

# Performance-Based Budget

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## DEPARTMENT OF STATE



Commonwealth of Pennsylvania  
Independent Fiscal Office  
January 2020



## **About the Independent Fiscal Office**

The Independent Fiscal Office (IFO) provides revenue projections for use in the state budget process along with impartial and timely analysis of fiscal, economic and budgetary issues to assist Commonwealth residents and the General Assembly in their evaluation of policy decisions. In that capacity, the IFO does not support or oppose any policies it analyzes, and will disclose the methodologies, data sources and assumptions used in published reports and estimates.

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The Independent Fiscal Office was created  
by the Act of Nov. 23, 2010 (P.L.1269, No.120).

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## INDEPENDENT FISCAL OFFICE

January 16, 2020

The Honorable Members of the Pennsylvania Performance-Based Budget Board:

Act 48 of 2017 specifies that the Independent Fiscal Office (IFO) shall “review agency performance-based budget information and develop an agency performance-based budget plan for agencies subject to a performance-based budget review.” This review “shall be completed in a timely manner and submitted by the IFO to the board for review.”

This report contains the review for the Department of State. All performance-based budget (PBB) reviews submitted to the Board contain the following content for each activity or service provided by the agency:

- a brief description of the activity, relevant goals and outcomes;
- a breakdown of agency expenditures;
- the number of full-time equivalent positions dedicated to the activity;
- select currently available metrics and descriptive statistics;
- any proposed metrics that the review recommends; and
- observations that should allow agencies to more effectively attain their stated goals and objectives.

The IFO submits this review for consideration by the PBB Board. The agency received a draft version of this review and was invited to submit a formal response. If submitted, the response appears in the Appendix to this review. The IFO would like to thank the agency staff that provided considerable input to this review. Questions and comments can be submitted to [contact@ifo.state.pa.us](mailto:contact@ifo.state.pa.us).

Sincerely,

MATTHEW J. KNITTEL  
Director

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# Background and Methodology

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Act 48 of 2017 is known as the Performance-Based Budgeting and Tax Credit Efficiency Act. The act requires the Independent Fiscal Office (IFO) to develop performance-based budget (PBB) plans for all agencies under the Governor’s jurisdiction once every five years based on a schedule agreed to by the Secretary of the Budget and the Director of the IFO.<sup>1</sup> The act directs the IFO to evaluate and develop performance measures for each agency program or line item appropriation. As determined by the IFO to be applicable, the measures shall include the following: outcome-based measures, efficiency measures, activity cost analysis, ratio measures, measures of status improvement of recipient populations, economic outcomes or performance benchmarks against similar state programs or similar programs of other states or jurisdictions.

Most states use some form of PBB for at least a portion of their budget.<sup>2</sup> For many, that requirement implies that agencies merely compute and publish self-selected performance metrics on an annual basis. Those metrics may or may not be reviewed by policymakers. For Pennsylvania, the act requires the IFO to submit plans to the PBB Board for review and approval. The PBB Board reviews plans at a public hearing at which agency heads or their representative must attend to offer additional explanations if requested. The PBB Board has 45 days after submission to approve or disapprove plans. Per Act 48, approved plans shall be taken into consideration by the Governor and General Assembly during the annual budget development and implementation process. Disapproved plans will be returned to the IFO with recommended modifications.

Despite the extensive use of PBB across state governments, misconceptions still exist regarding the budget approach and the general goals it seeks to accomplish. For the plans submitted to the PBB Board, the approach can be characterized as follows:

- The explicit linkage of actual agency spending on activities to relevant outcome measures.
- An alternative budget framework that can be used to guide the allocation of state resources to improve outcomes for state residents.
- An approach that emphasizes program results and performance metrics to inform high-level budget decisions.

These definitions show that PBB is a broad-based budget approach that shifts emphasis from incremental budgeting to a results-based framework. Under incremental budgeting, policymakers use funding levels from the prior year and base funding decisions on any new demands placed upon an agency. For most agencies, performance metrics are not part of that process. A PBB approach considers performance metrics in making funding decisions. It is a top-down approach that focuses on goals and outcomes. Other efficiency initiatives such as Lean and Continuous Improvement are bottom-up approaches that focus on process improvement through streamlining operations, the elimination of redundancies and a focus on customer needs.

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<sup>1</sup> See the Appendix for the PPB review schedule.

<sup>2</sup> For example, 31 states use PBB for some portion of their higher education budget. See “Performance-Based Budgeting in the States,” NCSL Fiscal Policy Research, Vol. 24, No. 35 (September 2016).

The performance-based budget in this report differs from a traditional budget in several key respects. The main differences are summarized by this table:

<b>Traditional versus Performance-Based Budget</b>		
	<b>Traditional Budget</b>	<b>Performance Budget</b>
Organizational Structure	Line Items or Programs	Agency Activities
Funds Used	Appropriated Amounts	Actual Expenditures
Employees	Authorized Complement	Actual Filled Complement
Needs Assessment	Incremental, Look to Prior Year	Prospective, Outcome-Based

The PBB plans track agency funding based on activities because they can be more readily linked to goals and objectives, and therefore, ultimate outcomes. Activities are the specific services provided by an agency to a defined service population in order to achieve desired outcomes. The funds for agency activities include all actual expenditures used to deliver services: labor, benefits, operating and allocated overhead costs. The PBB plans track all expenditures regardless of funding source and provide data for the current year and five historical years so that policymakers can view recent trends. It is noted that data for the upcoming budget year (FY 2020-21) are not included in this report.

The plans submitted to the PBB Board include many types of measures. Plan measures include: inputs (funding levels, number of employees), outputs (workloads), efficiency (cost ratios, time to complete tasks), outcomes (e.g., recidivism), benchmark comparisons to other states and descriptive statistics. The final category includes a broad range of metrics that provide insights into the work performed by an agency and the services provided. Those metrics supply background, context and support for other metrics, and they may not be readily linked to efficiency or outcome measures. The inclusion of such measures supports the broader purpose of the PBB plans: to encourage a more informed discussion regarding agency operations and how they impact state residents. Descriptive metrics provide relevant information to policymakers that increase their general knowledge of agency operations. They also provide agencies a platform to discuss the work they do and the services they provide.

In general, the plans submitted to the PBB Board are best used (1) to monitor broad agency trends and cost drivers, (2) to evaluate agency performance over time and (3) to inform questions to agencies regarding their operations. The plans cannot identify optimum funding levels or provide a direct comparison of relative effectiveness across most programs.

*Note on data: Unless otherwise noted, performance metrics used in this report were supplied by the agency under review. Those data appear as submitted by the agency and the IFO has not reviewed them for accuracy. For certain years, data are not available (e.g., due to a lag in reporting). In these cases, "--" denotes missing data. All data related to expenditures and employees are from the state accounting system and have been verified by the IFO and confirmed by the agency. Tables that use those data may not sum to totals due to rounding.*

# Department of State Overview

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## Mission Statement

Under the leadership of the Secretary of the Commonwealth, the Pennsylvania Department of State promotes the integrity of the electoral process, provides the initial infrastructure for economic development through corporate organizations and transactions, and protects the health and safety of the public. The Department encourages the highest standards of ethics and competence in elections, campaign finance, lobbying disclosure, notarization, professional and occupational licensure, charitable solicitation, and the sports of boxing, wrestling and mixed martial arts. By employing the latest technology, the agency delivers exceptional public service remaining a leader in regulatory and enforcement policies and practices aimed at protecting every resident of the Commonwealth.

## Services Provided

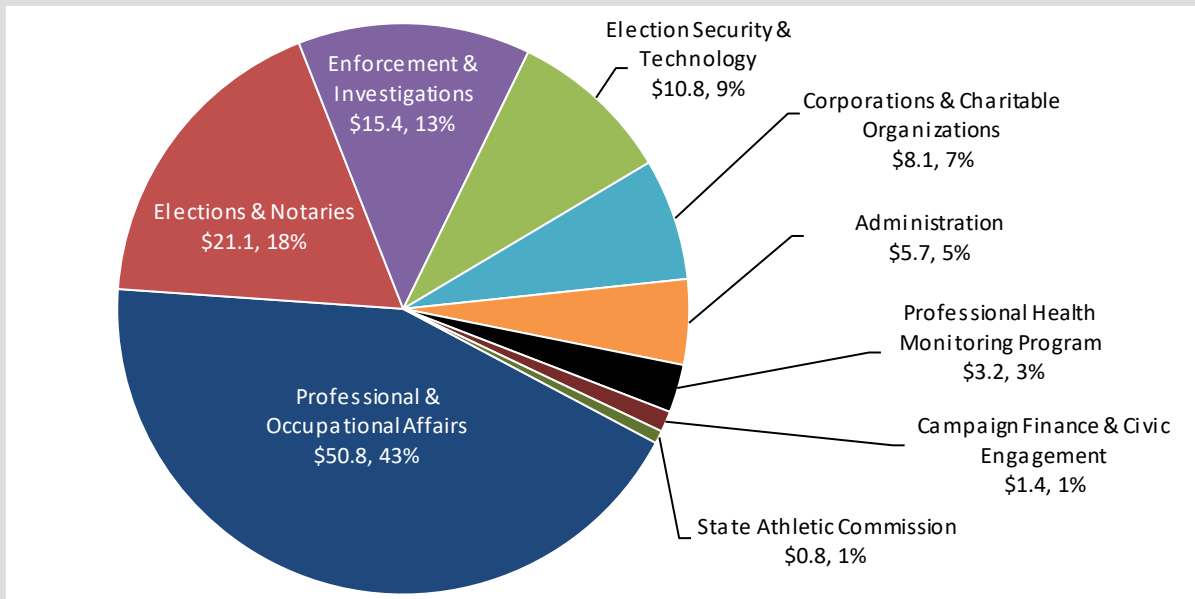
For this report, the services provided by the Department of State (DOS) are classified into nine general activities.

Department of State: Activities and Primary Services Provided	
Activity	Primary Service
1 Elections and Notaries.....	Manage voter registration process
2 Election Security and Technology.....	Maintain safe and secure elections
3 Campaign Finance and Civic Engagement.....	Maintain repository for campaign finance reports
4 Professional and Occupational Affairs.....	License professionals, occupations & establishments
5 Professional Health Monitoring Program.....	Manage professionals who have medical impairments
6 Enforcement and Investigations.....	Inspect facilities and investigate claims
7 Corporations and Charitable Organizations....	Maintain repository for firms, charities and UCC filings
8 State Athletic Commission.....	Provide oversight for various athletic events
9 Administration.....	Provide organizational leadership and support

Highlights of recent agency activity include:

- For the November 2018 election, DOS processed 196,174 new voter registrations and 5.1 million votes cast.
- In 2018, DOS processed 112,232 new business licenses and maintained a file of nearly 900,000 active licensees.
- In 2018, the State Athletic Commission sanctioned a record 552 events and generated its largest revenue to date at \$904,000.
- For FY 2018-19, DOS registered 17,323 notary public candidates.

### Department of State FY 2019-20 Budgeted Expenditures by Activity



Note: Expenditures in dollar millions. Does not include \$90 million bonds issued to assist counties in purchasing voting machines as enacted by Act 77 of 2019.

### Department of State Filled Full-Time Equivalent (FTE) Positions

	14-15 Actual	15-16 Actual	16-17 Actual	17-18 Actual	18-19 Actual	19-20 Budget
<b>Average Weekly FTE Positions by Activity</b>						
Elections and Notaries	11	12	13	14	12	9
Election Security and Technology	4	4	3	4	4	8
Campaign Finance and Civic Engagement	5	5	5	5	6	7
Professional and Occupational Affairs	203	198	198	195	219	223
Professional Health Monitoring Program	9	9	8	8	11	12
Enforcement and Investigations	128	133	131	131	133	139
Corporations and Charitable Organizations	43	45	45	45	42	47
State Athletic Commission (SAC)	4	4	5	5	5	5
Administration	<u>52</u>	<u>54</u>	<u>52</u>	<u>31</u>	<u>35</u>	<u>39</u>
<b>Total<sup>1</sup></b>	<b>459</b>	<b>465</b>	<b>461</b>	<b>437</b>	<b>466</b>	<b>488</b>
<b>Personnel Cost/FTE (\$ thousands)</b>	<b>\$90.1</b>	<b>\$97.7</b>	<b>\$99.2</b>	<b>\$105.7</b>	<b>\$102.5</b>	<b>\$112.1</b>

Note:

1 Board members that are part of the Professional and Occupational Affairs Activity are excluded because these individuals do not receive a salary. Within the SAC Activity, per diem wage employees paid an hourly rate to oversee sanctioned SAC events are also excluded.

## Department of State Expenditures by Fiscal Year

	14-15	15-16	16-17	17-18	18-19	19-20
	Actual	Actual	Actual	Actual	Actual	Budget
<b>Expenditure by Activity</b>						
Elections and Notaries	\$3.9	\$4.2	\$6.2	\$5.2	\$5.6	\$21.1
Election Security and Technology	4.8	5.4	5.4	4.9	6.2	10.8
Campaign Finance and Civic Engagement	0.8	0.8	0.8	0.8	1.0	1.4
Professional and Occupational Affairs	32.4	34.4	37.6	39.0	43.3	50.8
Professional Health Monitoring Program	2.2	2.2	2.1	2.2	2.5	3.2
Enforcement and Investigations	12.1	13.4	12.8	13.1	13.5	15.4
Corporations and Charitable Organizations	7.0	6.3	6.9	6.6	6.8	8.1
State Athletic Commission	0.5	0.5	0.6	0.6	0.6	0.8
Administration	<u>6.0</u>	<u>6.5</u>	<u>6.5</u>	<u>6.3</u>	<u>6.7</u>	<u>5.7</u>
<b>Total</b>	<b>69.7</b>	<b>73.6</b>	<b>79.0</b>	<b>78.6</b>	<b>86.1</b>	<b>117.3</b>
<b>Expenditures by Object</b>						
Personnel Services	\$41.3	\$45.4	\$45.8	\$46.2	\$47.8	\$54.7
Operational Expenses	27.8	27.1	32.8	31.9	35.8	42.3
Grants	<u>0.5</u>	<u>1.0</u>	<u>0.4</u>	<u>0.5</u>	<u>2.6</u>	<u>20.3</u>
<b>Total<sup>1</sup></b>	<b>69.7</b>	<b>73.6</b>	<b>79.0</b>	<b>78.6</b>	<b>86.1</b>	<b>117.3</b>
<b>Expenditures by Fund</b>						
General Fund (State)	\$9.0	\$9.9	\$10.3	\$9.4	\$9.8	\$14.2
General Fund (Augmentations)	6.0	6.2	6.6	7.0	6.5	5.5
General Fund (Federal)	1.5	1.7	2.9	1.5	3.9	20.4
General Fund (Restricted)	53.1	55.7	59.2	60.7	65.7	77.0
Real Estate Recovery Fund	<u>0.0</u>	<u>0.1</u>	<u>0.0</u>	<u>0.1</u>	<u>0.2</u>	<u>0.2</u>
<b>Total</b>	<b>69.7</b>	<b>73.6</b>	<b>79.0</b>	<b>78.6</b>	<b>86.1</b>	<b>117.3</b>

Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded. Does not include \$90 million bonds issued to assist counties in purchasing voting machines as enacted by Act 77 of 2019.

1 Total includes funds in fixed assets expense and non-expense items (<\$50,000/year).

## Performance-Based Budget Plan: Key Metrics and Observations

This report includes numerous performance metrics, but certain metrics are critical to the overall operation of the agency. The agency has also undertaken various initiatives that should be monitored over time. For those initiatives, this report may include recommended performance metrics. Notable metrics (both current and recommended) that policymakers should monitor closely include the following:

**Since November 2014, the share of voter-eligible citizens registered to vote and those actually voting are at or below the national average.** One of the main goals of the department is to increase voter participation in elections. Act 77 of 2019 includes several provisions that should make that goal more attainable, such as later voter registration deadlines, an extension of the time period to submit an absentee ballot and the establishment of a mail-in voting process. The department has also recently made absentee

ballot applications available online to increase voter turnout. Tracking voter participation over time will demonstrate the relative success of these initiatives. In 2018, Pennsylvania voter turnout ranked 28<sup>th</sup> among all states at 52 percent of the voter-eligible population. Although the 52 percent is a clear improvement from 2014 (37 percent), the state's 2018 rank remains unchanged from 2014.

**Tracking the number and share of voter-verified paper audit trail machines will help determine the effectiveness of state funds used to support counties in the purchase of new voting machines.** Act 77 of 2019 provides \$90 million in bond-funded, state support to assist counties that purchase new election machines in order to provide a voter-verified paper audit trail. Through this act, counties may be able to receive reimbursement for up to 60 percent of the costs to purchase new voting systems.

**Further utilization of electronic submissions should generate department-wide efficiencies.** Data collected by DOS reveal significant gains in most online submissions (e.g., corporate registrations, UCC filings and charity registrations). Electronic submission of registrations and filings should reduce department labor costs and data entry errors. Policymakers should monitor the cost savings from electronic submission to confirm that all cost-saving opportunities have been realized.

**The department has started to collect and publish average processing times for each professional license type on its website.<sup>3</sup> When tracked over time, these data can indicate where additional resources may be needed.** The department's new Pennsylvania Licensing System (PALS) allows for the collection of data that were not easily tracked in the past. The time to obtain a professional license in Pennsylvania should be minimized to avoid barriers to employment. Analysis of these data in real-time will allow focus to be directed to licensure areas with longer processing times or statewide shortages of certain professionals.

**The department lacks authority to remove inactive corporations from the state roles, which adds unnecessary costs and may introduce inefficiencies.** The department sends out mailings to every corporation once every 10 years to request a response if they are no longer in business or have changed their contact information. However, the department cannot legally remove businesses from its database if corporations do not respond. This increases costs for mailings, requires the department to maintain a list of corporations that may not have operated in the state for many years and prevents the reuse of inactive business names indefinitely.

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<sup>3</sup> Processing times are located here: <https://www.dos.pa.gov/ProfessionalLicensing/Pages/professional-licensing-guides.aspx>. As of January 6, 2020, the department reports these times for six occupations.

# Activity 1: Elections and Notaries

The Bureau of Election Services and Notaries oversees the Commonwealth's electoral process, voter registration and the Office of Notary Public, Commissions and Legislation. In that capacity, the bureau has the responsibility to (1) develop and coordinate the statewide implementation of the Election Code, voter registration process and notaries public law, (2) issue commissions and (3) maintain a repository for all state legislation.

The primary goals and outcomes of this activity are as follows:

- Provide voters with more registration opportunities to increase the number of Pennsylvania residents registered to vote.
- Improve the administration of elections throughout the Commonwealth to reduce the number of provisionally-cast ballots and absentee ballots that are rejected.<sup>4</sup>
- Process applications for appointment from notary public candidates to ensure that all properly completed notary applications are processed within three business days of receipt.

## Resources

<b>Elections and Notaries: Expenditures and Filled FTE Positions</b>						
	<b>14-15</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>
<b>Expenditures by Object</b>						
Personnel Services	\$1.30	\$1.22	\$1.54	\$1.54	\$1.59	\$1.15
Operational Expenses	2.10	2.04	4.31	3.20	1.77	2.51
Grants	<u>0.50</u>	<u>0.94</u>	<u>0.40</u>	<u>0.42</u>	<u>2.22</u>	<u>17.40</u>
<b>Total</b>	<b>3.90</b>	<b>4.20</b>	<b>6.25</b>	<b>5.17</b>	<b>5.58</b>	<b>21.05</b>
<b>Expenditures by Fund</b>						
General Fund (State)	\$2.89	\$3.98	\$4.59	\$4.25	\$2.99	\$3.66
General Fund (Augmentations)	0.00	0.00	0.00	0.17	0.00	0.00
General Fund (Federal)	<u>1.01</u>	<u>0.22</u>	<u>1.66</u>	<u>0.75</u>	<u>2.58</u>	<u>17.40</u>
<b>Total</b>	<b>3.90</b>	<b>4.20</b>	<b>6.25</b>	<b>5.17</b>	<b>5.58</b>	<b>21.05</b>
<b>Average Weekly FTE Positions</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>12</b>	<b>9</b>
<b>Personnel Cost/FTE (\$ thousands)</b>	<b>\$115.8</b>	<b>\$100.3</b>	<b>\$117.4</b>	<b>\$113.2</b>	<b>\$136.2</b>	<b>\$127.6</b>

Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded. Help America Vote Act (HAVA) dollars are included within this activity. This federal grant (with a 5% state match) is used to implement certain election security improvements. Pennsylvania's share with the state match was \$14.15 million distributed to counties based on the proportion of the state's registered voters.

<sup>4</sup> Provisional ballots are used by citizens who show up to vote, but their name does not appear on the voter registration rolls. If it is determined at a later date that the citizen's name should have been on the rolls, their ballot will count. A large increase in provisional ballots could indicate processing errors to voter registration rolls or voter confusion on where or how to properly register to vote. Absentee ballots are used when a voter cannot make it to the polling location on election day.

## Performance Measures

Elections and Notaries						
	14-15	15-16	16-17	17-18	18-19	19-20
<b>Descriptive</b>						
# Voters registered to vote for election (000s) <sup>1</sup>	8,251	8,073	8,723	8,431	8,610	8,500
# Notaries commissioned (000s) <sup>2</sup>	19.3	18.4	21.1	17.8	17.3	18.0
<b>Output</b>						
# Voter registrations processed (000s) <sup>3</sup>	1,279	1,031	2,719	1,187	1,560	832
# Absentee ballots processed (000s) <sup>1,4</sup>	104	57	327	57	231	93
# Notary applications processed (000s)	23.8	24.4	25.4	23.8	22.6	23.0
<b>Outcome</b>						
Voter registration as a % of CVAP <sup>1,5</sup>	85%	83%	90%	87%	88%	87%
Voter turnout as % of CVAP <sup>1,5,6</sup>	37%	23%	64%	23%	52%	23%
% Online absentee ballot applications <sup>1,7</sup>	-- Recommended Performance Measure --					
Provisional ballots as % of voter turnout <sup>1,8</sup>	0.2%	0.1%	0.4%	0.1%	0.3%	0.1%
% Provisional ballots partially or fully counted <sup>1</sup>	65%	63%	54%	69%	58%	--
% Notary applications processed in 3 days <sup>9</sup>	-- Recommended Performance Measure --					
<b>Benchmark: 50 State Rank</b>						
% Voter registration as % of CVAP <sup>1,5</sup>	33	--	32	--	32	--
% Voter turnout as % of CVAP <sup>1,5</sup>	28	--	23	--	28	--
Provisional ballots as % of voter turnout <sup>1</sup>	29	--	27	--	28	--
% Provisional ballots fully or partially counted <sup>1</sup>	30	--	17	--	24	--
Registered voters/voting machine <sup>1</sup>	11	--	22	--	11	--
Notes:						
1 Data refers to November general/municipal election.						
2 Total number of notaries public commissioned and active within the Commonwealth.						
3 Total number of voter registrations processed by calendar year.						
4 Total number of absentee ballot applications processed.						
5 CVAP stands for citizen voting age population.						
6 Total number votes cast divided by total number of CVAP.						
7 Pennsylvania did not allow online absentee ballot applications until FY 19-20.						
8 Total number of provisional ballots filled out by citizens divided by total number of votes cast overall.						
9 Data will be on a calendar year basis. DOS estimates that 2019's figure will be 42%, but that is due to DOS only printing and mailing notary commissions once a week. DOS is working with DGS to automate the printing and mailing of commissions to ensure that notary commissions are mailed 2-3 times per week in the future.						
Sources: PA DOS except for the Benchmark: 50 State Rank which is from the U.S. Election Commission.						



## State Benchmarks

### Voter Registration and Turnout by State in November 2018

Border States	Voter Registration as % of CVAP <sup>1</sup>	50 State Rank	Voter Turnout as % of CVAP <sup>1</sup>	50 State Rank
Delaware	97.9%	8	51.6%	29
New Jersey	94.7	11	52.4	26
Maryland	91.7	24	54.2	19
New York	91.6	26	45.8	41
Ohio	91.4	27	51.2	30
Pennsylvania	88.2	32	51.8	28
West Virginia	87.2	36	41.8	48
<b>United States</b>	<b>91.5</b>	<b>--</b>	<b>52.0</b>	<b>--</b>

1 Citizen Voting Age Population.

Source: U.S. Election Commission, "Election Administration and Voting Survey, 2018 Comprehensive Report".

### Provisional Ballots by State in November 2018

Border States	Provisional Ballots as % of Voter Turnout	50 State Rank	% of Provisional Ballots Fully or Partially Counted	50 State Rank
Delaware	0.03%	13	7.0%	1
Pennsylvania	0.32	28	57.6	24
West Virginia	0.83	36	57.3	23
New York	1.98	41	58.7	26
Ohio	2.23	44	87.3	36
Maryland	2.33	45	90.3	38
New Jersey	2.49	46	87.5	37
<b>United States</b>	<b>1.54</b>	<b>--</b>	<b>57.4</b>	<b>--</b>

Source: U.S. Election Commission, "Election Administration and Voting Survey, 2018 Comprehensive Report".

### Number of Registered Voters per Voting Machine by State in November 2018

Border States	Registered Voters (000s)	Voting Machines	Registered Voters per Voting Machine	50 State Rank
Ohio	8,071	27,895	289	6
Pennsylvania	8,608	21,000	410	11
West Virginia	1,246	2,824	441	12
Delaware	695	1,382	503	17
New Jersey	5,869	11,408	514	18
New York	12,696	18,773	676	23
Maryland	3,954	4,698	842	27
<b>United States</b>	<b>211,666</b>	<b>344,422</b>	<b>615</b>	<b>--</b>

Source: U.S. Election Commission, "Election Administration and Voting Survey, 2018 Comprehensive Report".

## County Benchmarks

### Provisional Ballots by County in November 2018

	Provisional Ballots as % of Voter Turnout	County Rank	% of Provisional Ballots Fully or Partially Counted	County Rank
<b>Top 7 Counties</b>				
Snyder, Clearfield, Cameron	0.00%	1	--	--
Greene	0.01	4	100.0%	64
Perry	0.01	5	0.0	1
Carbon	0.02	6	25.0	14
Cambria	0.02	7	30.0	20
<b>Bottom 7 Counties</b>				
Northumberland	0.34	61	35.0	29
Indiana	0.38	62	5.3	3
Huntingdon	0.40	63	27.0	15
Mifflin	0.42	64	65.0	59
Lancaster	0.44	65	60.0	57
Clinton	0.72	66	28.8	19
Philadelphia	1.56	67	68.4	60
<b>Statewide Total</b>	<b>0.33</b>	<b>--</b>	<b>57.6</b>	<b>--</b>

Note: Snyder, Clearfield and Cameron counties did not have any provisional ballots in November 2018.

Source: U.S. Election Commission, "Election Administration and Voting Survey, 2018 Comprehensive Report".

### Number of Registered Voters per Voting Machine by County in November 2018

	Reg. Voters	Voting Machines	Reg. Voter/ Machine	Rank		Reg. Voters	Voting Machines	Reg. Voter/ Machine	Rank
Cameron	2,918	22	133	1	Lackawanna	143,610	283	507	44
Forest	3,328	24	139	2	Montgomery	566,458	1058	535	45
Sullivan	4,376	31	141	3	Pike	42,396	79	537	46
Potter	10,714	66	162	4	Berks	256,617	426	602	47
Elk	19,346	112	173	5	Lancaster	329,492	532	619	48
Venango	31,434	165	191	6	Franklin	92,591	148	626	49
Somerset	46,999	234	201	7	Bucks	457,235	729	627	50
Washington	141,407	700	202	8	Susquehanna	25,769	41	629	51
Bradford	36,436	175	208	9	Monroe	108,182	156	693	52
Clarion	22,910	110	208	10	Fayette	78,208	108	724	53
Allegheny	941,028	4,507	209	11	Adams	67,025	92	729	54
Clearfield	46,889	223	210	12	Chester	357,307	468	763	55

Note: Armstrong, Cambria, Centre, Delaware, Greene, Huntingdon, Lehigh, Luzerne, Montour, Northampton, Schuylkill and Tioga counties did not provide data to the U.S. Election Commission and are therefore excluded from this table. The remaining unlisted counties have between 211 and 475 voters per voting machine.

Source: U.S. Election Commission, "Election Administration and Voting Survey, 2018 Comprehensive Report".

## Activity 2: Election Security and Technology

The Bureau of Election Security and Technology supports voting systems, voter registration, election management, campaign finance and lobbying disclosure applications, and voting technology. The bureau staff work with county, state and federal election officials, and federal and state law enforcement to maintain a secure and safe electoral process. Staff ensure that (1) all voting systems are fully vetted by the federal Election Assistance Commission and the department prior to being utilized in the Commonwealth and (2) reported voting system issues are investigated. The bureau also manages the Statewide Uniform Registry of Electors (SURE) to allow voters to apply for or update their voter registration, support county election offices' voter list maintenance efforts and support military and overseas civilians with absentee ballot requests.

The primary goals and outcomes of this activity are as follows:

- Ensure that all registered voters have an opportunity to vote and every vote is counted properly.
- Increase the percentage of voter registration applications submitted electronically and streamline the processing of voter registration applications via the SURE system to maintain the security, accuracy and integrity of the voter rolls throughout the Commonwealth.

Funding for this activity excludes a \$90 million bond issued by the Pennsylvania Economic Development Financing Authority to reimburse up to 60 percent of county costs to purchase new voting machines as enacted by Act 77 of 2019.

### Resources

<b>Election Security and Technology Expenditures and Filled FTE Positions</b>						
	<b>14-15</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>
<b>Expenditures by Object</b>						
Personnel Services	\$0.25	\$0.37	\$0.28	\$0.34	\$0.37	\$0.84
Operational Expenses	4.58	5.01	5.16	4.57	5.68	7.35
Grants	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.11</u>	<u>2.65</u>
<b>Total</b>	<b>4.83</b>	<b>5.38</b>	<b>5.44</b>	<b>4.92</b>	<b>6.15</b>	<b>10.84</b>
<b>Expenditures by Fund</b>						
General Fund (State)	\$4.30	\$3.91	\$4.25	\$4.17	\$4.89	\$8.19
General Fund (Federal)	<u>0.54</u>	<u>1.47</u>	<u>1.19</u>	<u>0.75</u>	<u>1.26</u>	<u>2.65</u>
<b>Total</b>	<b>4.83</b>	<b>5.38</b>	<b>5.44</b>	<b>4.92</b>	<b>6.15</b>	<b>10.84</b>
<b>Average Weekly FTE Positions</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>8</b>
<b>Personnel Cost/FTE (\$ thousands)</b>	<b>\$66.1</b>	<b>\$95.9</b>	<b>\$86.1</b>	<b>\$86.8</b>	<b>\$98.4</b>	<b>\$105.4</b>

Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded.

## Performance Measures

Election Security and Technology						
	14-15	15-16	16-17	17-18	18-19	19-20
<b>Output</b>						
# Mailings to registered voters who moved or may no longer be eligible to vote (000s)	1,017	764	643	866	943	750
<b>Efficiency</b>						
Cost/voter registration processed <sup>1</sup>	\$4.62	\$5.72	\$2.24	\$5.14	\$3.91	\$4.00
<b>Outcome</b>						
# Counties w/ VVPAT systems <sup>2,3</sup>	17	17	17	17	54	67
% Voter registrations submitted electronically <sup>2</sup>	--	6%	32%	6%	24%	10%
% Voting machines w/ VVPAT <sup>2,3</sup>	--	--	11%	11%	7%	69%
Notes:						
1 Based on the (1) operational and personnel costs for SURE and voter registration and (2) the total number of applications processed. Due to a variety of election-related transactions, including absentee balloting, election returns, voter services, etc. that are supported by SURE, this estimate does not give a pure cost per voter registration processed.						
2 Data refers to November general/municipal election.						
3 VVPAT stands for voter-verified paper audit trail and includes the direct-recording electronic voting machines with VVPAT, ballot marking devices and scanner devices. The number of counties is recorded at the end of the fiscal year. In FY 19-20, DOS expects all 67 counties to have VVPAT systems by fiscal year end. However, for the 2019 municipal/general election, not all counties were using VVPAT systems.						

## State Benchmarks

Voting Technology Used by Border States in November 2018									
Border States	Total Voting Machines	DRE <sup>1</sup> w/out VVPAT <sup>2</sup>		DRE with VVPAT		Ballot Marking Device		Scanner	
		#	%	#	%	#	%	#	%
<b>Pennsylvania</b>	<b>21,000</b>	<b>19,503</b>	<b>92.9%</b>	<b>0</b>	<b>0.0%</b>	<b>467</b>	<b>2.2%</b>	<b>1,030</b>	<b>4.9%</b>
Delaware	1,382	1,378	99.7	0	0.0	0	0.0	4	0.3
Maryland	4,698	0	0.0	0	0.0	2,004	42.7	2,694	57.3
Ohio	27,895	0	0.0	22,038	79.0	1,764	6.3	4,093	14.7
New York	18,773	0	0.0	0	0.0	7,768	41.4	11,005	58.6
New Jersey	11,408	11,368	99.7	0	0.0	0	0.0	40	0.4
West Virginia	2,824	0	0.0	2,498	88.5	0	0.0	326	11.5
<b>United States</b>	<b>334,422</b>	<b>135,064</b>	<b>40.4</b>	<b>67,535</b>	<b>20.2</b>	<b>54,339</b>	<b>16.3</b>	<b>77,484</b>	<b>23.2</b>
Notes:									
1 Direct-recording electronic voting machines.									
2 Voter-verified paper audit trail.									
Source: U.S. Election Commission, "Election Administration and Voting Survey, 2018 Comprehensive Report".									

## Activity 3: Campaign Finance and Civic Engagement

The Bureau of Campaign Finance and Civic Engagement (1) is the Commonwealth's public repository for campaign finance reports, (2) publishes an annual report for the General Assembly that details lobbying activities and (3) works closely with candidates, committees, lobbyists, lobbying firms, principals and civic engagement stakeholders to ensure transparency, education and awareness of the campaign finance and lobbying disclosure processes.

The primary goals and outcomes of this activity are as follows:

- Increase the number of campaign expense reports filed electronically and promote full compliance and transparency of campaign expenses reported by state-level candidates for public office.
- Reduce the number of lobbying registrants who are not compliant and promote full compliance and transparency of lobbying activity reporting and public disclosure.
- Increase campaign finance and lobbying activities data that are available and searchable on the department's website.
- Increase civic engagement and greater service availability to clients who are limited English proficient by expanding the department's public education and stakeholder outreach efforts.

### Resources

#### Campaign Finance and Civic Engagement Expenditures and Filled FTE Positions

	14-15 Actual	15-16 Actual	16-17 Actual	17-18 Actual	18-19 Actual	19-20 Budget
<b>Expenditures by Object</b>						
Personnel Services	\$0.39	\$0.38	\$0.37	\$0.35	\$0.46	\$0.69
Operational Expenses	<u>0.46</u>	<u>0.40</u>	<u>0.47</u>	<u>0.46</u>	<u>0.51</u>	<u>0.69</u>
<b>Total</b>	<b>0.84</b>	<b>0.78</b>	<b>0.84</b>	<b>0.81</b>	<b>0.97</b>	<b>1.38</b>
<b>Expenditures by Fund</b>						
General Fund (State)	\$0.34	\$0.44	\$0.29	\$0.26	\$0.46	\$0.85
General Fund (Augmentations)	<u>0.50</u>	<u>0.34</u>	<u>0.55</u>	<u>0.55</u>	<u>0.51</u>	<u>0.54</u>
<b>Total</b>	<b>0.84</b>	<b>0.78</b>	<b>0.84</b>	<b>0.81</b>	<b>0.97</b>	<b>1.38</b>
<b>Average Weekly FTE Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>Personnel Cost/FTE (\$ thousands)</b>	<b>\$80.3</b>	<b>\$76.5</b>	<b>\$74.8</b>	<b>\$72.2</b>	<b>\$78.0</b>	<b>\$106.2</b>

Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded.

## Performance Measures

Campaign Finance and Civic Engagement						
	14-15	15-16	16-17	17-18	18-19	19-20
<b><u>Descriptive</u></b>						
# Campaigns and committees that file	8,837	9,059	8,847	9,761	10,606	9,500
# Lobbyists and principals registered	3,348	2,924	3,341	3,044	3,515	3,100
<b><u>Output</u></b>						
# Campaign expense registrants that failed to file and are referred to Attorney General <sup>1</sup>	150	0	172	26	133	30
# Schools registered for GCEA program <sup>2</sup>	--	--	--	32	63	75
# Calls handled from LEP clients <sup>3</sup>	684	1,324	1,576	870	1,501	1,100
<b><u>Efficiency</u></b>						
% Paper campaign expense reports data entered within 3 business days	35%	69%	57%	60%	79%	85%
<b><u>Outcome</u></b>						
% Quarterly lobbying reports filed online <sup>4</sup>	85%	87%	89%	95%	100%	100%
% Campaign expense reports submitted electronically	39%	40%	38%	40%	42%	42%
# Students registered to vote through GCEA program <sup>2</sup>	--	--	--	2,955	3,109	4,000
Notes:						
1 FY 15-16 referrals were delayed until FY 16-17.						
2 GCEA stands for Governor's Civic Engagement Award. The GCEA program encourages high school student participation in elections.						
3 LEP stands for Limited English Proficient. Total number of calls answered via Spanish language line or via the Commonwealth's interpreter services line.						
4 Quarterly lobbying reports are statutorily required to be filled electronically since 2018.						

## Activity 4: Professional and Occupational Affairs

The Bureau of Professional and Occupational Affairs (BPOA) provides 29 boards and commissions with legal, technical and administrative support to (1) conduct written practical licensure examinations, (2) review and verify education and experience of candidates for licensure, (3) certify providers of education, (4) administer licensure programs, (5) revise standards for licensure to keep pace with changes in the professions and (6) advise the legislature on proposed statutory changes. It coordinates with the Bureau of Enforcement and Investigations (BEI, see Activity 6) and the Professional Health Monitoring Program (PHMP, see Activity 5).

The primary goals and outcomes of this activity are as follows:

- Reduce the amount of time for the issuance of a professional license by continuing to improve the department's professional licensure system (PALS) through technical enhancements, staff training and process improvements.
- Increase transparency of the professional licensure process through public-facing online guides for applicants and stakeholders.
- Reduce the average call center wait time by dedicating additional resources to customer care.

This activity is primarily funded by fees for initial application for licensure or through active licensure renewals. No state tax dollars are used to support this activity.

### Resources

Professional and Occupation Affairs: Expenditures and Filled FTE Positions						
	14-15	15-16	16-17	17-18	18-19	19-20
	Actual	Actual	Actual	Actual	Actual	Budget
<b>Expenditures by Object</b>						
Personnel Services	\$19.25	\$21.18	\$21.35	\$21.82	\$24.32	\$27.73
Operational Expenses	13.13	13.12	16.17	17.13	18.77	22.89
Grants	<u>0.03</u>	<u>0.11</u>	<u>0.05</u>	<u>0.05</u>	<u>0.25</u>	<u>0.21</u>
<b>Total</b>	<b>32.41</b>	<b>34.41</b>	<b>37.57</b>	<b>39.00</b>	<b>43.34</b>	<b>50.82</b>
<b>Expenditures by Fund</b>						
General Fund (Federal)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.09	\$0.37
General Fund (Restricted)	32.38	34.30	37.53	38.94	43.05	50.31
Real Estate Recovery Fund	<u>0.03</u>	<u>0.11</u>	<u>0.05</u>	<u>0.05</u>	<u>0.20</u>	<u>0.15</u>
<b>Total</b>	<b>32.41</b>	<b>34.41</b>	<b>37.57</b>	<b>39.00</b>	<b>43.34</b>	<b>50.82</b>
<b>Average Weekly FTE Positions</b>	<b>203</b>	<b>198</b>	<b>198</b>	<b>195</b>	<b>219</b>	<b>223</b>
<b>Personnel Cost/FTE (\$ thousands)</b>	<b>\$94.8</b>	<b>\$107.0</b>	<b>\$107.8</b>	<b>\$111.9</b>	<b>\$111.1</b>	<b>\$124.3</b>
Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded. The average weekly FTE positions exclude board members since they are unpaid positions.						

## Performance Measures

Professional and Occupational Affairs						
	14-15	15-16	16-17	17-18	18-19	19-20
<b>Descriptive</b>						
# Active professional licensees by calendar year (000s)	857	869	867	879	894	913
Revenue generated by calendar year (\$ millions) <sup>1</sup>	\$60.1	\$37.8	\$56.8	\$46.9	\$56.8	\$56.0
<b>Output</b>						
# BPOA call centers phone calls (000s)	268	428	494	542	564	600
# PALS end user support tickets processed (000s) <sup>2</sup>	--	--	26	84	--	85
<b>Efficiency</b>						
Activity expenditure per active licensee	\$38	\$40	\$43	\$44	\$48	\$56
# Transactions processed/activity FTE <sup>3</sup>	--Recommended Performance Measure--					
Activity cost per transaction processed <sup>3</sup>	--Recommended Performance Measure--					
<b>Outcome</b>						
<u>Registered Nurse<sup>4</sup></u>						
Avg. weeks for initial licensing review <sup>5</sup>	--	--	--	2.5	3.0	2.5
Avg. weeks for discrepancy notices sent <sup>6</sup>	--	--	--	5.0	4.5	4.0
Avg. weeks for final license issuance or rejection <sup>7</sup>	--	--	--	1.0	<1.0	<1.0
<u>Cosmetologist<sup>4</sup></u>						
Avg. weeks for initial licensing review <sup>5</sup>	--	--	--	1.0	<1.0	<1.0
Avg. weeks for discrepancy notices sent <sup>6</sup>	--	--	--	11.5	6.5	6.0
Avg. weeks for final license issuance or rejection <sup>7</sup>	--	--	--	2.5	2.5	2.0
<u>Osteopathic physician and surgeon<sup>4</sup></u>						
Avg. weeks for initial licensing review <sup>5</sup>	--	--	--	5.5	1.5	1.5
Avg. weeks for discrepancy notices sent <sup>6</sup>	--	--	--	4.5	3.5	3.5
Avg. weeks for final license issuance or rejection <sup>7</sup>	--	--	--	<1.0	<1.0	<1.0
Avg. BPOA call center wait times (min:sec)	1:30	3:09	2:38	11:23	12:33	9:00
Notes:						
1 Total revenue collected by calendar year (CY) as a result of any transaction processed in support of the BPOA licensing operations through the PALS system.						
2 Support tickets entered by end users of PALS needing technical assistance and processed by CY.						
3 Transactions include (1) issuances, renewals, change applications and reactivations of licenses, (2) letters of good standing and (3) list sales.						
4 DOS began tracking licensing times for a few occupations and plans to roll this out to other occupations. Registered nurse, cosmetologist, and osteopathic physician and surgeon were the first occupations tracked.						
5 Number of weeks that BPOA employees take to intake, scan and conduct an initial review of an application. This could include exam authorizations, issuance of discrepancy notices for incomplete applications or missing payments and transmission of a letter or email to applicant.						
6 Number of weeks from the date discrepancy notice was sent until all responses are received and recorded in the PALS system. Discrepancies can include awaiting receipt of education/training documents, background checks, taking the required exam, performing practice hours, and other license requirements.						
7 Number of weeks from the date the final discrepancy was resolved by the applicant through the time the application is reevaluated by the staff and a final determination is made.						



### Number of Licensees by State Board

State Board	2014	2015	2016	2017	2018
Nursing	295,919	302,799	296,018	305,292	310,394
Cosmetology	135,836	128,225	133,328	124,050	124,699
Medicine	67,839	73,550	67,946	74,215	72,067
State Real Estate Commission	48,171	51,891	50,491	56,345	55,943
Vehicle Manufacturers, Dealers, and Salespersons	44,519	42,394	44,815	41,062	45,750
Pharmacy	34,325	36,608	36,252	38,269	37,977
Reg. Board for Prof. Engineers, Land Surveyors, & Geologists	33,650	32,798	34,185	32,289	34,996
Dentistry	27,858	27,384	28,821	28,273	30,043
Accountancy	27,712	27,268	28,715	27,942	29,320
Physical Therapy	21,823	24,995	23,133	26,081	27,290
Social Workers, Marriage & Family Therapists, & Prof. Counselors	20,897	21,302	22,739	23,082	22,908
Occupational Therapy Education and Licensure	11,703	11,197	12,164	11,654	13,022
Osteopathic Medicine	9,803	11,114	10,435	11,714	11,774
State Architects Licensure Board	9,942	9,811	10,284	9,891	10,600
Massage Therapy	8,959	8,746	9,227	8,754	9,104
Examiners in Speech-Language Pathology and Audiology	7,888	8,634	8,253	8,839	8,714
Barber Examiners	8,714	7,849	8,573	9,235	8,250
Veterinary Medicine	6,743	7,393	7,199	7,897	7,705
Psychology	6,093	5,885	6,085	5,876	6,231
Funeral Directors	6,313	6,025	6,170	6,260	6,131
Certified Real Estate Appraisers	5,052	4,735	4,869	4,609	4,791
Chiropractic	4,111	4,277	4,047	4,164	3,959
Crane Operators	3,432	3,943	3,228	3,895	3,476
Optometry	2,677	2,797	2,673	2,803	2,697
Auctioneer Examiners	2,858	2,733	2,795	2,513	2,293
All Other <sup>1</sup>	4,317	4,439	4,383	4,413	4,274
<b>Total</b>	<b>857,154</b>	<b>868,792</b>	<b>866,828</b>	<b>879,417</b>	<b>894,408</b>
<b>Annual Growth</b>	<b>--</b>	<b>1.4%</b>	<b>-0.2%</b>	<b>1.5%</b>	<b>1.7%</b>

Note: A complete list of all licensee categories is included in the Appendix.

<sup>1</sup> Includes the State Boards of Examiners of Nursing Home Administrators, Podiatry, Landscape Architects, and the Navigation Commission for the Delaware River and its Navigable Tributaries.

## State Benchmarks

### Selected Pennsylvania Professional Licensing Fees Compared to the U.S. and Border States Median Rates

Licensing Category	Total PA Licenses (2018)	PA Fees (Initial/Renewal)	50 State Median Fees (Initial/Renewal) <sup>1</sup>	Border State Median Fees (Initial/Renewal) <sup>1</sup>
Registered Nurse (RN)	226,237	\$95 / \$122	\$100 / \$100	\$122 / \$97
Cosmetologist	78,701	32 / 67	80 / 50	90 / 43
Practical Nurse	51,641	95 / 76	100 / 90	122 / 92
Med. Physician & Surgeon	47,405	35 / 360	480 / 350	535 / 492
Real Estate Salesperson	42,094	107 / 96	144 / 102	107 / 75
Vehicle Salesperson	36,386	25 / 90	31 / 31	46 / 10
Professional Engineer	30,790	100 / 100	100 / 100	143 / 73
Certified Public Accountant	27,141	65 / 100	150 / 110	160 / 145
Pharmacist	23,263	70 / 190	200 / 148	190 / 140
Nail Technician	14,706	32 / 67	80 / 46	87 / 38
Physical Therapist	14,284	30 / 90	160 / 100	174 / 110
Certified RN Practitioner	13,690	100 / 122	125 / 111	206 / n.a. <sup>2</sup>
Dentist	10,187	200 / 263	361 / 305	369 / 300

Note: Fee totals for each license. Portions of fees may be applied at various stages of the application process.

1 States that do not license professionals or charge a fee are excluded from calculation.

2 No border state has renewal fees for this license category.

Source: Saint Francis University. The Knee Center for the Study of Occupational Regulation (CSOR). Data as of November 19, 2019.

## Activity 5: Professional Health Monitoring Program

The Professional Health Monitoring Program (PHMP) provides case management and monitoring services to licensed professionals who suffer from a mental or physical impairment, such as a substance use disorder. PHMP includes two programs: the Voluntary Recovery Program (VRP) and the Disciplinary Monitoring Unit (DMU). The VRP is an alternative to the discipline program, whereby there is no public disclosure made regarding the licensee's VRP participation. Professionals voluntarily enroll in the program and agree to certain monitoring for a period of time.<sup>5</sup> The DMU is available to all BPOA licensing boards, and licensees are referred to the DMU by way of an order issued by the licensing board requiring enrollment.

The primary goals and outcomes of this activity are as follows:

- Increase the use of the VRP in order to provide licensees suspected of being impaired with a non-disciplinary approach to address their impairment.
- Monitor licensees under a VRP Consent Agreement or DMU Board Order and take appropriate action to address violations in order to protect the public from licensees who are unfit to practice their licensed profession by reason of mental or physical impairment.

This activity is funded through restricted revenues received through the boards and commissions under the Bureau of Professional and Occupational Affairs.

### Resources

Professional Health Monitoring Program: Expenditures and Filled FTE Positions						
	14-15	15-16	16-17	17-18	18-19	19-20
	Actual	Actual	Actual	Actual	Actual	Budget
<b>Expenditures by Object</b>						
Personnel Services	\$0.78	\$0.82	\$0.74	\$0.78	\$1.13	\$1.21
Operational Expenses	<u>1.39</u>	<u>1.38</u>	<u>1.39</u>	<u>1.40</u>	<u>1.41</u>	<u>1.98</u>
<b>Total</b>	<b>2.17</b>	<b>2.20</b>	<b>2.13</b>	<b>2.17</b>	<b>2.54</b>	<b>3.19</b>
<b>Expenditures by Fund</b>						
General Fund (Restricted)	<u>\$2.17</u>	<u>\$2.20</u>	<u>\$2.13</u>	<u>\$2.17</u>	<u>\$2.54</u>	<u>\$3.19</u>
<b>Total</b>	<b>2.17</b>	<b>2.20</b>	<b>2.13</b>	<b>2.17</b>	<b>2.54</b>	<b>3.19</b>
<b>Average Weekly FTE Positions</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>11</b>	<b>12</b>
<b>Personnel Cost/FTE (\$ thousands)</b>	<b>\$87.8</b>	<b>\$94.9</b>	<b>\$96.0</b>	<b>\$99.9</b>	<b>\$104.2</b>	<b>\$101.1</b>

Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded.

<sup>5</sup> The VRP participating boards are: Chiropractic; Dentistry; Medicine; Nursing; Occupational Therapy; Optometry; Osteopathic Medicine; Pharmacy; Physical Therapy; Podiatry; Psychology; Social Work, Marriage and Family Therapists and Professional Counselors; Speech-Language Pathology and Audiology; and Veterinary Medicine.

## Performance Measures

Professional Health Monitoring Program						
	14-15	15-16	16-17	17-18	18-19	19-20
<b><u>Descriptive</u></b>						
# Active professional licensees (000s) <sup>1</sup>	857	869	867	879	894	913
<b><u>Output</u></b>						
# Cases processed by PHMP <sup>2</sup>	2,503	2,294	2,374	2,183	2,126	2,123
# Individuals enrolled in the VRP <sup>3</sup>	331	286	326	240	249	275
# Individuals ordered to be monitored by DMU <sup>4</sup>	149	176	156	189	161	175
<b><u>Efficiency</u></b>						
Avg. cost per case processed by PHMP <sup>5</sup>	\$866	\$958	\$896	\$995	\$1,197	\$1,504
<b><u>Outcome</u></b>						
% Individuals who agree to cooperate with VRP <sup>6</sup>	51%	50%	48%	41%	42%	47%
Notes:						
1 By calendar year.						
2 Total number of cases processed by PHMP includes individuals referred to the VRP for evaluation and/or monitoring, licensees placed in the DMU for monitoring, licensees requiring a PHMP evaluation for reinstatement of a suspended license, former PHMP participants requesting verification letter of successful completion, and PHMP processing disciplinary orders issued by the licensing boards in impairment-related cases.						
3 Number of impaired professionals who voluntarily enrolled in the Voluntary Recovery Program (VRP) and agreed to enter into a VRP agreement.						
4 Number of impaired professionals ordered by a licensing board or commission to be monitored by the Disciplinary Monitoring Unit (DMU).						
5 Total activity cost divided by the total number of cases processed by the PHMP.						
6 Calculated by taking the sum of the total enrolled in the VRP and the licensees assessed as not impaired divided by the sum of the total enrolled in the VRP, the licensees assessed as not impaired and licensees that refuse to cooperate.						

## Activity 6: Enforcement and Investigations

The Bureau of Enforcement and Investigations (BEI) provides regulatory, investigative, inspection and enforcement services to the Bureau of Professional and Occupational Affairs (BPOA), the Bureau of Corporations and Charitable Organizations (BCCO), the Bureau of Election Services and Notaries and the State Athletic Commission (SAC). Within BPOA, BEI conducts (1) investigations on behalf of the 29 professional licensing boards and commissions, as authorized by their governing statutes and regulations and (2) facility inspection enforcement actions including the issuance of civil citations and summary imposition of fines. Additionally, BEI has the authority to request and serve cease and desist orders, subpoenas and immediate temporary suspension orders on licensees or charitable organizations. The bureau further coordinates, as necessary, with the appropriate local, state or federal law enforcement agencies and prosecution authorities, as civil or criminal violations outside the jurisdiction of the Secretary of the Commonwealth are determined.

The primary goals and outcomes of this activity are as follows:

- Reduce the number of complaint-driven inspections by increasing compliance on routine inspections to enhance public safety.
- Reduce processing times for investigations and number of open cases per employee to enhance public safety.

Licensing fees of the various licensing boards primarily fund this activity.

### Resources

<b>Enforcement and Investigations: Expenditures and Filled FTE Positions</b>						
	<b>14-15</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>
<b>Expenditures by Object</b>						
Personnel Services	\$10.40	\$11.60	\$11.31	\$11.36	\$11.91	\$13.35
Operational Expenses	<u>1.71</u>	<u>1.78</u>	<u>1.53</u>	<u>1.76</u>	<u>1.61</u>	<u>2.07</u>
<b>Total</b>	<b>12.11</b>	<b>13.38</b>	<b>12.83</b>	<b>13.11</b>	<b>13.52</b>	<b>15.43</b>
<b>Expenditures by Fund</b>						
General Fund (State)	\$1.02	\$0.95	\$0.76	\$0.72	\$0.76	\$0.84
General Fund (Restricted)	<u>11.10</u>	<u>12.43</u>	<u>12.07</u>	<u>12.39</u>	<u>12.77</u>	<u>14.59</u>
<b>Total</b>	<b>12.11</b>	<b>13.38</b>	<b>12.83</b>	<b>13.11</b>	<b>13.52</b>	<b>15.43</b>
<b>Average Weekly FTE Positions</b>	<b>128</b>	<b>133</b>	<b>131</b>	<b>131</b>	<b>133</b>	<b>139</b>
<b>Personnel Cost/FTE (\$ thousands)</b>	<b>\$81.3</b>	<b>\$87.2</b>	<b>\$86.3</b>	<b>\$86.7</b>	<b>\$89.6</b>	<b>\$96.1</b>

Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded.

## Performance Measures

Enforcement and Investigations						
	14-15	15-16	16-17	17-18	18-19	19-20
<b><u>Descriptive</u></b>						
# Active professional licensees (000s) <sup>1</sup>	857	869	867	879	894	913
# Inspectors	32	34	34	38	31	31
# Investigators	81	82	82	88	83	86
<b><u>Output</u></b>						
# Investigations completed	4,416	5,422	5,890	5,107	5,012	5,100
# Routine inspections completed <sup>2</sup>	21,075	21,192	22,753	22,718	23,515	--
# Complaint-driven inspections completed <sup>3</sup>	393	539	571	445	435	--
<b><u>Efficiency</u></b>						
Avg. # inspections per inspector	669	649	678	606	773	750
Cost per inspection	\$114	\$131	\$123	\$126	\$124	\$129
Cost per investigation	\$1,574	\$1,434	\$1,301	\$1,493	\$1,611	\$1,588
<b><u>Outcome</u></b>						
% Complaint-driven inspections <sup>4</sup>	1.8%	2.5%	2.4%	1.9%	1.8%	--
# Facilities that require reinspection <sup>5</sup>	1,242	1,432	1,200	1,142	844	1,000
Avg. # investigations completed/investigator	55	66	72	58	61	59
Avg. # days to complete investigation	107	102	115	99	100	100
Notes:						
1 By calendar year.						
2 Number of facility inspections that were completed to comply with administrative requirements that each facility be inspected at least once in a two-year period.						
3 Number of facility inspections that were completed as a result of complaints that were filed with the Professional Compliance Office.						
4 The number of inspections as a result of a complaint divided by the total number of inspections.						
5 The total number of facilities that require an additional inspection because of a "failed" previous inspection.						

## Activity 7: Corporations and Charitable Organizations

The Bureau of Corporations and Charitable Organizations maintains the records repository for companies that do business in the Commonwealth and serves as the centralized repository for Uniform Commercial Code (UCC) financing statements. To ensure expedited processing of corporate documents, corporations can register online through PennFile. The bureau also administers the state's charitable solicitation law. It maintains registration and financial information on over 13,000 charities soliciting in the Commonwealth as well as more than 500 professional solicitors and fundraising counsels.

The primary goals and outcomes of this activity are (1) to increase the percentage of corporation registrations, UCC financing statements and charity registrations filed electronically to modernize and provide timely access to business and charity information and (2) to improve customer service and efficiencies to continue timely issuance of registrations.

The Corporations and Charitable Organizations Activity is funded by registration and filing fees from business and UCC filings, certification requests and expedite fees. No state tax dollars are used to support this activity.

### Resources

#### Corporations and Charitable Organizations: Expenditures and Filled FTE Positions

	14-15 Actual	15-16 Actual	16-17 Actual	17-18 Actual	18-19 Actual	19-20 Budget
<b>Expenditures by Object</b>						
Personnel Services	\$3.06	\$3.44	\$3.73	\$3.80	\$3.86	\$4.36
Operational Expenses	<u>3.93</u>	<u>2.84</u>	<u>3.15</u>	<u>2.70</u>	<u>2.90</u>	<u>3.71</u>
<b>Total<sup>1</sup></b>	<b>7.00</b>	<b>6.28</b>	<b>6.88</b>	<b>6.55</b>	<b>6.76</b>	<b>8.07</b>
<b>Expenditures by Fund</b>						
General Fund (Restricted)	<u>\$7.00</u>	<u>\$6.28</u>	<u>\$6.88</u>	<u>\$6.55</u>	<u>\$6.76</u>	<u>\$8.07</u>
<b>Total</b>	<b>7.00</b>	<b>6.28</b>	<b>6.88</b>	<b>6.55</b>	<b>6.76</b>	<b>8.07</b>
<b>Average Weekly FTE Positions</b>	<b>43</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>42</b>	<b>47</b>
<b>Personnel Cost/FTE (\$ thousands)</b>	<b>\$70.6</b>	<b>\$76.1</b>	<b>\$82.7</b>	<b>\$84.9</b>	<b>\$91.6</b>	<b>\$92.9</b>

Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded.

1 Includes fixed assets expenses and non-expense items (<\$5,000/year).

## Performance Measures

Corporations and Charitable Organizations						
	2014	2015	2016	2017	2018	2019
<b><u>Descriptive</u></b>						
# Registered corporations (000s)	--	--	--	--	--	3,210
# Registered charities (000s)	--	--	--	--	--	10
<b><u>Output</u></b>						
# Corporation filings	146,295	139,830	147,770	101,153	88,158	110,000
# UCC filings	128,831	129,151	141,789	141,910	126,388	149,000
# Charity filings	12,319	12,988	14,336	14,947	14,895	14,300
<b><u>Efficiency</u></b>						
Avg. days for initial review of corporate filings <sup>1</sup>	5	4	6	2	5	3
Avg. days for initial review of UCC filings <sup>1</sup>	2	6	2	3	4	3
Avg. days for initial review of charity filings <sup>1</sup>	7	6	4	3	10	3
<b><u>Outcome</u></b>						
% Corporate registrations filed online	10%	28%	40%	48%	53%	61%
% UCC reports filed online	73%	51%	76%	81%	81%	83%
% Charity registrations filed online <sup>2</sup>	--	--	--	--	35%	55%
Notes:						
1 Average number of days it takes the staff to review a filing and provide a response to the filers. It is calculated from the received date to the time the filing is approved or rejected.						
2 Charities could not file electronically prior to 2018.						



## Activity 8: State Athletic Commission

The State Athletic Commission (SAC) provides oversight for professional and amateur boxing, mixed martial arts (MMA) and kickboxing/muay-tai events, as well as the licensing of wrestling promoters within the state of Pennsylvania. The commission sanctioned over 550 events in 2018. The licensee population includes athletic agents, professional boxers, professional MMAs, amateur MMAs, managers, boxer promoters, MMA promoters and wrestling promoters.

The primary goals and outcomes of this activity are as follows:

- Increase the number of events in the Commonwealth by raising the visibility and viability of boxing, MMA, kickboxing/muay-tai and wrestling in Pennsylvania.
- Continue to ensure the health and safety of the public and the licensing community through well-regulated events and strict oversight.

The SAC is funded through a five percent gate tax on ticket sales, pay-per-view revenue and other fees.

### Resources

#### State Athletic Commission: Expenditures and Filled FTE Positions

	14-15 Actual	15-16 Actual	16-17 Actual	17-18 Actual	18-19 Actual	19-20 Budget
<b>Expenditures by Object</b>						
Personnel Services	\$0.36	\$0.36	\$0.45	\$0.47	\$0.48	\$0.55
Operational Expenses	<u>0.11</u>	<u>0.11</u>	<u>0.13</u>	<u>0.13</u>	<u>0.14</u>	<u>0.30</u>
<b>Total</b>	<b>0.47</b>	<b>0.47</b>	<b>0.58</b>	<b>0.60</b>	<b>0.61</b>	<b>0.85</b>
<b>Expenditures by Fund</b>						
General Fund (Restricted)	<u>\$0.47</u>	<u>\$0.47</u>	<u>\$0.58</u>	<u>\$0.60</u>	<u>\$0.61</u>	<u>\$0.85</u>
<b>Total</b>	<b>0.47</b>	<b>0.47</b>	<b>0.58</b>	<b>0.60</b>	<b>0.61</b>	<b>0.85</b>
<b>Average Weekly FTE Positions</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Personnel Cost/FTE (\$ thousands)</b>	<b>\$90.8</b>	<b>\$87.4</b>	<b>\$90.6</b>	<b>\$93.8</b>	<b>\$96.0</b>	<b>\$109.0</b>

Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded. Per diem wage employees paid an hourly rate to oversee sanctioned SAC events (on a temporary, part-time basis) are excluded from the average weekly FTE positions. Personnel cost/FTE will be slightly overstated due to the inclusion of the per diem expenditures within personnel costs.

## Performance Measures

State Athletic Commission						
	14-15	15-16	16-17	17-18	18-19	19-20
<b><u>Descriptive</u></b>						
# Total SAC licensees <sup>1</sup>	2,465	2,101	2,593	2,760	2,369	2,400
<b><u>Output</u></b>						
# Drug tests performed per calendar year	181	144	171	204	253	--
Revenue generated (\$ thousands)	\$735	\$676	\$650	\$895	\$743	\$875
<b><u>Efficiency</u></b>						
Average SAC activity cost per event <sup>2</sup>	\$932	\$955	\$1,158	\$1,266	\$1,107	\$1,588
<b><u>Outcome</u></b>						
Gross ticket sales (\$ millions)	\$7.9	\$8.8	\$8.4	\$11.0	\$9.0	--
# Wrestling events	350	369	364	337	403	390
# Professional, amateur and kick boxing events	115	98	101	112	125	120
# MMA events	37	27	36	25	24	22
% Failed drug tests	6%	6%	4%	3%	4%	--
Notes:						
1 Total number of licensed athletes, athletic agents, announcers, judges, managers, matchmakers, physicians, promoters, referees, time keepers, trainers, etc. at calendar year end.						
2 Total SAC expenditures divided by sum of all events (wrestling, kick boxing and MMA).						

## Activity 9: Administration

The Administration Activity provides organizational leadership and core support services. It includes the executive leadership functions associated with the Secretary, Deputy Secretaries and the legal, legislative, communications and policy offices. It also includes human resources, information technology and financial management services. The augmentations primarily used to support this activity are from intra-agency billings associated with various programs within the department.

### Resources

<b>Administration: Expenditures and Filled FTE Positions</b>						
	<b>14-15</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>
<b>Expenditures by Object</b>						
Personnel Services	\$5.54	\$6.02	\$5.98	\$5.76	\$3.69	\$4.86
Operational Expenses	<u>0.45</u>	<u>0.47</u>	<u>0.48</u>	<u>0.51</u>	<u>2.98</u>	<u>0.81</u>
<b>Total</b>	<b>5.99</b>	<b>6.49</b>	<b>6.46</b>	<b>6.27</b>	<b>6.67</b>	<b>5.67</b>
<b>Expenditures by Fund</b>						
General Fund (State)	\$0.48	\$0.65	\$0.41	\$0.00	\$0.65	\$0.68
General Fund (Augmentations)	<u>5.51</u>	<u>5.84</u>	<u>6.04</u>	<u>6.27</u>	<u>6.01</u>	<u>4.99</u>
<b>Total</b>	<b>5.99</b>	<b>6.49</b>	<b>6.46</b>	<b>6.27</b>	<b>6.67</b>	<b>5.67</b>
<b>Average Weekly FTE Positions</b>	<b>52</b>	<b>54</b>	<b>52</b>	<b>31</b>	<b>35</b>	<b>39</b>
<b>Personnel Cost/FTE (\$ thousands)</b>	<b>\$106.8</b>	<b>\$112.1</b>	<b>\$114.9</b>	<b>\$184.6</b>	<b>\$104.7</b>	<b>\$125.2</b>

Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded.

## Performance Measures

<b>Administration</b>						
	<b>14-15</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>
<b><u>Descriptive</u></b>						
Agency FTE <sup>1</sup>	459	465	461	437	466	488
Overtime costs (\$ thousands)	\$87	\$182	\$327	\$377	\$444	\$443
HR costs (\$ thousands) <sup>2</sup>	\$424	\$438	\$536	\$372	\$523	\$569
IT costs (\$ thousands) <sup>2</sup>	\$1,300	\$1,350	\$1,241	\$1,204	\$2,499	\$2,498
<b><u>Efficiency</u></b>						
Overtime cost per agency FTE	\$189	\$393	\$710	\$862	\$952	\$907
HR cost per agency FTE <sup>2</sup>	\$924	\$943	\$1,163	\$851	\$1,121	\$1,166
IT cost per agency FTE <sup>2</sup>	\$2,832	\$2,905	\$2,692	\$2,754	\$5,358	\$5,116
<b><u>Outcome</u></b>						
Staff turnover rate	10%	11%	8%	5%	6%	--
Note:						
1 Excludes unpaid board members and per diem employees.						
2 In FY 17-18, executive agency HR services and IT complement were consolidated under the Office of Administration (OA). During this transitional year, executive agencies continued to pay the personnel costs associated with the HR and IT complement transferred to OA. Beginning in FY 18-19, agencies are billed for these services as well as for a portion of the HR and IT enterprise budget previously appropriated to OA.						

# Appendix

## Number of Licensees by Board and Position

	2014	2015	2016	2017	2018
<b>State Board of Nursing</b>					
Registered Nurse (RN)	216,691	217,942	217,808	221,633	226,237
Practical Nurse	55,557	58,669	51,178	54,210	51,641
Certified RN Practitioner	9,825	10,699	11,369	12,371	13,690
Dietitian-Nutritionist	3,877	4,182	3,982	4,304	4,213
Prescriptive Authority	9,773	11,088	11,454	12,542	14,367
Clinical Nurse Specialist	<u>196</u>	<u>219</u>	<u>227</u>	<u>232</u>	<u>246</u>
<b>Total</b>	<b>295,919</b>	<b>302,799</b>	<b>296,018</b>	<b>305,292</b>	<b>310,394</b>
<b>State Board of Cosmetology</b>					
Cosmetology Teacher	8,546	7,630	7,911	7,158	7,678
Cosmetologist	87,757	82,832	86,032	78,490	78,701
Esthetician	6,066	6,294	6,690	6,810	7,053
Nail Technician	14,507	13,525	14,236	13,329	14,706
Cosmetology Salon	14,426	13,496	13,713	13,313	11,910
Esthetician Salon	1,950	1,962	2,133	2,268	2,140
Nail Technology Salon	2,371	2,265	2,385	2,453	2,261
Cosmetology School	162	155	158	149	160
Natural Hair Braider	17	18	19	25	36
Natural Hair Braiding Salon	8	10	11	12	10
Nail Technician Teacher	8	14	15	16	16
Esthetician Teacher	17	23	23	25	27
Natural Hair Braider Teacher	<u>1</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>1</u>
<b>Total</b>	<b>135,836</b>	<b>128,225</b>	<b>133,328</b>	<b>124,050</b>	<b>124,699</b>
<b>State Board of Medicine</b>					
Medical Physician & Surgeon	46,371	50,036	45,632	49,586	47,405
Medical Physician Assistant	6,794	7,495	7,493	8,324	8,704
Acupuncturist	491	532	469	525	499
Midwife	369	400	392	444	436
Respiratory Therapist	6,855	7,230	6,676	7,070	6,782
Physician Acupuncturist	136	145	132	140	135
Athletic Trainer	2,550	2,892	2,605	2,938	2,893
Practitioner of Oriental Medicine	163	180	169	197	203
Nurse-Midwife Prescriptive Authority	286	305	311	362	358
Perfusionist	286	309	289	315	306
Behavior Specialist	2,548	2,889	2,716	3,114	3,146
Drugless Therapist	1	1	0	0	0
Orthotist	288	312	274	299	293
Orthotic Fitter	161	190	188	214	187
Pedorthist	107	116	102	108	106
Prosthetist	202	219	200	223	211
Genetic Counselor	<u>231</u>	<u>299</u>	<u>298</u>	<u>356</u>	<u>403</u>
<b>Total</b>	<b>67,839</b>	<b>73,550</b>	<b>67,946</b>	<b>74,215</b>	<b>72,067</b>

**Number of Licensees by Board and Position (continued...)**

	2014	2015	2016	2017	2018
<b>State Real Estate Commission</b>					
Associate Broker	34,689	37,853	3,898	4,157	3,948
Branch Office	1,056	1,033	847	887	855
Broker (Corp, LLC, Partner)	3,158	3,296	3,157	3,465	3,417
Broker (Sole Proprietor)	4,007	4,042	906	997	922
Broker Multi-Licensee	3,041	3,223	3,136	3,594	3,532
Builder/Owner Salesperson	827	886	465	473	447
Campground Mem. Salesperson	459	495	32	33	21
Cemetery Associate Broker	5	5	4	4	4
Cemetery Broker (Corp, LLC, Partner)	2	2	38	39	38
Cemetery Broker (Sole Proprietor)	5	5	1	1	1
Cemetery Broker of Record	29	33	38	39	40
Cemetery Salesperson	46	33	453	536	408
Manager of Record	166	214	3	3	2
Promotional Property	36	41	32	33	26
Real Estate Education Provider	560	647	41	42	42
Real Estate Salesperson	1	1	37,250	41,848	42,094
Rental Listing Referral Agent (RR) <sup>1</sup>	37	38	3	3	2
Rental Listing Referral Agent (SR) <sup>1</sup>	3	4	1	1	1
Time Share Salesperson	<u>44</u>	<u>40</u>	<u>186</u>	<u>190</u>	<u>143</u>
<b>Total</b>	<b>48,171</b>	<b>51,891</b>	<b>50,491</b>	<b>56,345</b>	<b>55,943</b>
<b>State Board of Vehicle Manufacturers, Dealers, and Salespersons</b>					
Vehicle Dealer	7,118	6,936	6,998	6,800	7,153
Vehicle Salesperson	35,393	33,520	35,656	32,272	36,386
Vehicle Branch	425	415	429	414	440
Vehicle Auction	59	60	61	61	62
Vehicle Manufacturer	289	284	290	297	312
Manufacturer Branch	13	12	12	13	14
Vehicle Representative	1,156	1,095	1,295	1,141	1,312
Vehicle Distributor	<u>66</u>	<u>72</u>	<u>74</u>	<u>64</u>	<u>71</u>
<b>Total</b>	<b>44,519</b>	<b>42,394</b>	<b>44,815</b>	<b>41,062</b>	<b>45,750</b>
<b>State Board of Pharmacy</b>					
Pharmacist	22,230	23,314	22,616	23,629	23,263
Pharmacy	3,419	3,441	3,454	3,400	3,415
Authorization to Administer Injectables	8,676	9,562	9,430	10,292	10,205
Nonresident Pharmacy	<u>0</u>	<u>291</u>	<u>752</u>	<u>948</u>	<u>1,094</u>
<b>Total</b>	<b>34,325</b>	<b>36,608</b>	<b>36,252</b>	<b>38,269</b>	<b>37,977</b>
<b>State Reg. Board for Professional Engineers, Land Surveyors, and Geologists</b>					
Professional Engineer	29,286	28,653	29,937	28,374	30,790
Professional Land Surveyor	2,052	1,941	1,966	1,795	1,908
Professional Geologist	<u>2,312</u>	<u>2,204</u>	<u>2,282</u>	<u>2,120</u>	<u>2,298</u>
<b>Total</b>	<b>33,650</b>	<b>32,798</b>	<b>34,185</b>	<b>32,289</b>	<b>34,996</b>

1 RR is for corporations, LLCs and partnerships. SR is for sole proprietors.

**Number of Licensees by Board and Position (continued...)**

	2014	2015	2016	2017	2018
<b>State Board of Dentistry</b>					
Dentist	10,328	9,774	10,155	9,672	10,187
Dental Hygienist (DH)	9,348	9,037	9,385	9,128	9,519
Expanded Function Dental Assistant	2,170	2,246	2,401	2,417	2,675
Anesthesia - Unrestricted	392	376	406	387	409
Anesthesia - Restricted I	213	207	212	199	203
Anesthesia - Restricted II	2,301	2,255	2,375	2,311	2,432
DH Local Anesthesia	2,489	2,803	3,136	3,355	3,723
Public Health DH Practitioner	605	658	721	776	862
EFDA Education Program	4	10	10	10	10
Restricted Facility License	<u>8</u>	<u>18</u>	<u>20</u>	<u>18</u>	<u>23</u>
<b>Total</b>	<b>27,858</b>	<b>27,384</b>	<b>28,821</b>	<b>28,273</b>	<b>30,043</b>
<b>State Board of Accountancy</b>					
Accountancy Firm	1,597	1,532	1,582	1,481	1,532
Certified Public Accountant	25,322	25,039	26,398	25,838	27,141
Public Accountant	176	156	155	131	132
Program Sponsor	<u>617</u>	<u>541</u>	<u>580</u>	<u>492</u>	<u>515</u>
<b>Total</b>	<b>27,712</b>	<b>27,268</b>	<b>28,715</b>	<b>27,942</b>	<b>29,320</b>
<b>State Board of Physical Therapy</b>					
Physical Therapist (PT)	12,862	13,813	13,345	14,190	14,284
Physical Therapist Assistant (PTA)	1,306	1,390	1,237	1,343	1,260
PTA - Indirect Supervision	3,761	4,107	4,131	4,404	4,542
Direct Access Authorization - PT	2,332	2,618	2,670	2,929	3,051
Continuing Education Program	<u>1,562</u>	<u>3,067</u>	<u>1,750</u>	<u>3,215</u>	<u>4,153</u>
<b>Total</b>	<b>21,823</b>	<b>24,995</b>	<b>23,133</b>	<b>26,081</b>	<b>27,290</b>
<b>State Board of Social Workers, Marriage and Family Therapists, and Prof. Counselors</b>					
Social Worker	8,428	8,117	8,710	8,519	7,913
Clinical Social Worker	5,676	5,902	6,215	6,296	6,361
Marriage and Family Therapist	617	638	681	698	723
Professional Counselor	<u>6,176</u>	<u>6,645</u>	<u>7,133</u>	<u>7,569</u>	<u>7,911</u>
<b>Total</b>	<b>20,897</b>	<b>21,302</b>	<b>22,739</b>	<b>23,082</b>	<b>22,908</b>
<b>State Board of Occupational Therapy Education and Licensure</b>					
Occupational Therapist	8,131	7,780	8,425	8,150	9,068
Occupational Therapy Assistant	<u>3,572</u>	<u>3,417</u>	<u>3,739</u>	<u>3,504</u>	<u>3,954</u>
<b>Total</b>	<b>11,703</b>	<b>11,197</b>	<b>12,164</b>	<b>11,654</b>	<b>13,022</b>

**Number of Licensees by Board and Position (continued...)**

	2014	2015	2016	2017	2018
<b>State Board of Osteopathic Medicine</b>					
Osteopathic Physician & Surgeon	7,684	8,537	7,952	8,722	8,651
Osteopathic Physician Assistant	1,283	1,603	1,594	1,980	2,130
Osteopathic Acupuncturist	124	124	104	109	106
Osteopathic Respiratory Therapist	514	573	524	551	540
Osteopathic Perfusionist	27	31	31	37	30
Osteopathic Physician Acupuncturist	44	48	42	46	45
Osteopathic Genetic Counselor	0	9	7	9	11
Osteopathic Athletic Trainer	<u>127</u>	<u>189</u>	<u>181</u>	<u>260</u>	<u>261</u>
<b>Total</b>	<b>9,803</b>	<b>11,114</b>	<b>10,435</b>	<b>11,714</b>	<b>11,774</b>
<b>State Architects Licensure Board</b>					
Registered Architect	8,360	8,256	8,634	8,377	8,940
Architect Firm	<u>1,582</u>	<u>1,555</u>	<u>1,650</u>	<u>1,514</u>	<u>1,660</u>
<b>Total</b>	<b>9,942</b>	<b>9,811</b>	<b>10,284</b>	<b>9,891</b>	<b>10,600</b>
<b>State Board of Massage Therapy</b>					
Massage Therapist	<u>8,959</u>	<u>8,746</u>	<u>9,227</u>	<u>8,754</u>	<u>9,104</u>
<b>Total</b>	<b>8,959</b>	<b>8,746</b>	<b>9,227</b>	<b>8,754</b>	<b>9,104</b>
<b>State Board of Examiners in Speech-Language Pathology and Audiology</b>					
Speech Language Pathologist	6,973	7,650	7,309	7,829	7,731
Audiologist	<u>915</u>	<u>984</u>	<u>944</u>	<u>1,010</u>	<u>983</u>
<b>Total</b>	<b>7,888</b>	<b>8,634</b>	<b>8,253</b>	<b>8,839</b>	<b>8,714</b>
<b>State Board of Barber Examiners</b>					
Barber Teacher	243	233	257	281	264
Barber Manager	3,179	2,778	2,935	3,069	2,695
Barber	2,974	2,711	3,085	3,439	3,078
Barber Shop	2,287	2,094	2,258	2,406	2,175
Barber School	<u>31</u>	<u>33</u>	<u>38</u>	<u>40</u>	<u>38</u>
<b>Total</b>	<b>8,714</b>	<b>7,849</b>	<b>8,573</b>	<b>9,235</b>	<b>8,250</b>
<b>State Board of Veterinary Medicine</b>					
Veterinarian	4,586	4,980	4,800	5,209	5,005
Veterinary Technician	<u>2,157</u>	<u>2,413</u>	<u>2,399</u>	<u>2,688</u>	<u>2,700</u>
<b>Total</b>	<b>6,743</b>	<b>7,393</b>	<b>7,199</b>	<b>7,897</b>	<b>7,705</b>
<b>State Board of Psychology</b>					
Psychologist	<u>6,093</u>	<u>5,885</u>	<u>6,085</u>	<u>5,876</u>	<u>6,231</u>
<b>Total</b>	<b>6,093</b>	<b>5,885</b>	<b>6,085</b>	<b>5,876</b>	<b>6,231</b>



**Number of Licensees by Board and Position (continued...)**

	2014	2015	2016	2017	2018
<b>State Board of Funeral Directors</b>					
Funeral Director	3,207	3,024	3,109	3,192	3,103
Funeral Director - Limited	152	118	127	137	123
Funeral Supervisor	1,268	1,239	1,267	1,271	1,277
Branch	275	280	289	287	285
Estate	1	1	0	0	0
Professional Corporation	116	116	118	114	113
Sole Proprietor	352	332	327	323	310
Partnership	23	22	26	26	27
Restricted Business Corporation	797	790	791	793	794
Widow/Widower/Estate License	17	15	15	15	13
Pre-1935 Business Corporation	50	49	46	44	47
Continuing Education Provider	<u>55</u>	<u>39</u>	<u>55</u>	<u>58</u>	<u>39</u>
<b>Total</b>	<b>6,313</b>	<b>6,025</b>	<b>6,170</b>	<b>6,260</b>	<b>6,131</b>
<b>State Board of Certified Real Estate Appraisers</b>					
Certified Residential Appraiser	1,986	1,861	1,885	1,775	1,809
Certified General Appraiser	1,427	1,388	1,442	1,379	1,436
Certified Pennsylvania Evaluator	547	569	592	571	598
Certified Broker/Appraiser	489	429	429	365	367
Appraisal Management Company	149	158	168	161	168
Licensed Appraiser Trainee	454	330	353	358	413
<b>Total</b>	<b>5,052</b>	<b>4,735</b>	<b>4,869</b>	<b>4,609</b>	<b>4,791</b>
<b>State Board of Chiropractic</b>					
Chiropractor	<u>4,111</u>	<u>4,277</u>	<u>4,047</u>	<u>4,164</u>	<u>3,959</u>
<b>Total</b>	<b>4,111</b>	<b>4,277</b>	<b>4,047</b>	<b>4,164</b>	<b>3,959</b>
<b>State Board of Crane Operators</b>					
Crane Operator	<u>3,432</u>	<u>3,943</u>	<u>3,228</u>	<u>3,895</u>	<u>3,476</u>
<b>Total</b>	<b>3,432</b>	<b>3,943</b>	<b>3,228</b>	<b>3,895</b>	<b>3,476</b>
<b>State Board of Optometry</b>					
Optometrist	14	14	9	9	5
Optometrist - Diagnostics	192	191	147	146	120
Optometrist - Therapeutics (TH)	266	268	247	248	230
Optometrist - TH/Glaucoma	<u>2,205</u>	<u>2,324</u>	<u>2,270</u>	<u>2,400</u>	<u>2,342</u>
<b>Total</b>	<b>2,677</b>	<b>2,797</b>	<b>2,673</b>	<b>2,803</b>	<b>2,697</b>
<b>State Board of Auctioneer Examiners</b>					
Apprentice Auctioneer	321	299	321	283	211
Licensed Auction House	166	156	151	0	0
Auctioneer	2,093	1,992	1,999	1,865	1,741
Licensed Auction Company	226	242	273	316	296
Trading Assistant	<u>52</u>	<u>44</u>	<u>51</u>	<u>49</u>	<u>45</u>
<b>Total</b>	<b>2,858</b>	<b>2,733</b>	<b>2,795</b>	<b>2,513</b>	<b>2,293</b>

**Number of Licensees by Board and Position (continued...)**

	2014	2015	2016	2017	2018
<b>State Board of Examiners of Nursing Home Administrators</b>					
Nursing Home Administrator	<u>1,801</u>	<u>1,894</u>	<u>1,724</u>	<u>1,872</u>	<u>1,753</u>
<b>Total</b>	<b>1,801</b>	<b>1,894</b>	<b>1,724</b>	<b>1,872</b>	<b>1,753</b>
<b>State Board of Podiatry</b>					
Doctor of Podiatric Medicine	<u>1,440</u>	<u>1,541</u>	<u>1,611</u>	<u>1,532</u>	<u>1,439</u>
<b>Total</b>	<b>1,440</b>	<b>1,541</b>	<b>1,611</b>	<b>1,532</b>	<b>1,439</b>
<b>State Board of Landscape Architects</b>					
Landscape Architect	<u>1,037</u>	<u>965</u>	<u>1,007</u>	<u>969</u>	<u>1,042</u>
<b>Total</b>	<b>1,037</b>	<b>965</b>	<b>1,007</b>	<b>969</b>	<b>1,042</b>
<b>Navigation Commission for the Delaware River and its Navigable Tributaries</b>					
Pilot - First Class	34	34	37	36	36
Pilot - Second Class	0	4	0	0	0
Pilot - Third Class	4	1	0	0	0
Pilot - Fourth Class	1	0	0	0	0
Apprentice Pilot	<u>0</u>	<u>0</u>	<u>4</u>	<u>4</u>	<u>4</u>
<b>Total</b>	<b>39</b>	<b>39</b>	<b>41</b>	<b>40</b>	<b>40</b>
<b>Grand Total</b>	<b>857,154</b>	<b>868,792</b>	<b>866,828</b>	<b>879,417</b>	<b>894,408</b>

## Performance-Based Budgeting and Tax Credit Review Schedule

Year		Performance-Based Budgets				
1	Corrections	Board of Probation and Parole	PA Commission on Crime & Delinquency	Juvenile Court Judges' Commission	Banking and Securities	General Services
2	Economic & Community Development	Human Services – Part 1	Health	Environmental Protection	PA Emergency Management Agency	State
3	PennDOT	Human Services – Part 2	State Police	Military & Veterans Affairs		
4	Education	Human Services – Part 3	Aging	PA Historical & Museum Commission	Agriculture	Labor and Industry
5	Drug and Alcohol Programs	Insurance	Revenue	Executive Offices	Environmental Hearing Board	Conservation and Natural Resources
Year		Tax Credits				
1	Film Production	New Jobs	Historic Preservation Incentive			
2	Research and Development	Keystone Innovation Zones	Mobile Telecom and Broadband	Organ and Bone Marrow		
3	Neighborhood Assistance	Resource Enhancement and Protections (REAP)	Entertainment & Economic Enhancement	Video Game Production	Keystone Special Development Zones	
4	Educational Tax Credits	Coal Refuse and Reclamation	Mixed Use	Community-Based Services		
5	Resource Manufacturing	Brewers'	Computer Data Center	Manufacturing and Investment	Waterfront Development	Rural Jobs and Investment

 Independent Fiscal Office

