EXPENDITURES
Costs are incurred for such functions as these, based upon whether the authority and responsibility are retained or delegated:

- **Examination**
- **Licensure:** including individuals and firms; initial and renewal; tracking CPE & PR
- **Enforcement**
- **Administration:** including Payroll; Personnel; Accounting; Risk Management; Strategic Planning; IT Planning; Disaster Recovery Planning; Budgeting; Public Records Requests; Administrative Procedures; etc.

PERSONNEL COSTS: Approximately 60% of Total Expenditures
- Salary
- Benefits, such as Health & Life Insurance; Workers Comp; Retirement; Unemployment Tax; FICA; Leave

OPERATING EXPENSES: Approximately 35-39% of Total Expenditures
- Communications, such as
  - Postal
  - Phones & Fax (Video or Conference Calling too)
  - Data Lines (ie internet connections)
- Employee Development, such as
  - Publications
  - Subscriptions
  - Training
- Professional Services, such as
  - Auditing
  - Legal Services
- Repair and Maintenance Services, such as
  - Building Services
  - Computer Hardware & Software Maintenance
- Printing and Photocopying Services
- Computer Services
- Staff and Board Travel Expenses, such as
  - Airfare
  - Mileage
  - Subsistence and Lodging
  - Refreshments
  - Rental Vehicles
  - Shuttles and Taxis

OPERATING EXPENSES (continued)
- Office Supplies, including non-capital outlay equipment
- Computer Software and Supplies
- Insurance, such as
  - Liability
  - Property
- Office Equipment Leases, such as copiers, computers, phones
- Office Space Lease or Purchase Payments
- Credit Card Fees, if absorbed rather than passing on
- Governmental Overhead, if items such as these are from centralized source
  - Legal Services, if DAGs are used
  - Payroll
  - Accounting
  - Act and Rules
- Investigative Expenses
- Non-Employee Expenses for Committees, such as
  - Investigative
  - CPE
  - Peer Review
- Awards and Recognition
CAPITAL OUTLAY: Approximately 1-5% of Total Expenditures (Initial start-up costs will be higher.)

- Office Furniture
- Computers, Servers, Routers
- Copiers, Scanners, & Faxes
- Phone System
REVENUE
Income is typically tied to these areas. The approximate breakdown of revenue sources shown below reflect a State Board that:

1) collects a processing fee for the exam, but allows a 3rd party (NASBA) to collect actual testing fees.
2) handles all licensing activity
3) retains its fees and fines income
4) registers firms, but at a nominal cost

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>LICENSE</td>
<td>85%</td>
</tr>
<tr>
<td>EXAM</td>
<td>8</td>
</tr>
<tr>
<td>FINES</td>
<td>3</td>
</tr>
<tr>
<td>FIRM REGISTRATION</td>
<td>3</td>
</tr>
<tr>
<td>MISC</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
NOTE: Self-Governing agencies have to be aware of financial considerations, such as:
  Appropriation Levels
  Receiving Dedicated vs. General Funds
  Setting Fee and Fine Levels (and whether Fines are retained vs. reverting to General Fund)
  Possible "sweeping" of Dedicated Funds to offset General Fund shortages