$100	\$350 Biennial	N/A	\$300 Biennial	\$200	\$200
Real Estate Appraisers Licensing & Certification	\$265	\$265	\$235	\$225 Biennial	\$425	\$425
Board of Respiratory Care	\$200	\$65	N/A	\$25 Biennial	\$65	\$65
Board of Registered Sanitarians	\$20	\$20	N/A	N/A	N/A	N/A
Board of Speech-Language Pathology & Audiology	\$200	\$ 175 Biennial	\$20	\$46 Biennial	\$225	\$225 Biennial
Board of Social Work Examiners	\$100	\$85 Biennial		\$75 Biennial	\$70	\$70 Biennial
Board of Examiners of Professional Surveyors	\$200	\$100	\$50	\$50 Biennial	\$275	\$275 Biennial
Real Estate Commission	\$100	\$100	\$75	\$126 Biennial	\$100	\$100 Biennial
Board of Veterinary Medicine	\$300	\$250	\$35	\$300 Biennial	\$75	\$/5

			Table 8			1 - 10000	
State of Multi Professional Agency	Boards/Professions	Staff	Licensees	Expenditures	Revenue	Cost Per Licensee	# of Licensees to Staff
Alaska						Andrew Communication (April 1 ) Andrew Andrews Andrews (April 1 ) Andr	THE RESERVE OF THE PROPERTY OF
Colorado			The second secon		The second secon		
Delaware			a de des calendramente de marche de des des des des des des des des des	The same of the sa		The second secon	Organisa - Abraham - Abrah
Hawaii			to an extensional country of the control of the con				and the second of the second s
Illinois			*** *** *** *** *** *** *** *** *** **	AND	The second secon	The state of the s	The second secon
Indiana			A TABLE STATE OF THE PROPERTY				
lowa				And the state of t		The second secon	The state of the s
Maine	38	62.5	103,947 \$	5,426,552	\$ 6,825,051	\$ 52.20	1,663
Maryland						THE RESERVE THE PROPERTY OF TH	
Massachusetts	and appropriate the second						
Missouri	39	216	415,057 \$	\$ 12,003,942	\$ 19,549,613	\$ 28.92	1,922
New Hampshire						ALL DESCRIPTIONS OF THE PROPERTY OF THE PROPER	- Company of the comp
New Mexico					THE RESIDENCE AND A SECOND PROPERTY OF THE PRO	and the second s	
New York	29	315	778,929 \$	\$ 40,700,000	\$ 46,800,000	\$ 52.25	2,473
Pennsylvania	29	122	777,313 \$	\$ 32,318,000	\$ 50,017,185	\$ 41.58	6,371
South Carolina			The second secon	The second secon		AND THE PARTY CONTRACTOR OF TH	
Texas	26	379.5	430,531 \$	\$ 27,978,167	\$ 28,921,070	\$ 64.99	1,134
Utah			A CANADA DA PARA DE LA CANADA DEL CANADA DE LA CANADA DEL CANADA DE LA CANADA DEL CANADA DE LA CANADA DE LA CANADA DE LA CANADA DE LA CANADA DEL CANADA DEL CANADA DE LA CANADA DE LA CANADA DE LA CANADA DEL CANADA DE	The second secon			- hand and a first far commission of the state of the sta
Vermont	44	30	54,463 \$	\$ 3,405,786	\$ 4,607,925	\$	1,815
Virginia	14	215	312,000 \$	\$ 24,100,000	\$ 24,600,000	\$ 77.24	1,451
Wisconsin	64	114	345,844 \$	\$ 13,073,795	\$ 17,430,931	\$ 37.80	3,034
Chart see to company the company of						AND THE PARTY OF T	
West Virginia	34	115.29	122,311 \$	\$ 9,913,646	\$ 11,291,152 \$	\$ 81.05	1,061