



*Larry Hogan, Governor · Boyd K. Rutherford, Lt. Governor · Robert R. Neall, Secretary*

**Board of Morticians and Funeral Directors**

4201 Patterson Avenue  
Baltimore, Maryland 21215-2299

February 14, 2020

The Honorable Paul G. Pinsky  
Chair, Senate Education, Health, and Environmental Affairs Committee  
Miller Senate Office Building, 2 West Wing  
11 Bladen Street  
Annapolis, Maryland 21401-1991

The Honorable Shane E. Pendergrass  
Chair, House Health and Government Operations Committee  
House Office Building, Room 241  
6 Bladen Street  
Annapolis, Maryland 21401

**Re: Report required by SB 548/Ch. 824 (Section 4), 2017, and HB 824/Ch. 823 (Section 4), 2017 (MSAR # 11092)**

Dear Chair Pinsky and Chair Pendergrass:

The report required by SB 548/Ch. 824 (Section 4), 2017, and HB 824/Ch. 823 (Section 4), 2017 (MSAR # 11092) was due October 1, 2019. Due to 100% employee turnover since enactment of these bills, and the installation of a new Board President, the reporting requirements of this legislation were not realized until notification from Ms. Sarah Albert, Mandated Reports Specialist, Department of Legislative Services on February 5, 2020.

The Board of Morticians and Funeral Directors' (the "Board") requirement was to provide a report on 1) Board action taken in response to the findings of the workload analysis and internal fiscal analysis; 2) Board efforts to ensure sufficient staff resources; 3) improvement of record keeping and the Board web site; 4) improvement of the perception of the Board by some licensees; and 5) further enhancement of communications with the industry. This document constitutes the Board's response to these requirements as directed by the General Assembly.

Please accept this response to the Board action taken in response to the findings of the workload analysis and internal fiscal analysis. The total cost for four employees' salaries is \$188,587.00 per year. The Board does not receive any funds from the State. The licensing fees produce the required funds to run the Board. The current fee schedule (COMAR 10.29.04.02, effective since February 13, 1995) produced revenues of \$373,955.00 in FY18 and \$696,605.00 in FY19. The

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FY20 revenues are projected to be \$433,000.00. The Board's expenditures were \$515,850.55 in FY18 and \$629,976.00 in FY19. Revenues and expenditures in FY18 produced a negative balance of \$141,895.55. Revenues and expenditures in FY19 produced a positive balance of \$66,089.00. The Maryland Department of Health's fiscal officer for the Health Occupations Boards balanced the budget across multiple boards to eliminate negative balances. The disparity in year-to-year revenues is based on collection of select categories of fees on a two-year cycle; however, the average is not consistent year over year. Based on the revenue-to-expenditure ratio, there is a negative balance that either requires adjustment to the Board's fee schedule, or an adjustment to fees collected for review of applications for approval of Continuing Education Requirements (CEUs).

Regarding sufficient staff resources, the Board requires four full-time employees, to include an Executive Director, Licensing Coordinator, Inspector, and Administrative Support. As of the date of this report, all positions have been filled with the exception of the Administrative Support position. A selection for Administrative Support has been made, but the selected individual declined. Another recruitment has already been initiated. There are no requirements for overtime.

Regarding Board efforts to improve record keeping and the Board web site, the new Executive Director (as of September 2019) conducted audits of licensing records, fee collection, and license distribution between September and December of 2019. Based on the findings, one employee was terminated, two new employees with appropriate skill sets have been hired, hard copy files have been appropriately organized, and new licensing processes have been implemented. Minor improvements have been made to the Board's web site, specifically the addition of new and updated forms. Prior to January 2020, the Board's staff did not have the requisite training to acquire access to manage the Board's web site. The Executive Director and another Board staff member will attend the primary and alternate web site managers web site training scheduled for June 2020 and August 2020 to acquire the web site access. Incremental improvements to the web site continue, with an anticipated completion at the end of FY20.

Based on current Board employee turnover, and including the annual election of the Board President, there is no basis for the assessment of prior and current customer perceptions. Customer perceptions, however, are predominantly influenced by several areas: professionalism, accuracy, and timeliness. Accuracy and timeliness have improved with filling and training long-standing vacant Board staff positions. The new Executive Director oversees the professionalism displayed by Board employees to the licensees and applicants. Written employee counseling, reporting, and monitoring have been the methods to ensure professional, accurate, and timely service to the Board's customers.

Regarding further enhancement of communications with the industry, in compliance with the requirements of the Open Meetings Act, the Board constantly ensures that the agendas and schedules for Board meetings are posted on the Board's web site for the widest attention and attendance of citizens and industry. At the end of each Board open meeting, the Board asks the attendees to introduce themselves and to raise any issues or concerns. The Board also invites prospective licensees to attend Board meetings when their licenses are being considered for approval, and publicly recognizes and welcomes new licensees. These efforts have ensured maximum participation from industry and have further connected the Board to the citizens of Maryland.

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If you have any questions regarding this report, please contact the undersigned at 410-764-4792 or [christy.collins@maryland.gov](mailto:christy.collins@maryland.gov).

Sincerely,

Christy L. Collins, MBA  
Executive Director  
Maryland State Board of Morticians and Funeral Directors

cc Dr. Mark Bailey, President, Maryland Board of Morticians and Funeral Directors  
Deborah Donohue, Assistant Attorney General, Interim Board Counsel, Maryland Board  
of Morticians and Funeral Directors  
Sarah Albert, Department of Legislative Services (5 copies)