

Oregon Board of Chiropractic Examiners



2021-23 Governor's Budget

Oregon Board of Chiropractic Examiners 2021-23 Governor’s Budget

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CERTIFICATION

I hereby certify that the accompanying summary and detailed statements are true and correct to the best of my knowledge and belief and that the accuracy of all numerical information has been verified.

Oregon Board of Chiropractic Examiners

530 Center St. NE, Suite 620, Salem, OR 97301

AGENCY NAME

AGENCY ADDRESS



Francesca Vermillion, D.C., President

SIGNATURE

TITLE

Notice: Requests of agencies headed by a board or commission must be approved by official action of those bodies and signed by the board or commission chairperson.

 Agency Request

 X Governor's Budget

 Legislatively Adopted

The requests of other agencies must be approved and signed by the agency director or administrator.

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BOARD ROSTER

OREGON BOARD OF CHIROPRACTIC EXAMINERS

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Senate Bill 5507

Printed pursuant to Senate Interim Rule 213.28 by order of the President of the Senate in conformance with pre-session filing rules, indicating neither advocacy nor opposition on the part of the President (at the request of Oregon Department of Administrative Services)

SUMMARY

The following summary is not prepared by the sponsors of the measure and is not a part of the body thereof subject to consideration by the Legislative Assembly. It is an editor's brief statement of the essential features of the measure **as introduced**.

Limits biennial expenditures from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by State Board of Chiropractic Examiners.

Declares emergency, effective July 1, 2021.

A BILL FOR AN ACT

1
2 Relating to the financial administration of the State Board of Chiropractic Examiners; and declaring
3 an emergency.

4 **Be It Enacted by the People of the State of Oregon:**

5 **SECTION 1. Notwithstanding any other law limiting expenditures, the amount of**
6 **\$2,121,070 is established for the biennium beginning July 1, 2021, as the maximum limit for**
7 **payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts,**
8 **but excluding lottery funds and federal funds, collected or received by the State Board of**
9 **Chiropractic Examiners.**

10 **SECTION 2. This 2021 Act being necessary for the immediate preservation of the public**
11 **peace, health and safety, an emergency is declared to exist, and this 2021 Act takes effect**
12 **July 1, 2021.**

13

Note: For budget, see 2021-2023 Biennial Budget

NOTE: Matter in **boldfaced** type in an amended section is new; matter [*italic and bracketed*] is existing law to be omitted. New sections are in **boldfaced** type.

Enrolled House Bill 5007

Introduced and printed pursuant to House Rule 12.00. Pre-session filed (at the request of Oregon Department of Administrative Services)

CHAPTER

AN ACT

Relating to the financial administration of the State Board of Chiropractic Examiners; and declaring an emergency.

Be It Enacted by the People of the State of Oregon:

SECTION 1. Notwithstanding any other law limiting expenditures, the amount of \$2,301,011 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the State Board of Chiropractic Examiners.

SECTION 2. This 2019 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2019 Act takes effect July 1, 2019.

Passed by House March 12, 2019

.....
Timothy G. Sekerak, Chief Clerk of House

.....
Tina Kotek, Speaker of House

Passed by Senate April 1, 2019

.....
Peter Courtney, President of Senate

Received by Governor:

.....M.,....., 2019

Approved:

.....M.,....., 2019

.....
Kate Brown, Governor

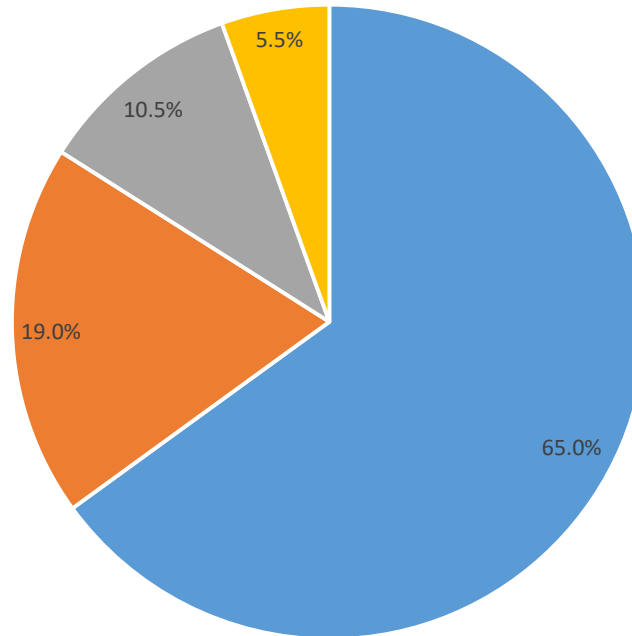
Filed in Office of Secretary of State:

.....M.,....., 2019

.....
Bev Clarno, Secretary of State

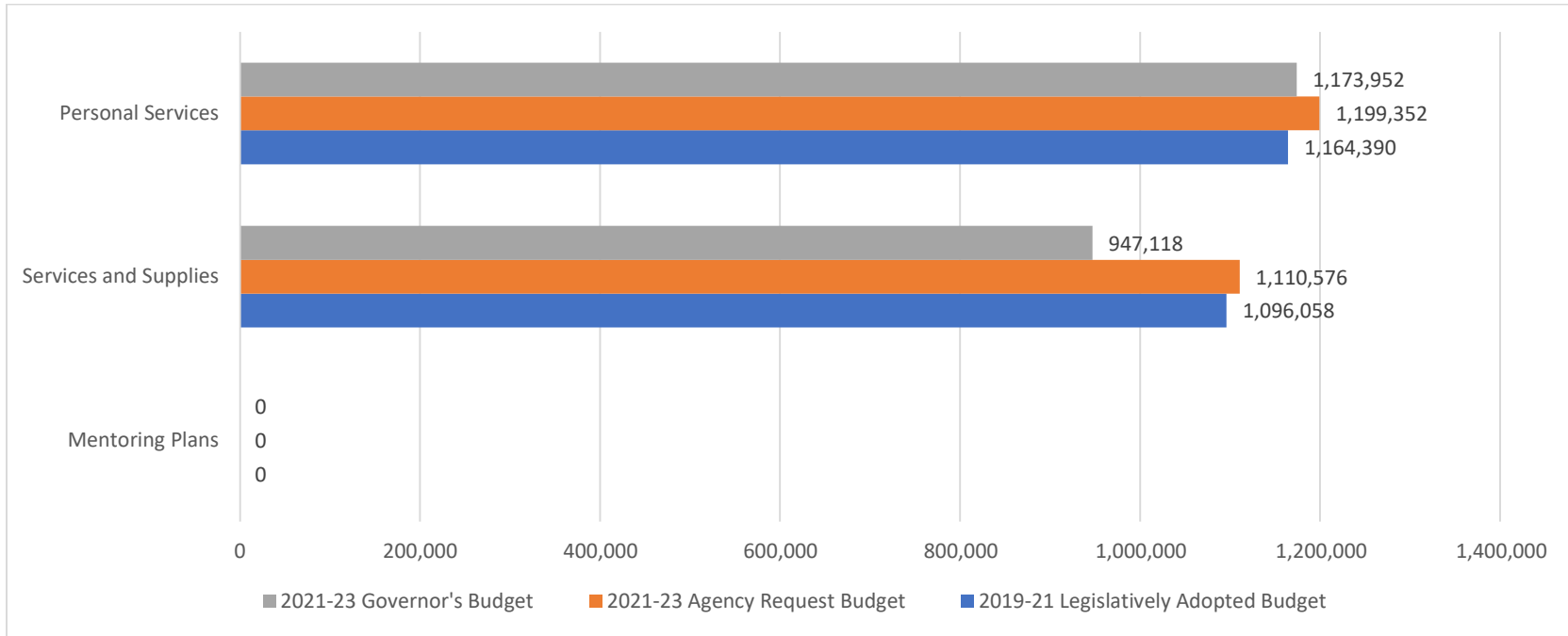
BUDGET NARRATIVE

Estimated Breakout of Program by Staff, Board, Peer Review and AAG time



■ Public Protection ■ Licensing ■ Public & Professional Information ■ Board Support

BUDGET NARRATIVE



AGENCY SUMMARY NARRATIVE

Mission Statement and Statutory Authority

The mission of the Oregon Board of Chiropractic Examiners is to protect the public by regulating the practice of chiropractic. (2019)

The Oregon Board of Chiropractic Examiners is a State of Oregon agency that operates under the authority of ORS Chapter 684 and OAR Chapter 811.

BUDGET NARRATIVE

ABOUT THE BOARD

Background Information

The Oregon Board of Chiropractic Examiners (OBCE) is an entirely Other-Funded agency established in 1915 to ensure that only qualified individuals are licensed to practice chiropractic in Oregon. It is responsible for licensure and regulation of Doctors of Chiropractic (DC) and Certified Chiropractic Assistants (CA).

The Board's 5.1 FTE (6 positions) perform background checks on applicants for licensure, issue and renew licenses, investigate complaints, monitor disciplined licensees, and work to rehabilitate them where feasible to ensure that they are able to practice safely. In 2015-17, a .5 FTE doctor of chiropractic staff position was approved as a permanent Health Care Investigator at .6 FTE. In April 2016, the previous full-time Compliance Specialist 2 position was reclassified to an Investigator 2 position and was filled by a legally trained investigator at .75 FTE until November 2019. We left that position vacant originally due to COVID-19 complications but are now in the recruitment process. In July 2017, the 1.0 FTE Executive Director position was evaluated for reclassification and updated compensation through the Department of Administrative Services Central Evaluation Team process, resulting in an increase in class from Principal Executive Manager (PEM) C to PEM D and an aligned increase in salary, effective August 1, 2017. As of June, 2020, one of our Administrative Specialists retired after 30 years with the agency and her replacement was hired and started, as AS2 at Step 4, in July, 2020.

As of March 2018, the OBCE moved its office location at the termination of its 5 year lease with Morrow Crane. The agency had been co-located with the Oregon Board of Psychological Examiners (OBPE, now a part of the Mental Health Regulatory Board) within the Morrow Crane building, Salem. The co-location was problematic as OBCE's space was sandwiched between the OBPE and the office buildings' stairway and server room, with no separate doors for either agency nor securable area for the OBCE. This created situations in which vendors, contractors, office maintenance workers, and other unknown people had access to our office space while we were in office and while we were not. Additionally, we also had members of the public through our space, looking for other boards or other entities' staff. While we took appropriate safety precautions (physical safety as well as information security, security of work product, and security of confidential case files), it was not an ideal situation. The move to the Equitable Center building, Salem, allowed the agency to have its own securable and confidential office space with added security and oversight by property management, as well as allowing the two agencies that make up the Mental Health Regulatory Board to move into a singularly shared office space that filled our vacancy within the Morrow Crane building. The Oregon Board of Real Estate and the Oregon Youth Authority are also housed within the Equitable Center as well as some federal offices. The OBCE had been at its previous location since 1994.

With COVID-19, we have transitioned all staff to work remotely the majority of their time, with minimal overlap of physical interaction within our physical office space. This remote work required the purchase of cell phones, additional equipment for home office spaces, investment in Zoom for

BUDGET NARRATIVE

Healthcare – web-based meeting platform that has appropriate HIPAA protections, and increased utilization of our IT support. Public access is limited to appointments only. Our remote work plan will continue indefinitely until/if we receive notice from DAS, the Governor, and OHA that it is not necessary. We currently plan to keep our physical space as our server and legacy database are all located within the office. We will reassess the need for our physical office space once the proposed migration of our server to the State Data Center and current implementation of inLumon (contracted Software as a Service licensing database system) are complete.

The Role of Board and Committee Members

The Board members study developing trends and issues in chiropractic practice, set requirements for licensure and establish Board policies and positions on chiropractic practice and licensee disciplinary issues.

- The 7 members of the OBCE (5 chiropractic physicians and 2 public members), appointed by the Governor and confirmed by the Senate, have ultimate responsibility for decisions concerning licensee discipline, adoption of administrative rules, practice policies, positions, and statements on numerous chiropractic issues. The Board members appoint and review the work of the Executive Director.
- The 9 chiropractic physician members and alternates of the statutorily mandated Peer Review Committee assist the Board with investigations by utilizing personal interviews of complainants, patient witnesses, and respondent doctors.
- Other ad hoc committees are formed on an as-needed basis, such as the Rules Advisory Committees, the ETSDP (Examination, Test, Substance, Device or Procedure) Committee, and the Minor Surgery Committee.

Customers

The Board provides information and services to the following customers:

- Applicants and licensees
- The general public
- Provider organizations and credentialing services
- Insurance companies
- Chiropractic professional organizations
- Local and national media
- Other Oregon health-related licensing boards
- Law enforcement agencies
- Chiropractic colleges and universities
- Licensing boards of other states

Agency Two-Year Plans for 2021-23

1) Protecting the Public. Effective investigation of complaints and case resolutions are our top priority. To provide the highest level of public protection, the OBCE investigates and addresses complaints as quickly as possible after a complaint has been filed. The challenge is to address the serious and more complex complaints, which often require significant investigative resources, while at the same time keeping the other complaints on track for resolution.

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Having a retired doctor of chiropractic on staff as our Healthcare Investigator has greatly increased the effectiveness of our investigations in that many more case files are investigated from a clinical practitioner's perspective prior to being reviewed by the Board. Before 2013, the clinical review did not always occur until the Board members themselves reviewed the complaint file and often contracted out to independent chiropractors to do such review or more fully utilized the Board's Peer Review Committee. The Health Care Investigator's reports provide the Board with a more complete investigation to review. This is critically important as Board members are addressing increasingly complex and document heavy cases. This position is also important in answering chiropractic practice related questions from our licensees – helping further educate them and to resolve issues prior to issues becoming complaints.

COVID-19 has emphasized the need for evidence-based, scientifically sound guidance from the Board and our staff help facilitate communications between the Board and our licensee base during this time of fear and uncertainty. We have come out strongly in favor of protecting the public by mandating facial coverings/masks by licensees within their healthcare setting (based on OHA's guidance) via temporary, and now permanent, rulemaking – we were the first Health Professional Regulatory Board in the state to do so. We have seen an increase in complaints surrounding licensee's PPE use/non-use and the proliferation of misinformation and claims made that border on fraud via online sources. For 2021-2023, we will provide as much information and education to our licensees as possible to mitigate the spread of this disease and will continue to use our rulemaking ability to address emergent issues as necessary.

We are seeing an increase in complaints regarding lack of cultural competency, communication, and cross-cultural understanding. As such, for calendar year 2021, the OBCE is requiring 6 hours of cultural competency continuing education of all active doctors of chiropractic at time of their renewal, 2 hours for those with senior active licenses, and 2 hours for those in their first year of licensure. These hours will be included within the hours required for license renewal.

2) Public & Professional Information. A) Data Management System Upgrades. For 2019-21, we were granted \$40,000 expenditure to allow for updating or replacing the Microsoft Access licensing database that has been in use since its original installation in 1993. We have contracted with inLumon to provide a Software as a Service (SaaS), cloud-based, data management system that will bring together our data currently managed in three different streams, providing a more unified, and user friendly, management system. **B) Website Overhaul.** Our staff was involved with DAS' Small Board Website Redesign Assistance project to assist smaller boards and commissions that may not have internal IT teams to redesign and update their websites. Our new website was rolled out in September 2019, and has made it easier for members of the public, licensees, and other stakeholders to quickly access license and complaint information, policies and practices, compliance information, and our performance measures. We will continue to improve the website throughout the next biennia. **C) Licensee Lookup.** CAs were finally included with DCs in our ability to report out on the status of licenses/certificates and contract information for providers.

BUDGET NARRATIVE

3) Streamlining & Cost Savings: **A) Online license application and renewal system.** Our online license renewal system for DCs and CAs is fully implemented with both licensee types annually renewing based on their birth month rather than at one designated time per year for everyone, thus eliminating a rush on e-systems and staff time overload. We have contracts in place with DAS-Egov, Treasury, and NIC-USA. Currently, our initial applications are processed on paper. With the migration to using inLumon's SaaS, applications will be brought online, no matter the device used. **B) Payment Portal.** The payment portal created by NIC-USA was created and implemented to allow for credit and debit card processing of fees and fines. The online license renewal system and payment portal will be migrated into our new data management system. **C) Application/Examination Program.** As of June 1, 2016, the Board delegated the creation, proctoring, and grading of the OB/Gyn Exam and the Minor Surgery & Proctology Exam to the National Board of Chiropractic Examiners (NBCE). In January 2017, the Board delegated its Ethics and Jurisprudence Exam to the NBCE, which was rolled out as of July 1, 2020. The Chiropractic Assistant Examination was also delegated to NBCE and was rolled out as of October 15, 2020. This delegation to NBCE allows better access to the exams by applicants, faster grading, and decreased staff time spent on proctoring and grading. **D) File Server and Data Backup.** We will be migrating our file server to the State Data Center on DAS' migration schedule.

Program Descriptions and Long Term Plans

The primary program areas of the Board are:

1. **Public Protection.** The OBCE is responsible for explaining and enforcing the laws and rules governing the practice of chiropractic in Oregon. The Board's investigator conducts investigations and works in conjunction with the Health Care Investigator in interviewing licensees and reporting to the Board. They provide the initial contact and investigative follow-up to complaints, assists the Board's Assistant Attorney General with legal documents and contested cases, including identifying and facilitating witness and expert testimony, and provides complainants, the public, and licensees information regarding laws and rules. The Health Care Investigator is a chiropractic physician who also does investigations, interviews, and file reviews, bringing invaluable chiropractic expertise to the investigative process. The Executive Director provides overall management of the Board's executive agenda and cases that proceed to the contested case hearing process.

Over half of the time spent at the Board's regular meetings is spent reviewing complaints and disciplinary matters in executive session. The Board's Peer Review Committee (PRC) reviews complaints that may require a personal interview with doctors and complainants. Since our Investigator position became vacant, the Board has referred more document heavy cases to its PRC. Doctors on probation are monitored to ensure that disciplinary terms are carried out. Administrative Law Judges for contested case proceedings are provided by the Office of Administrative Hearings. Competency evaluations are utilized when needed, including the NBCE's Special Purposes Examinations for Competency (SPEC) and the Ethics and Boundaries Exam (EBAS). Also, psychological, psycho-sexual, and substance abuse evaluations are also ordered as needed.

BUDGET NARRATIVE

- 2. Doctors of Chiropractic (DCs).** An applicant for a chiropractic (DC) license must provide the OBCE with chiropractic college transcripts, a diploma, a letter of recommendation, have two years of college level liberal arts and sciences, and evidence of passage of NBCE's tests Parts I - IV and Physiotherapy. Applicants must also meet minimum educational requirements in minor surgery and physiotherapy. In addition, all candidates are required to take written state specific examinations in Ethics & Jurisprudence, Minor Surgery/Proctology, and OB-GYN/Women's Health Issues. The license history of reciprocity applicants from other states is reviewed. FBI criminal background checks are performed on all chiropractic physician applicants when they apply and every six years for renewal. Board members participate in NBCE's ongoing national test development and the administration of the Part IV practical examination.

Chiropractic physicians renew their license annually during their birth month and submit an affidavit of proof of 20 hours continuing education (CE) that may include additional CE mandated by the Board. A monthly random CE audit is performed on 10-15% of licensees who have renewed in the last 6 months to ensure compliance.

- 3. Certified Chiropractic Assistants (CAs).** Certified Chiropractic Assistants (CAs) must take a 12 hour training course and pass an examination prior to obtaining their certificate. FBI criminal background checks are performed on all CAs when they apply and every six years for renewal. CAs renew their certification annually during their birth month, submitting an affidavit of proof of 6 hours of (CE) taken that year. A monthly random CE audit is performed on 10-15% of CAs who have renewed in the last 6 months to ensure compliance.
- 4. Public and Professional Information.** License verifications using our web-based Licensee Lookup offer information about license status and disciplinary actions for all licensees/certificate holders. Board members meet with all newly licensed chiropractic physicians twice a year, in our Introduction to the Board class, to review the role of the OBCE and offer suggestions for maintaining a professional practice. Prior to COVID-19, we tried to hold at least two of our Board meetings per year outside of the Salem/Portland area (weather permitting), holding meet and greets for local licensees and members of the public who are unable to travel to Salem or Portland. Since 2014, the Board has travelled to Florence, Corvallis, Sunriver/Central Oregon, North Bend/Coos Bay, Baker City, Ashland, and Klamath Falls, among others.
- 5. Policy and Practice Questions.** The Board's answers to policy or practice questions are codified in the OBCE Guide to Policy and Practice Questions, updated on a regular basis, and are also addressed informally by the Health Care Investigator. Updates are posted on the website and in the electronic newsletter.
- 6. Device & Procedure Review.** Upon referral from the Board, the ETSDP committee, consisting of chiropractic physicians, reviews applications regarding specific examination, treatments, substances, devices or procedures to determine if they are standard, investigational, or may not be used in Oregon.

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7. **Administrative Rules.** Administrative rules are continuously evaluated for needed changes or clarification. The Board is assisted by ad hoc Rules Advisory Committees consisting of volunteer doctors and other stakeholders, whenever the need arises.

Oregon Benchmarks – Mission, Vision, and Values

Mission Statement: *“to protect the public by regulating the practice of chiropractic. (2019)*

Vision Statement: *To protect the health, safety, and welfare of the public in all matters of chiropractic care by setting a national standard in educating, licensing, and regulating our licensees. (2019)*

Values (2019):

1. Integrity – a commitment to acting honestly, ethically, and fairly.
2. Accountability – a willingness to accept responsibility for actions in a transparent manner.
3. Excellence – an expectation of the highest quality work and innovation.
4. Professionalism – a dedication to provide equitable, caring service to all Oregonians with compassion and respect.
5. Equity – create and foster a consistent environment where everyone has access and opportunity to thrive.

Plans, Goals, and Performance Measures

The OBCE’s long and short-range planning is directed by its mission, vision, values, and strategic plan goals and outcomes. The Board strives to ensure that its strategic plan is integrated with agency performance measures to support and improve the Board's mission, goals, business environment, applications of technology, and service. The Board participates in strategic planning meetings at least every two years.

Long Term Plan

Goal 1: Assure Public Protection.

- The public will benefit from quality chiropractic care and will be protected from all undue harm by chiropractic physicians. Chiropractic physicians will assure appropriate care for chiropractic patients and will be responsible and accountable for their staff.
- Transparency and public access to information concerning licensees will be improved without being overly punitive.
- Chiropractic physicians subject to the OBCE’s complaint and disciplinary process will be treated equitably and fairly.
- Should a violation be determined, sanctions will be consistent with other violations of a similar nature and proportional to the potential for harm to the public.
- All affected parties will have the right of access to the process. Information will be made available to the extent allowed by law. Confidentiality will be protected to the furthest extent possible.

BUDGET NARRATIVE

- Sexual misconduct by licensed Oregon chiropractic physicians will be decreased and eliminated.

Performance Measures:

KPM #1: Average number of days to resolve a complaint.

KPM #2: Percent of sexual misconduct/boundary cases resolved within 180 days.

KPM #3: The percentage of new complaints that are investigated and presented to the board for an initial decision within 120 days.

KPM #4: Percentage of chiropractic physicians meeting the annual continuing education requirements.

KPM #8: The number of days from when the complaint is received to when the investigation is prepared for Board review/initial action.

KPM #9: The number of days from when the investigation is prepared for board review/initial action to when it is presented to the Board.

KPM #10: The number of days from Board initial action to case closure.

Partnerships

- Oregon Department of Justice (DOJ). The Board relies upon the DOJ and the Assistant Attorney General for legal advice and representation in contested case proceedings.
- Chiropractic physicians who are required to report violations and patients/public who file complaints or provide information to the OBCE.
- The Federation of Chiropractic Licensing Boards (FCLB) helps the Board to stay abreast of national developments affecting chiropractic licensure and regulation. The FCLB maintains a national database of state disciplinary actions, Chiropractic Information Network-Board Actions Database (CIN-BAD). This is used extensively to check the backgrounds of applicants and assist with investigations. Through filing with CIN-BAD, the FCLB coordinates the filing of disciplinary actions with the National Practitioner Data Bank.
- The National Board of Chiropractic Examiners (NBCE) is our national testing agency that proctors and grades all of our licensing examinations.
- Sister regulatory agencies, or law enforcement, who we may share information with as needed.
- Oregon State Police department that processes the fingerprint cards now required to screen for criminal history upon application and at renewal every 6 years.

Goal 2: Enhance Professional Competency. Oregon's public will be assured of access to high quality chiropractic health care.

- The Oregon public will be assured of access to high-quality chiropractic health care.
- Candidates for licensure will receive timely examination for professional competency in all areas of chiropractic.
- Board will continue to provide its Introduction to the Board classes twice per year to new licensees and provide guidance to those with practice questions or concerns.

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- Cultural competency and understanding will be prioritized for licensees in their continuing education requirements and for board members and staff.
- The OBCE will work with University of Western States and any other chiropractic program to encourage application, retention, and matriculation of diverse chiropractic students for further access to all of our communities.
- The public will have confidence that licensed chiropractic physicians in Oregon will have maintained competencies and skills necessary to practice safe and effective chiropractic.

Performance Measures:

KPM #4: Percentage of chiropractic physicians meeting the annual continuing education requirements.

KPM #7: Board Best Practices – Percent of total best practices met by the Board.

Partnerships

- Chiropractic colleges that educate applicants and provide college transcripts for the application process, and also provide chiropractic continuing education courses.
- NBCE that provides national and state tests for chiropractic licensure.
- State chiropractic associations, individuals, or others who are providers of chiropractic continuing education.
- Oregon chiropractors who serve as mentors to other doctors.

Goal 3: Professional Standards & Administrative Rules. Licensees will be educated about the Board's expectations for delivery of chiropractic care consistent with contemporary standards.

- There will be clarity and consistency in administrative rules and standards.
- The Board will continue to engage in reviewing its OCPUG, P&P, and its administrative rules and statutes to ensure contemporary standards are upheld.
- Oregon's public will be better protected and chiropractic physicians will be better informed about standards of practice based on strong (or high levels of) evidence.

Partnerships

- Oregon chiropractic physicians, certified chiropractic assistants, and subject matter experts.

BUDGET NARRATIVE

Goal 4: Liaison/Communication. OBCE will continue to foster its strong and effective partnerships with chiropractic associations, colleges, and other stakeholders.

- The chiropractic profession will understand the mission of the OBCE, and where that intersects with its role in public relations.
- The chiropractic profession will understand the role of the professional associations.
- The public and patients will receive information about the role of the OBCE and the chiropractic profession. The public will have access to current available information on Oregon licensees.
- Patients, public, chiropractic physicians, and other government agencies will have access to policy decisions concerning chiropractic health care and regulation.

Performance Measures:

KPM #5. The percentage of licenses issued within five working days once all application components (that are the responsibility of the applicant) have been received.

KPM #6: Customer Service - Percent of customers rating satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.

Partnerships

- The Oregon Chiropractic Association.
- University of Western States and other chiropractic colleges/universities.

Environmental Factors

Some of the major factors influencing the environment in which the Board operates are:

1. Public Demand

The regulation of the practice of chiropractic is affected by public demand for quality health care. Nationally, there are over 65,000 licensed chiropractors making it the largest group of alternative or complementary health care providers. Patients are increasingly choosing alternative care and chiropractic is near the top of the list.

Total number of chiropractic physicians has gradually increased while the total number for chiropractic assistants has remained rather constant year to year, with its regular seasonal fluctuations. There is a steady demand for licensing and examination by graduates from University of Western States and twenty other chiropractic colleges.

BUDGET NARRATIVE

	Jan. 1, 2017	Sept. 1, 2017	Jan. 1, 2018	Sept. 1, 2019	Jan. 1, 2020
Chiropractic physicians - Active	1,645	1,672	1,687	1,710	1,721
Chiropractic physicians - Inactive	290	284	290	232	221
Chiropractic Assistants	1,312	1,508	1,265	1,370	1,371

2. Societal Factors

The regulation of chiropractic practice occurs in the context of broader societal factors, often with ethical implications. Some major societal factors currently impacting agency operations are:

- Heightened awareness of the patient-doctor relationship and more awareness of, and willingness to come forward to report, inappropriate behavior.
- Definition of the scope of chiropractic practice.
- Confidentiality and the federal HIPAA requirements.
- A public more informed about health care matters.
- An increased awareness of and demand for alternative or complementary health care services.
- Pain management issues.
- Diversity issues.

3. Agency Issues

As a state agency, the OBCE must be responsive to multiple private and governmental entities, which have diverse needs and expectations, while keeping focused on its mission of public protection and quality improvement. Environmental factors arising from and affecting the Board's position as a state agency include:

- A responsibility to operate in a manner fair to all stakeholders, and as openly as is consistent with Oregon and federal confidentiality laws and the demands of public protection.
- Frequent misunderstanding of the OBCE's mission of public protection and its role as a state agency. Some licensees believe the OBCE should do more to advocate for the profession, the role of their professional association.
- As a state agency:
 - a. The Board is tied to the State in matters such as budgeting and human resources, creating both opportunities and constraints.
 - b. Political and legal decisions affect the Board's ability to raise fees, license, investigate, and discipline.
 - c. The Board must meet increasing demands for services while operating within legislatively determined budgetary constraints.

BUDGET NARRATIVE

Initiatives and Accomplishments

Public Protection. We are pursuing more challenging targets for existing KPMs and proposed three new KPMs (KPM#s 8-10), during the 2017-19 session, to analyze the efficiency and efficacy of our investigation team and staff. The new KPMs were given tentative targets with the understanding that an analysis of the date would occur to hone down more appropriate targets. As such, KPMs # 8 and 9 should have either their targets modified, the language of the KPM clarified, the timelines modified, or all of these adjustments, made in future legislative sessions. The challenge is to address the serious and more complex complaints, which often require significant investigative resources, while at the same time keeping the other complaints on track for resolution. Monitoring licensees on probation and with license restrictions for compliance has become a larger part of our program as the number of doctors on probation has increased. With having our Investigator position open during all of 2020, our investigations and case resolution times have slowed somewhat. Additionally, with our 30 year employee retiring as of June, 2020, onboarding a new employee to fully capture all she did has been challenging during this time and with our small staff. These vacancies effect all staff positions, duties, and performance.

Application/Examination Program. The Board continues to do FBI background checks on all applicants – DC and CAs alike – in order to address possible character and fitness issues before licensure, thus limiting the likelihood of potential harm to the public and streamlining the process for administrative efficiencies. The Board has also implemented background checks at renewal for DC license types, to occur every 6 years. Background checks at renewal for CAs were implemented as of January 2019.

Public Information. Public records requests are now done through our website and more transparency has been obtained with an electronic records request log that is updated at least quarterly.

Diversity & Affirmative Action. The Board's goal is to demonstrate progress towards promoting diversity within the chiropractic profession, within the Board itself, on the Board's committees, and within staff members and has made significant headway in appointing diverse members to the Board, Peer Review Committee, and its hiring of staff. In an office with six (currently 5) staff members, we have surpassed gender equality and employ members of the LGBTQ and Latinx communities. The Board is also one of the sponsors for the State's Diversity Conference held in September every year, with the purpose of promoting, recruiting, and retaining a more diverse workforce. We have begun conversations with the University of Western States about their efforts in recruiting, retaining, and matriculating BIPOC chiropractic students with the hope of providing the public more access to diverse licensees and, eventually, appointing those licensees to the Board.

Agency and Regulatory Streamlining. For 2018, the OBCE was the recipient of the Federation of Chiropractic Licensing Board's Pennebaker/Wiley Outstanding Chiropractic Licensing Board based on the following: increased efficiencies and licensing response times by implementing online and birth

BUDGET NARRATIVE

month renewal for all licensees; improved public safety by instituting fingerprint background checks for all new licensee applicants and at 6 year intervals for renewing licensees; increased/improved relationships with the chiropractic university and professional association by creating standing agenda items for the Board to receive updates at each meeting; implemented a regular schedule for e-blast newsletter distribution to focus on education and preemptive solutions rather than just complaints and discipline; and promulgated policies to allow DCs to provide Federal Aviation Administration Basic Medical Examination for private pilots.

Criteria for 2021-2023 Budget Development

- I. Does the budget item address the Mission and specific outcomes to be achieved of the Strategic Plan?
 - Assure Public Protection and increase the Board’s capacity to investigate and resolve complaints
 - Enhance Professional Competency
 - Establish and Implement High Professional Standards
 - Streamline agency operations and bring up to date

- II. Does the budget item solve or reduce a current problem, or will it prevent or reduce future problems?
 - Bringing the classification for the Executive Director position to a higher level will get the OBCE closer to being able to more appropriately recruit and hire within both the private and public sectors when the position needs filling.
 - Implementing the database upgrades will bring greater efficiency and ease of use for staff and greater transparency for our public.

- III. Will the budget item result in improved Board services?
 - Implementing the database upgrades will eliminate the need for duplicate files to be kept, duplicate data entry, and will streamline case management and communications.

Summary of 2021-23 Biennium Budget

**Oregon Board of Chiropractic Examiners
Chiropractic Examiner, State Board of
2021-23 Biennium**

**Governor's Budget
Cross Reference Number: 81100-000-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2019-21 Leg Adopted Budget	6	5.10	2,260,448	-	-	2,260,448	-	-	-
2019-21 Emergency Boards	-	-	-	-	-	-	-	-	-
2019-21 Leg Approved Budget	6	5.10	2,260,448	-	-	2,260,448	-	-	-
2021-23 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	41,779	-	-	41,779	-	-	-
Estimated Cost of Merit Increase	-	-	-	-	-	-	-	-	-
Base Debt Service Adjustment	-	-	-	-	-	-	-	-	-
Base Nonlimited Adjustment	-	-	-	-	-	-	-	-	-
Capital Construction	-	-	-	-	-	-	-	-	-
Subtotal 2021-23 Base Budget	6	5.10	2,302,227	-	-	2,302,227	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(13,496)	-	-	(13,496)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	6,679	-	-	6,679	-	-	-
Subtotal	-	-	(6,817)	-	-	(6,817)	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(186,500)	-	-	(186,500)	-	-	-
Subtotal	-	-	(186,500)	-	-	(186,500)	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	149,281	-	-	149,281	-	-	-
State Gov't & Services Charges Increase/(Decrease)	-	-	51,737	-	-	51,737	-	-	-

Summary of 2021-23 Biennium Budget

**Oregon Board of Chiropractic Examiners
Chiropractic Examiner, State Board of
2021-23 Biennium**

**Governor's Budget
Cross Reference Number: 81100-000-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	201,018	-	-	201,018	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2021-23 Current Service Level	6	5.10	2,309,928	-	-	2,309,928	-	-	-

Summary of 2021-23 Biennium Budget

**Oregon Board of Chiropractic Examiners
Chiropractic Examiner, State Board of
2021-23 Biennium**

**Governor's Budget
Cross Reference Number: 81100-000-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2021-23 Current Service Level	6	5.10	2,309,928	-	-	2,309,928	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2021-23 Current Service Level	6	5.10	2,309,928	-	-	2,309,928	-	-	-
080 - E-Boards									
080 - March 2020 Eboard	-	-	-	-	-	-	-	-	-
081 - April 2020 Eboard	-	-	-	-	-	-	-	-	-
082 - May 2020 Eboard	-	-	-	-	-	-	-	-	-
083 - June 2020 Eboard	-	-	-	-	-	-	-	-	-
084 - June 2020 Special Session	-	-	-	-	-	-	-	-	-
087 - August 2020 Special Session	-	-	-	-	-	-	-	-	-
089 - Post-September 2020 Leg. Actions	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
088 - September 2020 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
091 - Elimination of S&S Inflation	-	-	(88,435)	-	-	(88,435)	-	-	-
092 - Personal Services Adjustments	-	-	(25,400)	-	-	(25,400)	-	-	-
093 - Transfers to General Fund	-	-	-	-	-	-	-	-	-
094 - Revenue Solutions	-	-	-	-	-	-	-	-	-
096 - Statewide Adjustment DAS Chgs	-	-	(51,577)	-	-	(51,577)	-	-	-
097 - Statewide AG Adjustment	-	-	(19,214)	-	-	(19,214)	-	-	-
099 - Microsoft 365 Consolidation	-	-	(4,232)	-	-	(4,232)	-	-	-

Summary of 2021-23 Biennium Budget

Oregon Board of Chiropractic Examiners
 Chiropractic Examiner, State Board of
 2021-23 Biennium

Governor's Budget
 Cross Reference Number: 81100-000-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal Policy Packages	-	-	(188,858)	-	-	(188,858)	-	-	-
Total 2021-23 Governor's Budget	6	5.10	2,121,070	-	-	2,121,070	-	-	-
Percentage Change From 2019-21 Leg Approved Budget	-	-	-6.17%	-	-	-6.17%	-	-	-
Percentage Change From 2021-23 Current Service Level	-	-	-8.18%	-	-	-8.18%	-	-	-

Summary of 2021-23 Biennium Budget

**Oregon Board of Chiropractic Examiners
Operations
2021-23 Biennium**

**Governor's Budget
Cross Reference Number: 81100-001-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2019-21 Leg Adopted Budget	6	5.10	2,260,448	-	-	2,260,448	-	-	-
2019-21 Emergency Boards	-	-	-	-	-	-	-	-	-
2019-21 Leg Approved Budget	6	5.10	2,260,448	-	-	2,260,448	-	-	-
2021-23 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	41,779	-	-	41,779	-	-	-
Estimated Cost of Merit Increase	-	-	-	-	-	-	-	-	-
Base Debt Service Adjustment	-	-	-	-	-	-	-	-	-
Base Nonlimited Adjustment	-	-	-	-	-	-	-	-	-
Capital Construction	-	-	-	-	-	-	-	-	-
Subtotal 2021-23 Base Budget	6	5.10	2,302,227	-	-	2,302,227	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(13,496)	-	-	(13,496)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	6,679	-	-	6,679	-	-	-
Subtotal	-	-	(6,817)	-	-	(6,817)	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(186,500)	-	-	(186,500)	-	-	-
Subtotal	-	-	(186,500)	-	-	(186,500)	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	149,281	-	-	149,281	-	-	-
State Gov't & Services Charges Increase/(Decrease)	-	-	51,737	-	-	51,737	-	-	-

Summary of 2021-23 Biennium Budget

**Oregon Board of Chiropractic Examiners
Operations
2021-23 Biennium**

**Governor's Budget
Cross Reference Number: 81100-001-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	201,018	-	-	201,018	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2021-23 Current Service Level	6	5.10	2,309,928	-	-	2,309,928	-	-	-

Summary of 2021-23 Biennium Budget

**Oregon Board of Chiropractic Examiners
Operations
2021-23 Biennium**

**Governor's Budget
Cross Reference Number: 81100-001-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2021-23 Current Service Level	6	5.10	2,309,928	-	-	2,309,928	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2021-23 Current Service Level	6	5.10	2,309,928	-	-	2,309,928	-	-	-
080 - E-Boards									
080 - March 2020 Eboard	-	-	-	-	-	-	-	-	-
081 - April 2020 Eboard	-	-	-	-	-	-	-	-	-
082 - May 2020 Eboard	-	-	-	-	-	-	-	-	-
083 - June 2020 Eboard	-	-	-	-	-	-	-	-	-
084 - June 2020 Special Session	-	-	-	-	-	-	-	-	-
087 - August 2020 Special Session	-	-	-	-	-	-	-	-	-
089 - Post-September 2020 Leg. Actions	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
088 - September 2020 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
091 - Elimination of S&S Inflation	-	-	(88,435)	-	-	(88,435)	-	-	-
092 - Personal Services Adjustments	-	-	(25,400)	-	-	(25,400)	-	-	-
093 - Transfers to General Fund	-	-	-	-	-	-	-	-	-
094 - Revenue Solutions	-	-	-	-	-	-	-	-	-
096 - Statewide Adjustment DAS Chgs	-	-	(51,577)	-	-	(51,577)	-	-	-
097 - Statewide AG Adjustment	-	-	(19,214)	-	-	(19,214)	-	-	-
099 - Microsoft 365 Consolidation	-	-	(4,232)	-	-	(4,232)	-	-	-

Summary of 2021-23 Biennium Budget

Oregon Board of Chiropractic Examiners
 Operations
 2021-23 Biennium

Governor's Budget
 Cross Reference Number: 81100-001-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal Policy Packages	-	-	(188,858)	-	-	(188,858)	-	-	-
Total 2021-23 Governor's Budget	6	5.10	2,121,070	-	-	2,121,070	-	-	-
Percentage Change From 2019-21 Leg Approved Budget	-	-	-6.17%	-	-	-6.17%	-	-	-
Percentage Change From 2021-23 Current Service Level	-	-	-8.18%	-	-	-8.18%	-	-	-

<i>Summary Cross Reference Number</i>	<i>Cross Reference Description</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Agency Request Budget</i>	<i>2021-23 Governor's Budget</i>	<i>2021-23 Leg. Adopted Budget</i>
001-00-00-00000	Operations						
	Other Funds	1,967,830	2,260,448	2,260,448	2,309,928	2,121,070	-
TOTAL AGENCY							
	Other Funds	1,967,830	2,260,448	2,260,448	2,309,928	2,121,070	-

PROGRAM PRIORITIZATION FOR 2021-23

Governor's Budget

30-Jul-20

Agency Name		Oregon Board of Chiropractic Examiners																		Cassandra McLeod-Skinner, Ex. Dir., 503 373-1620		
2021 - 2023 Biennium		The Mission of the Oregon Board of Chiropractic Examiners (OBCE) is to protect the public by regulating the practice of chiropractic.																		Agency Number:		00811
Agency-Wide Priorities for 2021-23 Biennium																						
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measures	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request		
	Dept	Prgm/Div	(Percentage computation is based on an Estimated Breakout of Program by staff, Board, Peer Review, and AAG time.)		Ag			2,121,070														
1	OBCE		Public Protection (Complaints, Investigations, Peer Review, Board Review, Disciplinary Actions, Probation monitoring, Mentoring Plans, Legal) 65%	KPM 1-3, 8-10	3			1,378,696				\$ 1,378,696	3.00	2.60	N	Y	S	ORS 684				
2	OBCE		Licensing (Application, Examination, Continuing Education, Applicant background checks) 19%	KPM 4-5	3			403,003				\$ 403,003	1	1.00	Y	N	S	ORS 684				
3	OBCE		Public & professional information (License verifications, Web page, policy governance, policy & practice questions, administrative rulemaking, standards of practice development) 10.5%	KPM 6	3			222,712				\$ 222,712	1	0.75	N	Y	S	ORS 684		Comment for Priority # 2: Includes Merchant fees for online license renewal		
4	OBCE		Board Support (Administration, budget, DAS reporting, performance measures, personnel, contracts, also state government assessments, revenues, correspondence, filing, accounting) 5.5%	KPM 6-7	4			116,659				\$ 116,659	1	0.75	N	Y	S	ORS 684				
								\$ -				\$ -										
								\$ 2,121,070	-	-	-	\$ 2,121,070	6	5.10								

Document criteria used to prioritize activities:

Criteria for 2021-23 Budget Development

I. Does the budget item address the Mission and specific outcomes to be achieved of the Strategic Plan, i.e.

- Assure Public Protection
- Enhance Professional Competency
- Establish and Implement High Professional Standards
- Streamline agency operations

II. Does the budget item solve or reduce a current problem, or will it prevent or reduce future problems?

III. Will the budget item result in improvement in Board services?

7. Primary Purpose Program/Activity Ex

- 1 Civil Justice
- 2 Community Development
- 3 Consumer Protection
- 4 Administrative Function
- 5 Criminal Justice
- 6 Economic Development
- 7 Education & Skill Development
- 8 Emergency Services
- 9 Environmental Protection
- 10 Public Health
- 11 Recreation, Heritage, or Cultural
- 12 Social Support

19. Legal Requirement Code

- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional
- S Statutory

10% REDUCTIONS OPTIONS (ORS 291.216)

ACTIVITY OR PROGRAM	DESCRIBE REDUCTION (FROM CSL)	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2019-21 AND 2021-23)	(GF, LF, OF, FF)	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
1. All Staff Furlough (10%)	This assumes a 10% reduction would be temporary; if it were permanent, a different response might be appropriate. With growing licensee numbers, we need to maintain our current FTE for the long term to meet the demands of our licensing and public protection program. A 10% reduction in staff hours worked (in addition to state furlough days) would cause a slower response in licensing and especially the response to policy and practice questions and administrative rulemaking. We would attempt to maintain our response to higher level complaints and investigations, but responding to lower level complaints could take longer.	(\$119,935) OF	THESE ARE RANKED ACCORDINGLY: Since personnel costs account for 52% of the OBCE's budget, some reduction would have to occur on the personnel side. Assuming this is a temporary reduction; this approach follows previous furlough programs and keeps the current 5.1 FTE intact to meet the growing workload in licensing and complaints/investigations. Our Investigator position is currently vacant and is already providing vacancy savings of \$13,496. That savings will likely grow with the lengthening time the state is dealing with COVID-19 efforts.
2. Out-of-State Travel	Our projections for out of state travel for the rest of 2020 and into the beginning of 2021 is currently at \$0 due to COVID-19. However, if these restrictions are lifted later in 2021, savings would still be reflected.	(\$9,215) OF	The OBCE benefits from information and national contacts to stay current with changes, trends, and legislation affecting chiropractic practice and regulation at the national level. The OBCE's position of leadership in both the FCLB and NBCE would suffer greatly.
ACTIVITY OR PROGRAM	DESCRIBE REDUCTION		RANK AND JUSTIFICATION

10% REDUCTIONS OPTIONS (ORS 291.216)

		AMOUNT AND FUND TYPE	
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2017-19 AND 2019-21)	(GF, LF, OF, FF)	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
3. Instate Travel & Meetings, volunteer costs.	Due to COVID-19, we are currently not traveling and are holding all meetings via remote access until at least the end of 2020.	(\$24,865) OF	
4. Attorney General legal fees	This would be a 10% reduction in AG budget in line with the other 10% staff reduction. This is by far the largest part of our Supplies and Services budget, so would have to be affected as well.	(\$32,510) OF	This means less funding for legal advice, drafting disciplinary orders, and representation at contested case hearings. It would have a dampening effect on the agency's ability to proceed to contested case hearing. This would be a setback to our public protection efforts.
5. Professional Services	This 20% reduction would affect funds available for contested case costs, i.e., Administrative Law Judges, other hearing costs, expert witnesses, chiropractic consultants, and contract investigators.	(\$21,649) OF	This 20% reduction would create less flexibility to address key investigations and cases, which would greatly hamper the agency's ability to protect the public.
6. IT Professional Services	This 20% reduction would affect our ability to pay for high priority computer consulting needs or problems should they occur.	(\$6,300) OF	E-Government initiatives are valuable but can be delayed until funding is available. Remaining funds would be prioritized to support existing systems.
7. Employee Training	This 50% reduction would reduce staff training resources.	(\$2,752) OF	This reduction could mean less training.
8. Office Expenses	This 10% reduction would mean little to no funds for unforeseen expenses.	(\$3,355) OF	This line item pays for essential office costs.

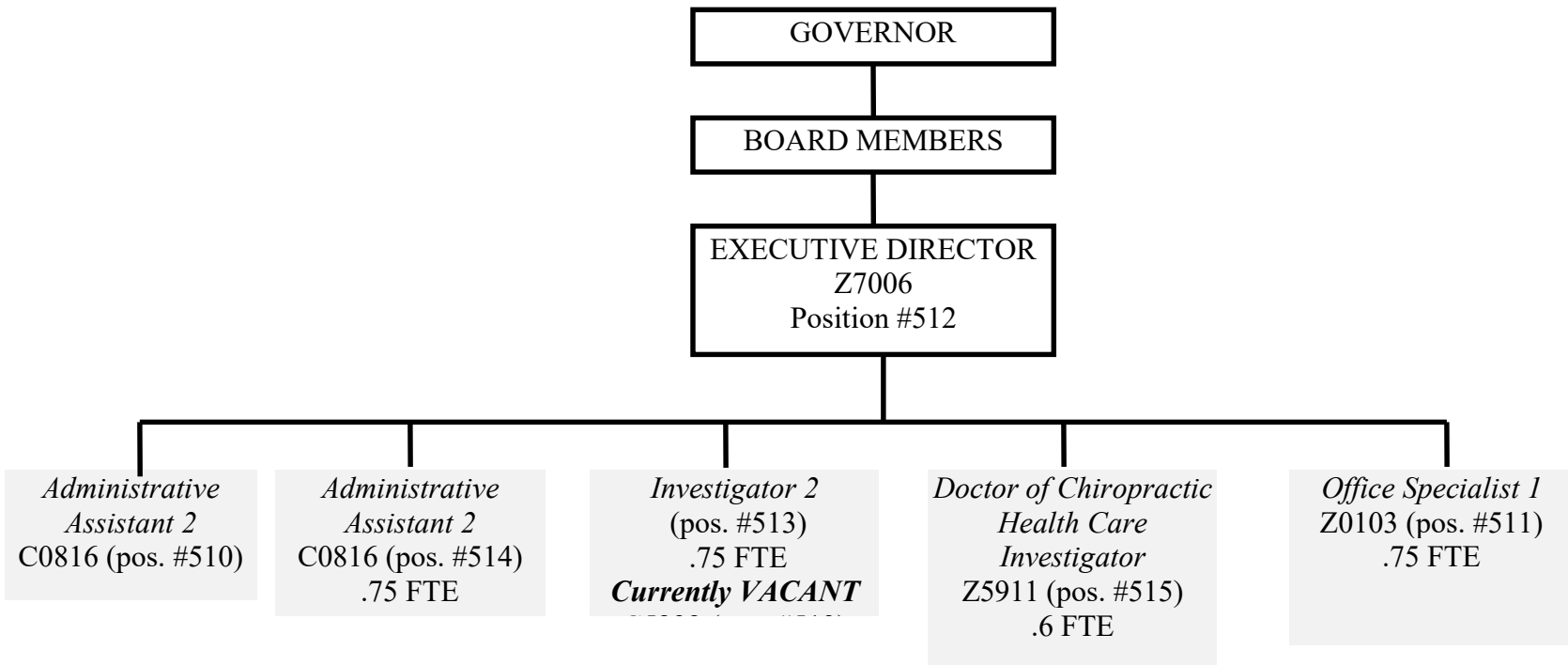
10% REDUCTIONS OPTIONS (ORS 291.216)

9. IT Equipment costs	This 50% reduction would mean only essential equipment would be replaced.	(\$2,735) OF	The OBCE's computers systems are nearing the end of their project life cycle. This would mean any upgrades or replacements would occur only if absolutely necessary. No other major equipment could be purchased.
10. Facilities Rental	This 10% eliminates funds for meeting room rentals. We are currently not renting any facilities due to COVID-19 and will realize that savings through 2020.	(\$11,602) OF	This would reduce the OBCE's ability to have meetings in other locations and be available to members of the public and other stakeholders located outside the Willamette Valley.
Total Reduction		\$234,918	

BUDGET NARRATIVE

ORGANIZATION CHART Oregon Board of Chiropractic Examiners

2021-2023



Agency Request

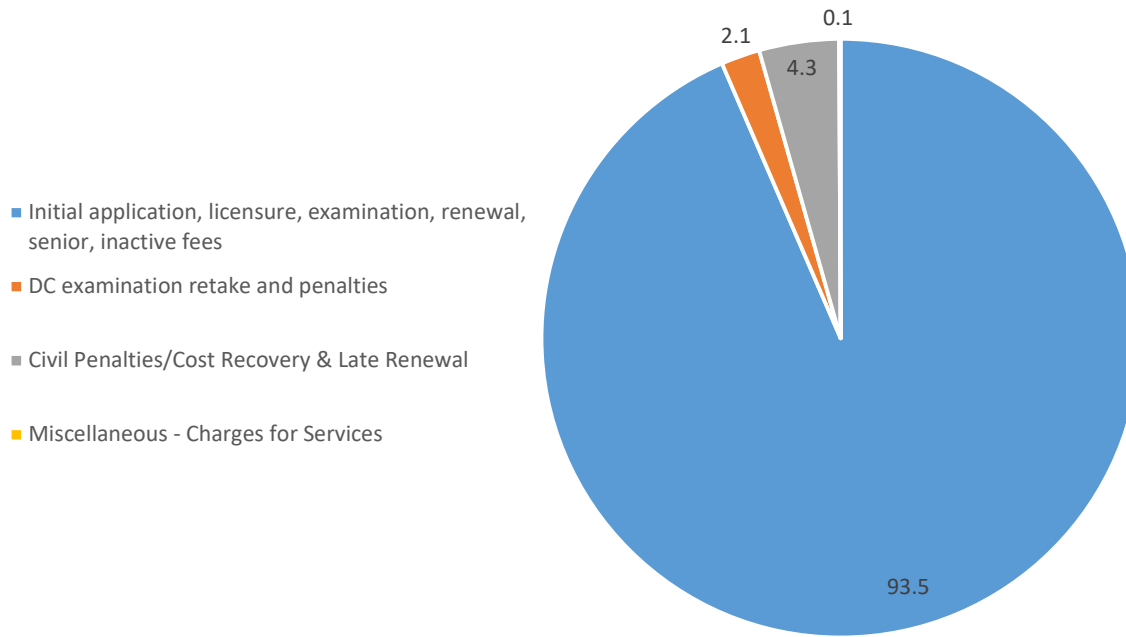
Governor's Recommended

Legislatively Adopted

Budget Page

BUDGET NARRATIVE

Revenue Projection for 2021-23 Agency Request Budget



Revenue Projections for 2021-23

Revenue Sources

The OBCE is an entirely Other-Funded agency, generating all of its own revenues. 93.5% of its revenues come from licensure, application, and examinations charged to chiropractic physicians and chiropractic assistants. Civil penalties/cost recovery and late renewal fees accounted for 6.4% of revenues. Miscellaneous charges for copies, labels, and lists accounts for the remaining .1%.

General Limitations on Use

BUDGET NARRATIVE

All funds received by the Board under ORS Chapter 684 are placed to the credit of the State Board of Chiropractic Examiners account and shall be used only for the administration and enforcement of this chapter.

Basis for 2021-23 Estimates

In 2013, the Legislature passed Senate Bill 106 which allowed the Board to set license fees by administrative rule without the previous limitations on those fees. The 2013 Legislature also based the approved budget on license fee increases that took effect on November 1, 2013. DC license renewal fees were \$350 a year, \$265.50 for Senior Active DCs, and \$175 for Inactive DCs. Applications for initial fee for a chiropractic physician license was \$100. There was a \$42.75 fee which was paid to the State Police for criminal background checks; as of October 1, 2016, this fee was reduced by the Oregon State Police to \$40.00 with no rule change necessary. CA fees were increased for the first time since the program's inception in the early 1990s. The revenues for the CA late fees were not included in the 2013-15 Legislatively Adopted Budget but the error was corrected in the 2013-15 CSL, 2015-17 Agency Requested Budget, and the 2015-17 Governor's Budget.

Another fee increase was needed to balance the agency's proposed 2015-17 budget and maintain the necessary ending balance. The proposed fee increases were projected to add \$323,164 to agency revenues for the biennium. The Governor's Budget included the increase of fees as proposed but the Board modified the proposed increase slightly at its May 2015 meeting. The following fees have been in effect since July 1, 2015:

	Fees (2013)	Fees (7/1/15)	Fees (7/1/16)
Doctor of Chiropractic			
DC Regular Active	350	425	425
DC Senior License	262.50	315	315
DC Initial License	100	150	150
Inactive DCs	175	225	225
DC Application	150	250	100
Late Renewal Penalty	100	125	125

As of July 1, 2016, the DC application fee changed from \$250 to \$100 to accommodate less staff time required in proctoring and grading the examinations delegated to NBCE. The Board previously absorbed the \$2 cost per licensee of the mandated OHA Workforce Survey and continued to

BUDGET NARRATIVE

until March, 2020, wherein the Board now serves as a pass through for OHA’s survey costs due to OHA’s inability to receive such payment online. It is anticipated that the Board will likely increase fees in the 2023-25 biennium.

Policy Packages

There are no policy option packages proposed at this time.

Affirmative Action Statement

The Board collects baseline data for racial, cultural identity, and language skills of licensees and applicants. The Board has diversity as a consideration for recruitment for board members, committees, and staff.

The Board has 5.1 FTE and six positions during the 2021-23 biennium. Current staff positions are allocated as follows:

Executive Director	1.0	white/LGBTQ/female	Administrative Specialist 2	.75	white/female
Investigator	1.0	vacant	Office Specialist 1	.75	Latina/female
Health Care Investigator	.6	white/male			
Administrative Specialist 2	1.0	white/female			

The Board is a volunteer-dependent organization and is committed to diversity on all of its volunteer committees. This is especially important since the chiropractic profession is underrepresented for women and diverse populations, although this is changing. Currently, the Board has three female and four male members, of whom 2 are members of the LGBTQIA+ community and represent some geographical diversity throughout the state: North Bend/Coos Bay, Forest Grove, Gresham, and Portland. The Board promotes diversity in recruitment for the Board and committees and is pursuing retention and matriculation efforts of diverse chiropractic students through University of Western States.

The OBCE affirms and supports the Governor’s Affirmative Action Plan and is dedicated to working to create a work environment that will attract and retain employees who represent the broadest possible spectrum of society including women, minorities and the disabled. The Board will not tolerate discrimination or harassment on the basis of race, color, sex, sexual orientation, marital status, religion, national origin, age, mental or physical disability, or any reason related to state or federal statute. The Board’s commitment is evident in its longstanding adopted policy which all employees are required to sign.

DETAIL OF FEE, LICENSE, OR ASSESSMENT REVENUE INCREASE

PROPOSED FOR INCREASE/ESTABLISHMENT

Purpose or Type of Fee, License or Assessment	Who Pays	2019-21 LAB	2021-23 Agency Request	2021-23 Governor's Budget	Explanation
Doctor of Chiropractic (DC) Application Fee	DCs	18,088			\$250 to \$100 per application as of July 1, 2016; No change requested in 2021-23
Doctor of Chiropractic (DC) Initial License Fee	DCs				No change requested in 2021-23
Doctor of Chiropractic (DC) Annual Renewal Fee	DCs				No change requested in 2021-23
Late Renewal Penalty	DCs				No change requested in 2021-23
Senior Active DC Renewal Fee	Senior Active DCs				No change requested in 2021-23
Inactive DCs	DCs				

___ Agency Request

__X__ Governor's Budget

Budget Page ____

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Oregon Board of Chiropractic Examiners
2021-23 Biennium

Agency Number: 81100
Cross Reference Number: 81100-000-00-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	46,550	57,126	57,126	42,775	42,775	-
Non-business Lic. and Fees	1,794,572	1,964,844	1,964,844	1,887,274	1,887,274	-
Charges for Services	2,179	3,838	3,838	2,060	2,060	-
Fines and Forfeitures	35,137	112,813	112,813	86,000	86,000	-
Sales Income	65	27	27	27	27	-
Other Revenues	1	-	-	-	-	-
Tsfr To Oregon Health Authority	(11,458)	(11,600)	(11,600)	(11,600)	(11,600)	-
Total Other Funds	\$1,867,046	\$2,127,048	\$2,127,048	\$2,006,536	\$2,006,536	-

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2017-2019 Actual	2019-21 Legislatively Adopted	2019-21 Legislatively Approved	2021-23		
						Agency Request	Governor's	Legislatively Adopted
Business Licenses & Fees	OF	0205	46,550	57,126	57,126	42,775	42,775	
Non-Business Lic. & Fees	OF	0210	1,794,572	1,964,844	1,964,844	1,887,274	1,887,274	
Charges for Services	OF	0410	2,179	3,838	3,838	2,060	2,060	
Fines & Forfeitures	OF	0505	35,137	112,813	112,813	86,000	86,000	
Other Sales Income	OF	0705	65	27	27	27	27	
Other Revenue	OF	0975	1	-	-	-	-	
Trsfr to OHA	OF		(11,458)	(11,600)	(11,600)	(11,600)	(11,600)	

_____ Agency Request

___X___ Governor's Budget

_____ Legislatively Adopted

Budget Page _____

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
 Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

Cross Reference Name: Operations
 Cross Reference Number: 81100-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Shift Differential	-	-	19	-	-	-	19
All Other Differential	-	-	921	-	-	-	921
Public Employees' Retire Cont	-	-	161	-	-	-	161
Pension Obligation Bond	-	-	5,251	-	-	-	5,251
Social Security Taxes	-	-	72	-	-	-	72
Mass Transit Tax	-	-	255	-	-	-	255
Vacancy Savings	-	-	(13,496)	-	-	-	(13,496)
Total Personal Services	-	-	(\$6,817)	-	-	-	(\$6,817)
Total Expenditures							
Total Expenditures	-	-	(6,817)	-	-	-	(6,817)
Total Expenditures	-	-	(\$6,817)	-	-	-	(\$6,817)
Ending Balance							
Ending Balance	-	-	6,817	-	-	-	6,817
Total Ending Balance	-	-	\$6,817	-	-	-	\$6,817

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
 Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Operations
 Cross Reference Number: 81100-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Attorney General	-	-	(186,500)	-	-	-	(186,500)
Total Services & Supplies	-	-	(\$186,500)	-	-	-	(\$186,500)
Total Expenditures							
Total Expenditures	-	-	(186,500)	-	-	-	(186,500)
Total Expenditures	-	-	(\$186,500)	-	-	-	(\$186,500)
Ending Balance							
Ending Balance	-	-	186,500	-	-	-	186,500
Total Ending Balance	-	-	\$186,500	-	-	-	\$186,500

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
Pkg: 031 - Standard Inflation

Cross Reference Name: Operations
Cross Reference Number: 81100-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	1,025	-	-	-	1,025
Out of State Travel	-	-	380	-	-	-	380
Employee Training	-	-	227	-	-	-	227
Office Expenses	-	-	1,383	-	-	-	1,383
Telecommunications	-	-	690	-	-	-	690
State Gov. Service Charges	-	-	51,737	-	-	-	51,737
Data Processing	-	-	263	-	-	-	263
Publicity and Publications	-	-	326	-	-	-	326
Professional Services	-	-	7,560	-	-	-	7,560
IT Professional Services	-	-	3,395	-	-	-	3,395
Attorney General	-	-	52,891	-	-	-	52,891
Employee Recruitment and Develop	-	-	44	-	-	-	44
Dues and Subscriptions	-	-	227	-	-	-	227
Facilities Rental and Taxes	-	-	4,560	-	-	-	4,560
Agency Program Related S and S	-	-	866	-	-	-	866
Other Services and Supplies	-	-	6,083	-	-	-	6,083
Expendable Prop 250 - 5000	-	-	199	-	-	-	199
IT Expendable Property	-	-	225	-	-	-	225
Total Services & Supplies	-	-	\$132,081	-	-	-	\$132,081
Total Expenditures							
Total Expenditures	-	-	132,081	-	-	-	132,081
Total Expenditures	-	-	\$132,081	-	-	-	\$132,081

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
 Pkg: 031 - Standard Inflation

Cross Reference Name: Operations
 Cross Reference Number: 81100-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(132,081)	-	-	-	(132,081)
Total Ending Balance	-	-	(\$132,081)	-	-	-	(\$132,081)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
 Pkg: 032 - Above Standard Inflation

Cross Reference Name: Operations
 Cross Reference Number: 81100-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	-	-	-	-	-	-	-
Other Services and Supplies	-	-	68,937	-	-	-	68,937
Total Services & Supplies	-	-	\$68,937	-	-	-	\$68,937
Total Expenditures							
Total Expenditures	-	-	68,937	-	-	-	68,937
Total Expenditures	-	-	\$68,937	-	-	-	\$68,937
Ending Balance							
Ending Balance	-	-	(68,937)	-	-	-	(68,937)
Total Ending Balance	-	-	(\$68,937)	-	-	-	(\$68,937)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
 Pkg: 060 - Technical Adjustments

Cross Reference Name: Operations
 Cross Reference Number: 81100-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	-	-	33,000	-	-	-	33,000
Professional Services	-	-	(33,000)	-	-	-	(33,000)
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
Pkg: 091 - Elimination of S&S Inflation

Cross Reference Name: Operations
Cross Reference Number: 81100-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	(1,025)	-	-	-	(1,025)
Out of State Travel	-	-	(380)	-	-	-	(380)
Employee Training	-	-	(227)	-	-	-	(227)
Office Expenses	-	-	(1,383)	-	-	-	(1,383)
Telecommunications	-	-	(690)	-	-	-	(690)
Data Processing	-	-	(263)	-	-	-	(263)
Publicity and Publications	-	-	(326)	-	-	-	(326)
Professional Services	-	-	(7,560)	-	-	-	(7,560)
Employee Recruitment and Develop	-	-	(44)	-	-	-	(44)
Dues and Subscriptions	-	-	(227)	-	-	-	(227)
Agency Program Related S and S	-	-	(866)	-	-	-	(866)
Other Services and Supplies	-	-	(75,020)	-	-	-	(75,020)
Expendable Prop 250 - 5000	-	-	(199)	-	-	-	(199)
IT Expendable Property	-	-	(225)	-	-	-	(225)
Total Services & Supplies	-	-	(\$88,435)	-	-	-	(\$88,435)
Total Expenditures							
Total Expenditures	-	-	(88,435)	-	-	-	(88,435)
Total Expenditures	-	-	(\$88,435)	-	-	-	(\$88,435)
Ending Balance							
Ending Balance	-	-	88,435	-	-	-	88,435
Total Ending Balance	-	-	\$88,435	-	-	-	\$88,435

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
 Pkg: 092 - Personal Services Adjustments

Cross Reference Name: Operations
 Cross Reference Number: 81100-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Vacancy Savings	-	-	(25,400)	-	-	-	(25,400)
Total Personal Services	-	-	(\$25,400)	-	-	-	(\$25,400)
Total Expenditures							
Total Expenditures	-	-	(25,400)	-	-	-	(25,400)
Total Expenditures	-	-	(\$25,400)	-	-	-	(\$25,400)
Ending Balance							
Ending Balance	-	-	25,400	-	-	-	25,400
Total Ending Balance	-	-	\$25,400	-	-	-	\$25,400

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
 Pkg: 096 - Statewide Adjustment DAS Chgs

Cross Reference Name: Operations
 Cross Reference Number: 81100-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
State Gov. Service Charges	-	-	(20,067)	-	-	-	(20,067)
Other Services and Supplies	-	-	(31,510)	-	-	-	(31,510)
Total Services & Supplies	-	-	(\$51,577)	-	-	-	(\$51,577)
Total Expenditures							
Total Expenditures	-	-	(51,577)	-	-	-	(51,577)
Total Expenditures	-	-	(\$51,577)	-	-	-	(\$51,577)
Ending Balance							
Ending Balance	-	-	51,577	-	-	-	51,577
Total Ending Balance	-	-	\$51,577	-	-	-	\$51,577

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
Pkg: 097 - Statewide AG Adjustment

Cross Reference Name: Operations
Cross Reference Number: 81100-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Attorney General	-	-	(19,214)	-	-	-	(19,214)
Total Services & Supplies	-	-	(\$19,214)	-	-	-	(\$19,214)
Total Expenditures							
Total Expenditures	-	-	(19,214)	-	-	-	(19,214)
Total Expenditures	-	-	(\$19,214)	-	-	-	(\$19,214)
Ending Balance							
Ending Balance	-	-	19,214	-	-	-	19,214
Total Ending Balance	-	-	\$19,214	-	-	-	\$19,214

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
Pkg: 099 - Microsoft 365 Consolidation

Cross Reference Name: Operations
Cross Reference Number: 81100-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	-	-	(4,232)	-	-	-	(4,232)
Total Services & Supplies	-	-	(\$4,232)	-	-	-	(\$4,232)
Total Expenditures							
Total Expenditures	-	-	(4,232)	-	-	-	(4,232)
Total Expenditures	-	-	(\$4,232)	-	-	-	(\$4,232)
Ending Balance							
Ending Balance	-	-	4,232	-	-	-	4,232
Total Ending Balance	-	-	\$4,232	-	-	-	\$4,232

POS116 - Net Package Fiscal Impact Report

2021-23 Biennium
Governors Budget

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: GB														
										0	0	0		
										0	0	0		
										0	0	0		
										0	0	0		
										0	0	0	0	0.00

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Oregon Board of Chiropractic Examiners
2021-23 Biennium

Agency Number: 81100
Cross Reference Number: 81100-001-00-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	46,550	57,126	57,126	42,775	42,775	-
Non-business Lic. and Fees	1,794,572	1,964,844	1,964,844	1,887,274	1,887,274	-
Charges for Services	2,179	3,838	3,838	2,060	2,060	-
Fines and Forfeitures	35,137	112,813	112,813	86,000	86,000	-
Sales Income	65	27	27	27	27	-
Other Revenues	1	-	-	-	-	-
Tsfr To Oregon Health Authority	(11,458)	(11,600)	(11,600)	(11,600)	(11,600)	-
Total Other Funds	\$1,867,046	\$2,127,048	\$2,127,048	\$2,006,536	\$2,006,536	-

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2017-2019 Actual	2019-21 Legislatively Adopted	2019-21 Legislatively Approved	2021-23		
						Agency Request	Governor's	Legislatively Adopted
Business Licenses & Fees	OF	0205	46,550	57,126	57,126	42,775	42,775	
Non-Business Lic. & Fees	OF	0210	1,794,572	1,964,844	1,964,844	1,887,274	1,887,274	
Charges for Services	OF	0410	2,179	3,838	3,838	2,060	2,060	
Fines & Forfeitures	OF	0505	35,137	112,813	112,813	86,000	86,000	
Other Sales Income	OF	0705	65	27	27	27	27	
Other Revenue	OF	0975	1	-	-	-	-	
Trsfr to OHA	OF		(11,458)	(11,600)	(11,600)	(11,600)	(11,600)	

_____ Agency Request

___X___ Governor's Budget

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Budget Page _____

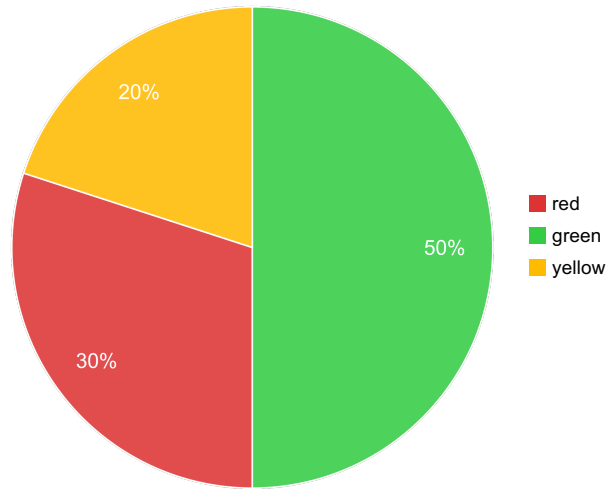
Chiropractic Examiners, Board of

Annual Performance Progress Report

Reporting Year 2020

Published: 10/1/2020 1:18:47 PM

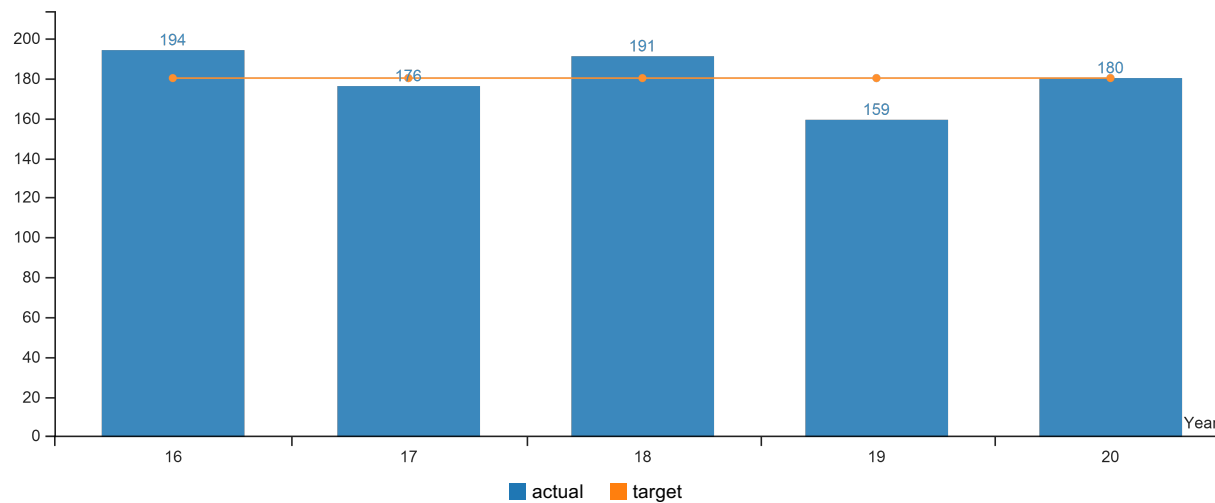
KPM #	Approved Key Performance Measures (KPMs)
1	Average number of days to resolve a complaint. -
2	Percent of sexual misconduct/boundary complaints resolved in 180 days -
3	The Percentage of new complaints that are assessed, investigated, and presented to the board for an initial decision within 120 days. -
4	Percentage of chiropractic physicians meeting the annual continuing education requirements. -
5	The Percentage of licenses issued within 5 days once all application components (that are the responsibility of the applicant) have been received. -
6	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.
7	Board Best Practices - Percent of total best practices met by the Board.
8	Days between complaint receipt and investigation preparation for Board. - Percent of cases having investigative reports written within 120 days from when a complaint is received to when the investigation is prepared for Board review/action.
9	Days between investigation preparation and presentation to the Board. - Percent of cases, with a prepared investigation that is ready for Board review/action, that are presented to the Board within 30 days of completion.
10	Days between Board review/initial action and case closure. - Percent of cases closed within 90 days of Board review/initial action.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	50%	20%	30%

KPM #1	Average number of days to resolve a complaint. -
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = negative result



Report Year	2016	2017	2018	2019	2020
Average number of days to resolve a complaint.					
Actual	194	176	191	159	180
Target	180	180	180	180	180

How Are We Doing

The average number of days to resolve a complaint for our last reporting period (2019) was 159. 144 cases were closed during that previous reporting period with 42 cases closing over the 180 days target. Of these 42 cases, 28 of our Oregon licensed DCs were involved (1.4% of the total 1942 licensed DCs as of 9/1/19) in 35 cases, CAs were involved in 5 cases over 180 days, and 2 non-licensed DCs from other jurisdictions were involved in 2 separate cases over 180 days. The 35 Oregon licensed DC cases were open for a total of 15,282 days, averaging 436.63 days/case. 1.4% of the total Oregon licensed DCs were responsible for 24% of the closed cases. Of particular note, 3 individual Oregon licensed DCs were responsible for 10 of the 35 cases. In contrast, the remaining 102 cases (70.8%) were open for a total of 7,490 days, averaging 73.43 days/case - an average well below our target of 180 days.

For reporting period 2020, we have exactly met our target at 180 days average to resolve a complaint, making this the third period we've met or exceeded this target since 2012. 82 cases were closed during this reporting period with 37 cases closing over the 180 day target. Of these 37 cases, 28 of our Oregon licensed DCs were involved (1.5% of the total 1931 licensed DCs as of 9/1/20) in 31 cases, CAs were involved in 3 cases over 180 days, and 3 non-licensed individuals were involved in 3 separate cases over 180 days. The 31 Oregon DC cases were open for a total of 9,609 days, averaging 310 days/case. 1.5% of the total Oregon licensed DCs were responsible for 37.8% of the closed cases. Of particular note, 3 individual Oregon licensed DCs were responsible for 6 of the 31 cases.

In contrast, the remaining 45 cases (54.8%) were open for a total of 3,151 days, averaging 70 days/case - an average well below our target of 180 days and below our average for this category for the last 2 reporting periods (73.43 days/case and 82.5 days/case, respectively).

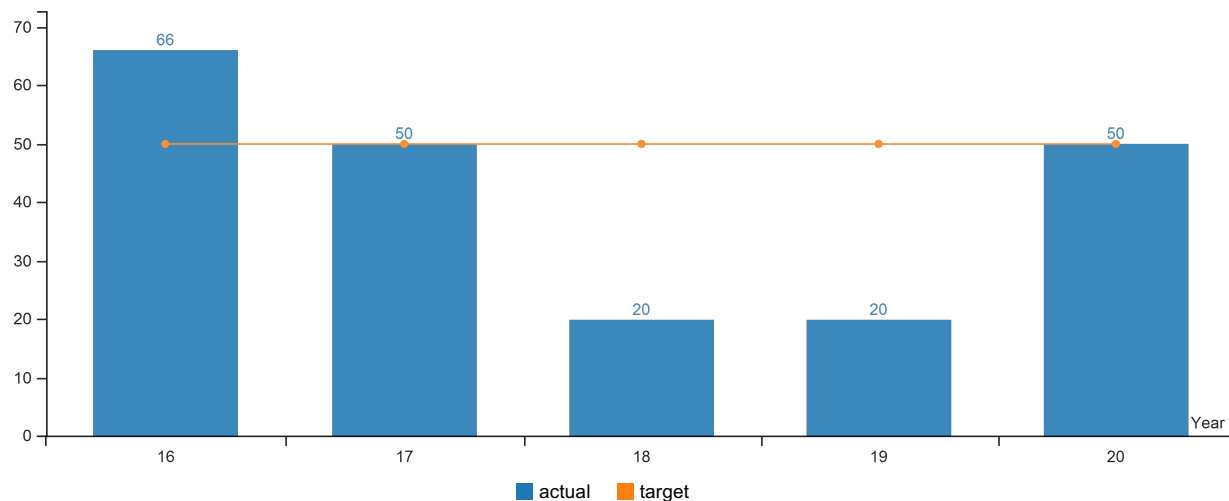
Factors Affecting Results

This reporting period has been exceptionally unique. Our investigatory staff, which usually consists of a Healthcare Investigator and another Investigator, has been short staffed 1 investigator since November 2019, with the agency retaining the vacancy savings and not opening that position until at least Spring of 2021. Additionally, COVID 19 caused a transition for staff from working in-person/in-office to primarily working remotely and, as such, created a slight time lag in case completion rates. Additionally, our case counts have leveled off since the implementation of our citation program.

We have seen an increase in applicants for our certified chiropractic assistant certification who have been denied or agreed to a stipulated/restricted certification due to a range of factors within their application.

KPM #2	Percent of sexual misconduct/boundary complaints resolved in 180 days -
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Percent of sexual misconduct/boundary complaints resolved in 180 days					
Actual	66%	50%	20%	20%	50%
Target	50%	50%	50%	50%	50%

How Are We Doing

We met our target for this reporting period. There was a total of 4 sexual misconduct/boundary cases closed with 2 cases, involving the same Oregon licensed DC, that closed under 180 days.

Factors Affecting Results

The OBCE is the only Health Professional Regulatory Board to track and report on sexual misconduct/boundary complaints/cases. This is in large part due to the very close and hands-on nature of chiropractic medicine and the possibility of professional boundaries being crossed within that realm. Because boundary and sexual misconduct cases are devastating to patients and other persons affected, we continue to include this KPM. It is within our public protection mission to continue to improve not only our resolution times for these cases, but improve the types of resolutions that we come to, as well as educating our licensee base about these dynamics within their practices in order to prevent violations from occurring in the first place.

The small number of cases make up an even smaller percentage of our overall caseload and often include an even smaller number of chiropractic physicians (DCs) responsible for multiple cases around similar circumstances and a large expenditure of time, effort, and resources. For example, we have a total of 4 cases that were closed within this reporting period, 2 of which were the responsibility of 1 DC.

Generally, these types of cases are much more complex and time consuming than non-sexual misconduct/boundary cases (e.g. recordkeeping, over treatment, etc.) often due to multiple and/or very traumatized victims (adults and minors) and witnesses, involvement of multiple licensing and law enforcement agencies, cross jurisdictional (state and country) issues, and engagement of expert review for psycho- or psychosexual evaluation of the perpetrating physician. During these cases that involve multiple law enforcement or state agencies (sheriff departments, local police, DHS, DOJ, county District Attorneys, school districts, etc.), our cases and investigations are often opened when we receive a complaint or notice of arrest and then often put on hold until the closure of the criminal

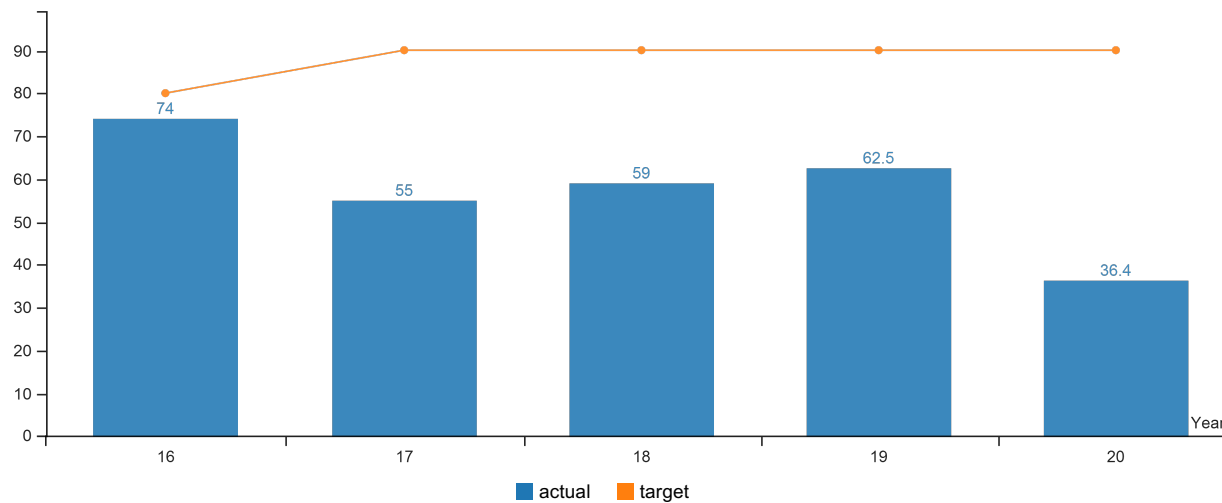
proceedings, greatly increasing our resolution time period.

Also, because these cases involve the possibility of strong discipline - suspension or revocation of a DC's license - DCs most often hire defense counsel to represent them, which is fully within their rights to protect their due process. The fact that defense counsel is involved, however, significantly increases the time in which these cases are resolved. Counsel often utilize all tools available to them to allow their clients to continue to work during the pendency of their disciplinary proceedings, in essence, prolonging the process before their clients are fully held accountable. This may include scheduling conflicts, filing an abundance of pleadings, cross-filing cases in multiple jurisdictions/courts regarding the same matter or parties, filing multiple motions, requesting a hearing, prolonged settlement negotiations, preparing for hearing to settle at the last minute, or going to hearing and filing for judicial review on appeal once a Final Order is issued, post-hearing. More often than not, the majority of these cases settle immediately before hearing, after prolonged pre-hearing engagement with the agency.

Our goal is to protect our public and, by thoroughly investigating all aspects of these cases, respecting our complainants and witnesses, fully providing our licensees their due process rights, and successfully representing our agency and the public in negotiations, at hearing, and during appeal, we accomplish that end. Resolving these cases sooner is what we strive for, but not at the expense of public safety.

KPM #3	The Percentage of new complaints that are assessed, investigated, and presented to the board for an initial decision within 120 days. -
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Actual	74%	55%	59%	62.50%	36.40%
Target	80%	90%	90%	90%	90%

How Are We Doing

At 36.4% of cases presented to the Board within 120 days, we did not meet this KPM this reporting period, with 22 new cases, 14 of which reported to the board at more than 120 days.

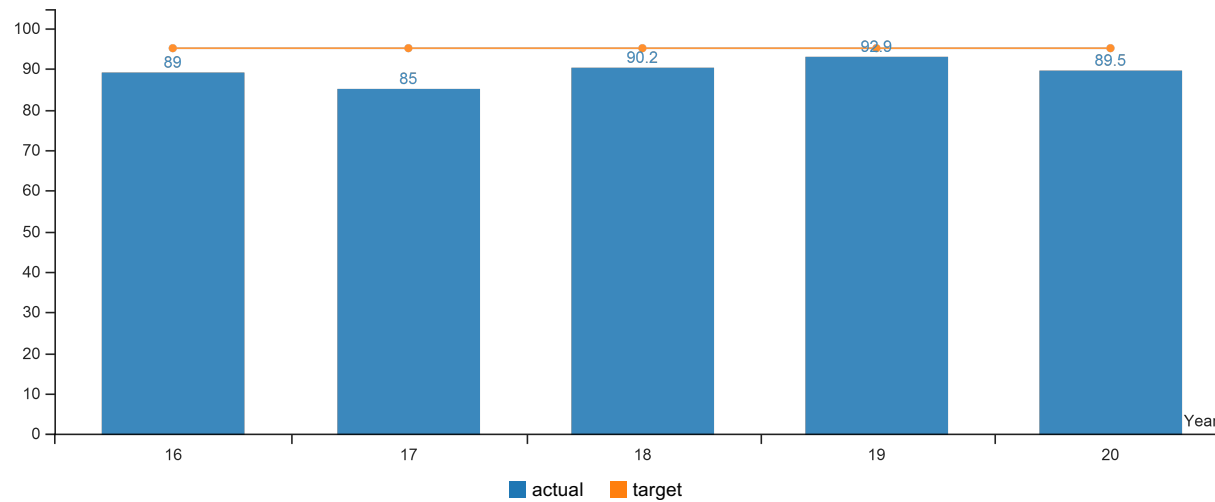
Factors Affecting Results

We had a 27% increase in new complaints during this reporting period over last. This increased caseload was assessed and investigated by only 1 investigator, rather than our regular 2 investigators, due to the agency being shortstaffed. Our results are an expected outcome of increased caseload with half the staff.

Of the 14 cases over 120 days, 12 of them resulted in non-discipline, insufficient evidence, or no statutory violations found by the Board. The remaining 2 cases were disciplinary in nature. The time spent fully investigating these cases, and ensuring our licensees their full due process rights, is time well spent, even if it falls outside of our performance measure target.

KPM #4	Percentage of chiropractic physicians meeting the annual continuing education requirements. -
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Actual	89%	85%	90.20%	92.90%	89.50%
Target	95%	95%	95%	95%	95%

How Are We Doing

For this reporting period, 5 audits were taken of the DC licensee base with a total compliance rate of 89.5% who complied within 30 days of the audit date, a decrease over the last 2 reporting periods.

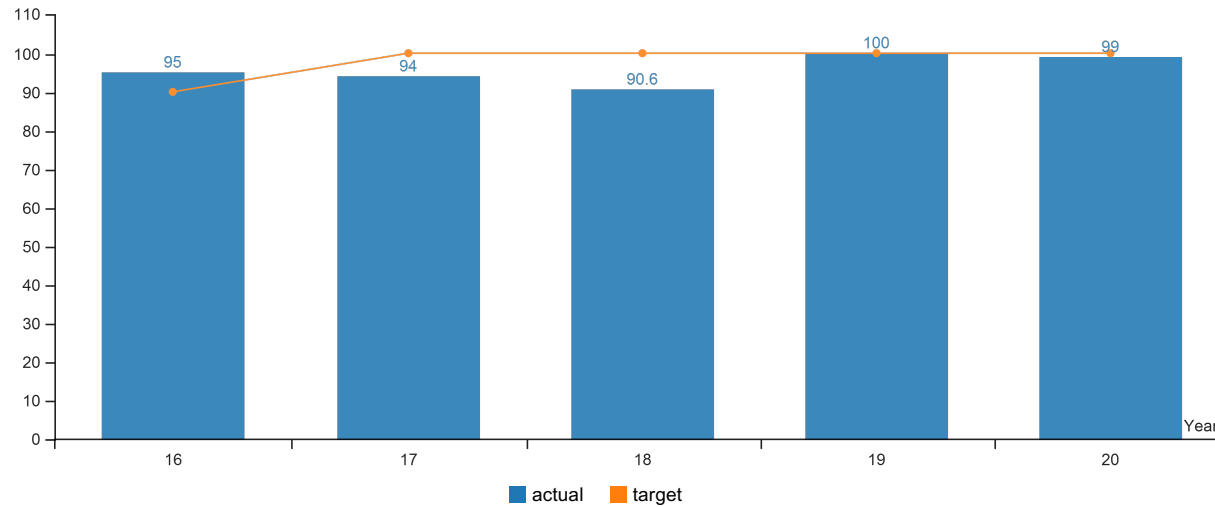
The compliance rates for each DC audit are as follows: 9/19: 91.1%; 10/19: 87.5%; 1/20: 89.9%; 4/20: 87.9%; and 8/20: 96.6%.

Factors Affecting Results

This year seems to be an anomaly in slow reporting and audit compliance on behalf of our licensee base, either due to taking advantage of our temporary rule allowing for CE deferral or other effects on business practices that has resulted from the COVID pandemic.

KPM #5	The Percentage of licenses issued within 5 days once all application components (that are the responsibility of the applicant) have been received. -
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Actual	95%	94%	90.60%	100%	99%
Target	90%	100%	100%	100%	100%

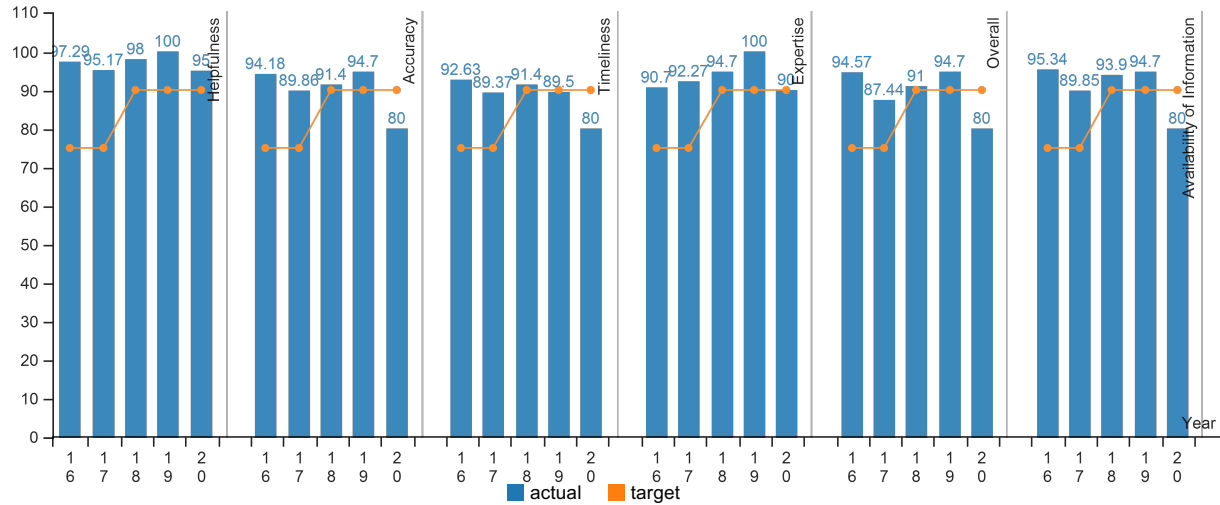
How Are We Doing

We missed this target for this reporting period by one percentage point. 76 licenses were processed, with 100% completed within 5 days, 98.7% completed within 2 days, 93.5% completed within 1 day, and 92.1% of licenses were issued the same day they were eligible - a marked improvement, overall, from our previous reporting period.

Factors Affecting Results

Because we have such a small staff (5.1 FTE, 6 positions, only 2 full time), staff members' days out of office due to FMLA/OMLA issues, sickness, vacation days, mail related issues, and COVID, greatly affect this measure and the processing of license applications. We continue to cross train our staff members in order to obtain the 100% target.

KPM #6	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.
	Data Collection Period: Sep 01 - Aug 31



Report Year	2016	2017	2018	2019	2020
Actual	97.29%	95.17%	98%	100%	95%
Target	75%	75%	90%	90%	90%
Actual	94.18%	89.86%	91.40%	94.70%	80%
Target	75%	75%	90%	90%	90%
Actual	92.63%	89.37%	91.40%	89.50%	80%
Target	75%	75%	90%	90%	90%
Actual	90.70%	92.27%	94.70%	100%	90%
Target	75%	75%	90%	90%	90%
Actual	94.57%	87.44%	91%	94.70%	80%
Target	75%	75%	90%	90%	90%
Actual	95.34%	89.85%	93.90%	94.70%	80%
Target	75%	75%	90%	90%	90%

The target for each of these categories changed from 75% to 90% in the 2017 legislative session. We would have surpassed our target measures at pre-2017 target values but only meet or exceed the 90% target for two categories - helpfulness and expertise.

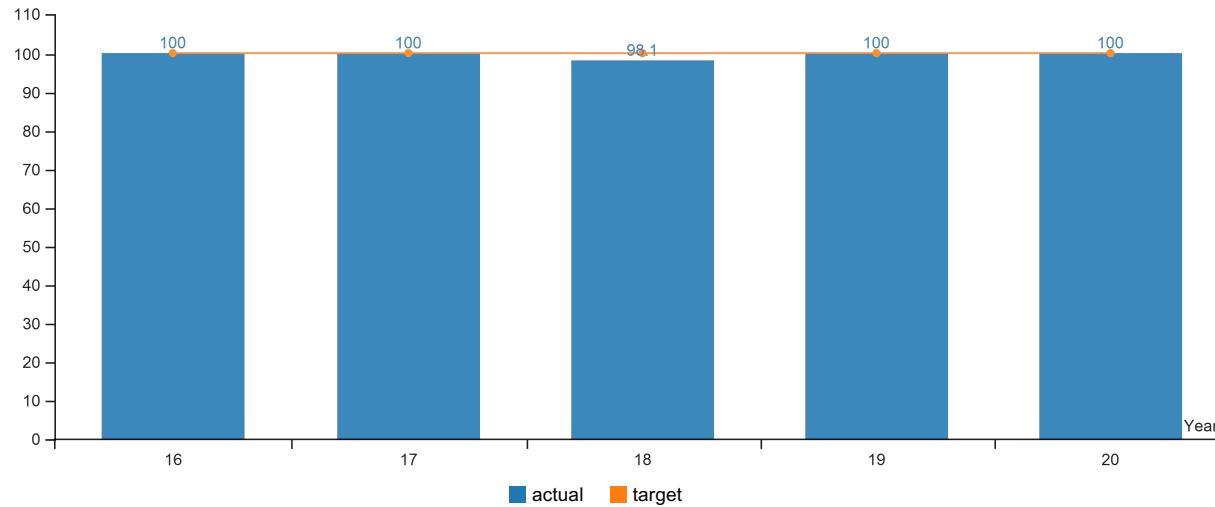
Factors Affecting Results

Only 20 people responded to our survey (~15% of our usual respondent base) by the survey deadline. This limited response allows for 1 person's responses to greatly sway the results of the full survey.

Additionally, a 30 year legacy employee retired during this reporting period, in addition to the chaos created by COVID, could be reasonable factors effecting our survey results.

KPM #7	Board Best Practices - Percent of total best practices met by the Board.
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Actual	100%	100%	98.10%	100%	100%
Target	100%	100%	100%	100%	100%

How Are We Doing

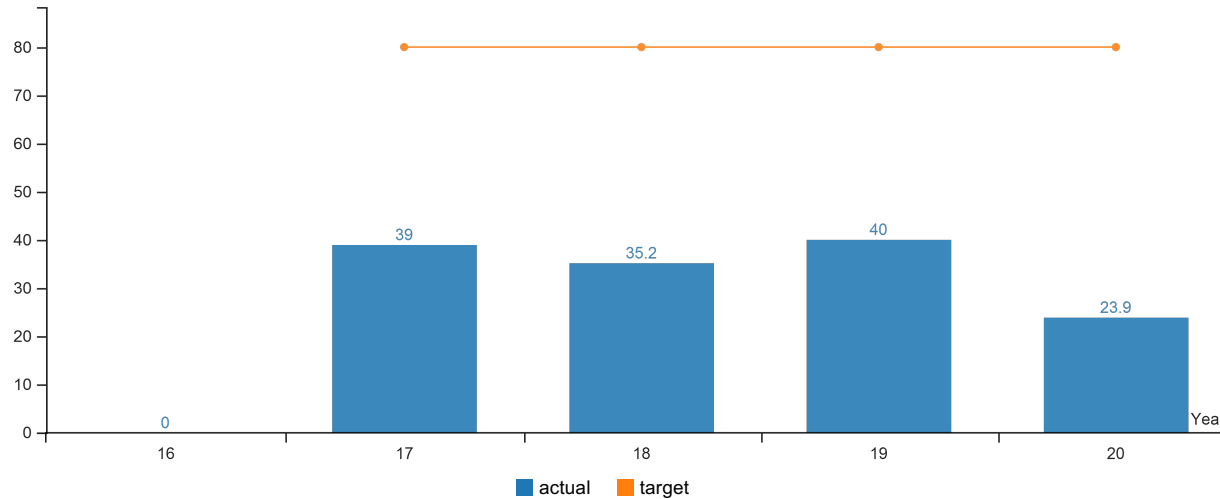
5 of our 7 board members responded, with an aggregate 100% assessment score, meeting our target.

Factors Affecting Results

Board members at the end of their terms, new board members beginning their terms, or board members not wanting to participate in state HR or management training may have varying responses to this KPM.

KPM #8	Days between complaint receipt and investigation preparation for Board. - Percent of cases having investigative reports written within 120 days from when a complaint is received to when the investigation is prepared for Board review/action.
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Actual	No Data	39%	35.20%	40%	23.90%
Target	TBD	80%	80%	80%	80%

How Are We Doing

In our last reporting period, of the 40 complaints received, 24 of them (60%) included investigators' reports that were submitted in excess of 120 days from complaint receipt. The average days from receipt to investigators' report for the 24 cases was 216.3 days/case. For the other cases (40%), the average days from receipt to investigators' report was 79.8 days/case. This 40% result was the best outcome since this KPM's inception in 2017.

For the current reporting period, of the 46 cases received, 35 of them (76%) included investigator's reports that were submitted in excess of 120 days from complaint receipt. The average days from receipt to investigator's report for the 35 cases was 221 days/case. For the other 11 cases (23.9%), the average days from receipt to investigator's report was 49 days/case.

This KPM was created in 2017. Being that it is relatively new, revision of this target may be considered at a future date to determine appropriateness for more relevant data.

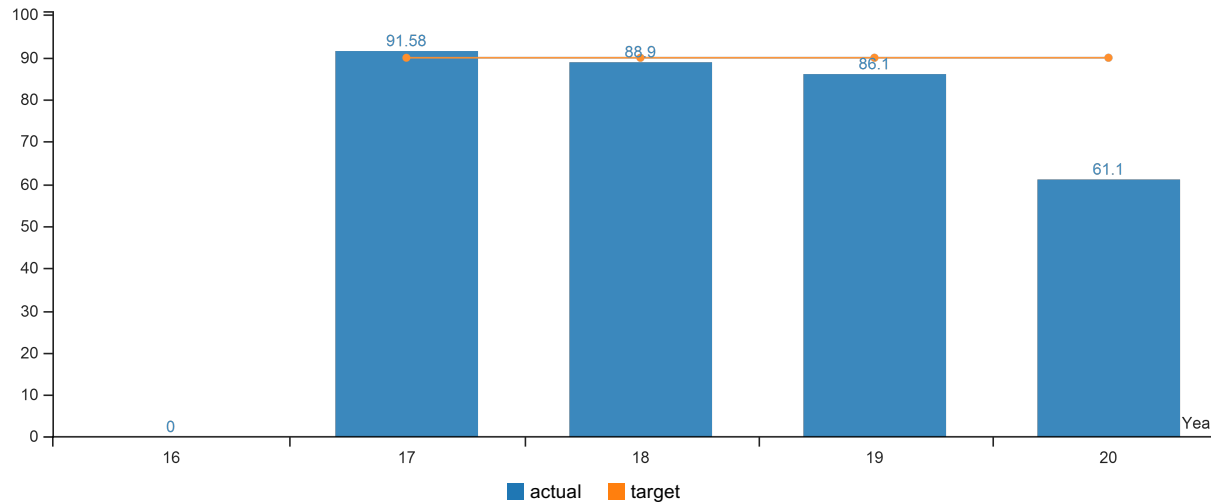
Factors Affecting Results

The OBCE is a smaller professional licensing board, with 5.1 FTE (6 positions), of which, when fully staffed, only 2 staff members are full time employees which do not include our Investigator or Healthcare Investigator. As of November, 2019, we have been shortstaffed, with the .75 FTE Investigator position being held vacant for agency savings. Our results in this KPM is a direct reflection of the shortstaffing and having our entire investigatory team being made up of 1 position at .60 FTE. Even so, it is an amazing result to have 23.9% of our cases still come under the 120 day target, and be greatly decreased from last reporting period.

Of the 35 cases that were over target, 2 DCs were responsible for 5 of the 35 cases, 2 of which have resulted in license suspension.

KPM #9	Days between investigation preparation and presentation to the Board. - Percent of cases, with a prepared investigation that is ready for Board review/action, that are presented to the Board within 30 days of completion.
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Actual	No Data	91.58%	88.90%	86.10%	61.10%
Target	TBD	90%	90%	90%	90%

How Are We Doing

For the previous reporting period, of the 36 cases where an investigation report was written and then presented to the Board, 31 (86.1%) were submitted within 30 days. Of the 5 cases that were submitted in over 30 days, the average time it took for submission was 42.6 days.

For this reporting period, of the 54 cases where an investigation report was written and then presented to the Board, 21 (38.9%) were submitted within 30 days. Of the 33 cases that were submitted over 30 days, the average time it took for submission was 43.8 days.

Factors Affecting Results

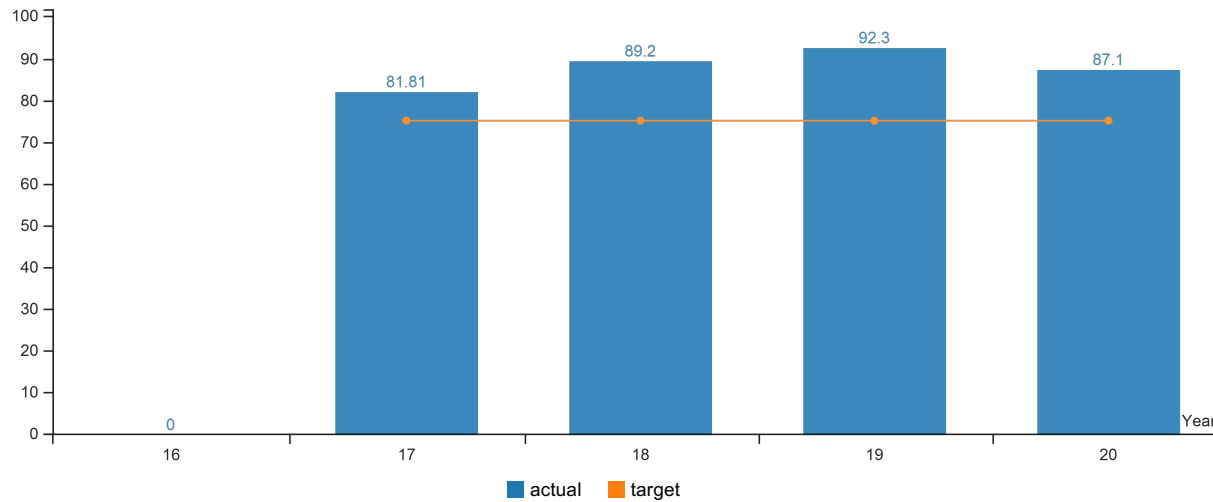
This is a new KPM as of 2017. The downward trend since inception may seem problematic and a reflection of inefficiency but it actually reflects greater efficiency. Our board meets every other month, with the meetings during this reporting period occurring an average of 50 days apart. The purpose of this KPM was to analyze how quickly the cases with finished investigations came before the board - whether at the very next meeting after finalization or at subsequent meetings. With the vacancy of one of two of our investigator positions, the process of finalizing each of our investigation reports has become more efficient, with investigation reports being written and submitted for board review earlier in the process - a longer period of time prior before the next available meeting - and well within the window for submission instead of running closer to the submission deadline and being bumped to the next meeting.

With more efficiency, it is anticipated that we will see a continued increase in days between investigation report to board review (downward trend) and a greater discrepancy with the current 30 day target. With more data available and this deeper analysis, we may want to consider modifying the 30 day target to 60 days to get to the underlying purpose of this KPM or to reframe the report so that

a downward trend is a positive result.

KPM #10	Days between Board review/initial action and case closure. - Percent of cases closed within 90 days of Board review/initial action.
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Actual	No Data	81.81%	89.20%	92.30%	87.10%
Target	TBD	75%	75%	75%	75%

How Are We Doing

We have exceeded this KPM (87.1%) this reporting period. Of the 39 cases closed during this reporting period, 34 of them were closed within 90 days after initial board review. 5 cases (12.8%) exceeded the 90 days target, all of which resulted in either disciplinary action or license restriction. These 5 outliers had a case average of 154.2 days/case between initial board review and case closure.

There has been a 33% increase in cases reporting for this KPM during this reporting period. Even with this increase, we've exceeded our target.

Factors Affecting Results

If licensees, who are being proposed discipline, are not mentally competent to understand the process, either due to age or infirmity, or if they obtain legal counsel, request a hearing, and engage the agency in settlement negotiations after the initial board review, there will be an anticipated longer time span between that first review and when the case closes. The efforts that go into negotiated outcomes, especially around mental or physical health decline issues, rather than contested case hearings and possible appeals, is well worth the time spent and possibly not meeting the KPM target for those purposes.

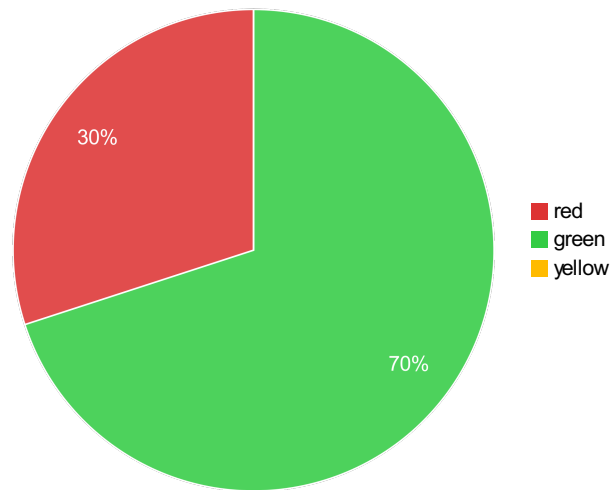
Chiropractic Examiners, Board of

Annual Performance Progress Report

Reporting Year 2019

Published: 10/21/2019 10:12:31 AM

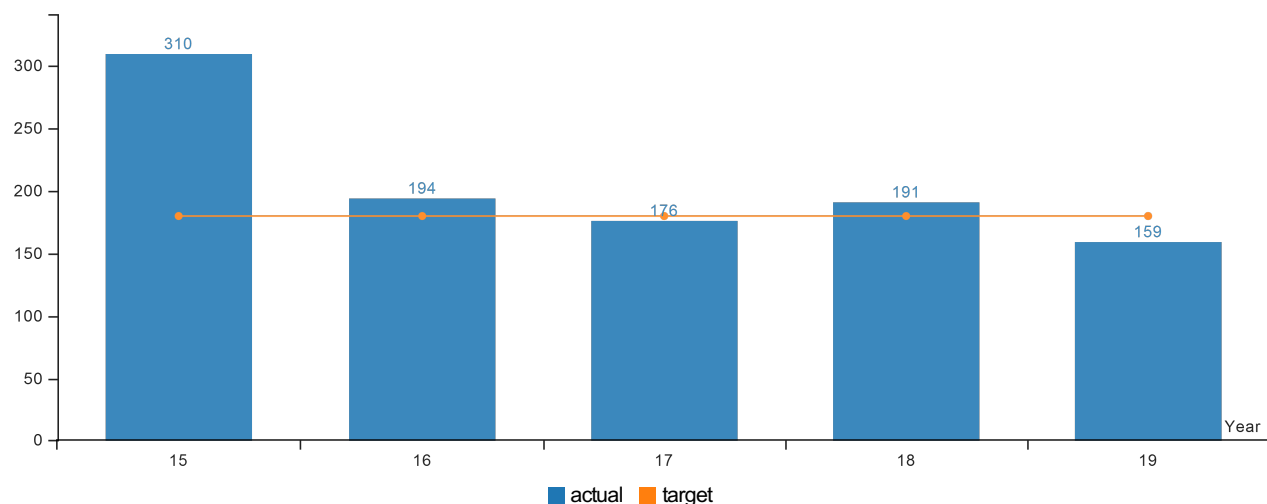
KPM #	Approved Key Performance Measures (KPMs)
1	Average number of days to resolve a complaint. -
2	Percent of sexual misconduct/boundary complaints resolved in 180 days -
3	The Percentage of new complaints that are assessed, investigated, and presented to the board for an initial decision within 120 days. -
4	Percentage of chiropractic physicians meeting the annual continuing education requirements. -
5	The Percentage of licenses issued within 5 days once all application components (that are the responsibility of the applicant) have been received. -
6	Customer Service - Percent of customers rating their satisfaction w/ the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.
7	Board Best Practices - Percent of total best practices met by the Board.
8	Days between complaint receipt and investigation preparation for Board. - Percent of cases having investigative reports written within 120 days from when a complaint is received to when the investigation is prepared for Board review/action.
9	Days between investigation preparation and presentation to the Board. - Percent of cases, with a prepared investigation that is ready for Board review/action, that are presented to the Board within 30 days of completion.
10	Days between Board review/initial action and case closure. - Percent of cases closed within 90 days of Board review/initial action.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	70%	0%	30%

KPM #1	Average number of days to resolve a complaint. -
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = negative result



Report Year	2015	2016	2017	2018	2019
Average number of days to resolve a complaint.					
Actual	310	194	176	191	159
Target	180	180	180	180	180

How Are We Doing

The average number of days to resolve a complaint for our last reporting period (2018) was 191 days. 72 cases were closed with 36 cases closing over the 180 days target. Of these 36 cases, 30 DCs were involved (1.5% of the total 1968 DCs as of 9/1/18) in 33 cases, and CAs were involved in 3 cases. The 36 cases were open for a total of 10,789 days, averaging 300 days/case. 1.5% of the total DCs were responsible for 45.8% of the closed cases. In contrast, the remaining 54.2% of cases were open for a total of 2,969 days, averaging 82.5 days/case - an average well below our target of 180 days.

We have significantly improved our average number of days to resolve a complaint from last reporting period, making this the second period we've met or exceeded this target since 2012. Our average for this KPM for 2019 is 159 days, well below our 180 day target. 144 cases were closed during this reporting period with 42 cases closing over the 180 day target. Of these 42 cases, 28 of our Oregon licensed DCs were involved (1.4% of the total 1942 licensed DCs as of 9/1/19) in 35 cases, CAs were involved in 5 cases over 180 days, and 2 non-licensed DCs from other jurisdictions were involved in 2 separate cases over 180 days. The 35 Oregon DC cases were open for a total of 15,282 days, averaging 436.63 days/case. 1.4% of the total Oregon licensed DCs were responsible for 24% of the closed cases. Of particular note, 3 individual Oregon licensed DCs were responsible for 10 of the 35 cases.

In contrast, the remaining 102 cases (70.8%) were open for a total of 7,490 days, averaging 73.43 days/case - an average well below our target of 180 days and below our average for this category last reporting period (82.5 days/case).

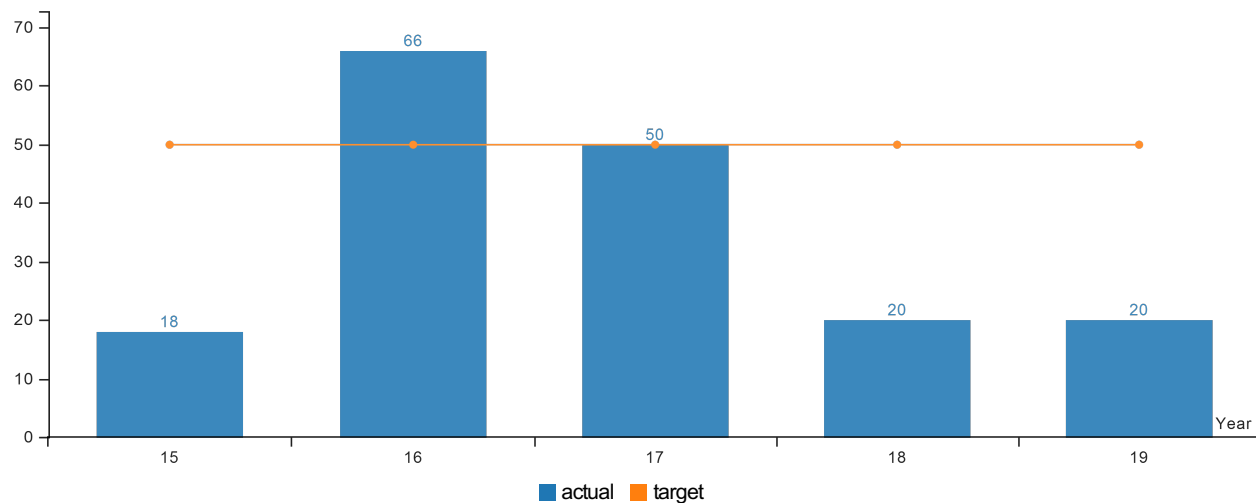
Factors Affecting Results

This reporting period has been unique as the board approved citation authority for low level rules violations. These citations caused our case count and those closed to double since last year, but generally did not effect the number of cases that were open for more than 180 days. The 3 individual Oregon DCs who were responsible for 10/35 cases over 180 days either went to multiple day hearings with filings in the Court of Appeals or settlement negotiations went long to enable appropriate outcomes.

We also had 2 non-licensed DCs from other jurisdictions who were involved in the same questionable business formation and practice here in Oregon which raised unique legal questions and resulted in longer resolution times.

KPM #2	Percent of sexual misconduct/boundary complaints resolved in 180 days -
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = positive result



Report Year	2015	2016	2017	2018	2019
Percent of sexual misconduct/boundary complaints resolved in 180 days					
Actual	18%	66%	50%	20%	20%
Target	50%	50%	50%	50%	50%

How Are We Doing

We did not meet our target for this reporting period. Like last year, there were a total of 5 sexual misconduct/boundary complaints closed with 1 case under 180 days, which resulted in a license surrender.

Factors Affecting Results

The OBCE is the only health professional regulatory board to track and report on sexual misconduct/boundary complaints/cases. This is in large part due to the very close and hands-on nature of chiropractic medicine and the possibility of professional boundaries being crossed within that realm. Because boundary and sexual misconduct cases are devastating to patients and other persons affected, we continue to include this KPM. It is within our public protection mission to continue to improve not only our resolution times for these cases, but improve the types of resolutions that we come to, as well as educating our licensee base about these dynamics within their practices in order to prevent violations from occurring.

The small number of cases make up an even smaller percentage of our overall caseload and often include an even smaller number of chiropractic physicians (DCs) responsible for multiple cases around similar circumstances and a large expenditure of time, effort, and resources. For example, we have a total of 5 cases that were closed within this reporting period, 2 of which were the responsibility of 1 DC and a third that related to the circumstances within the aforementioned 2 cases.

Generally, these types of cases are much more complex and time consuming than non-sexual misconduct/boundary cases (e.g. recordkeeping, over treatment, etc.) often due to multiple and/or very traumatized victims (adults and minors) and witnesses, involvement of multiple licensing and law enforcement agencies, cross jurisdictional (state and country) issues, and engagement of expert review for psycho- or psychosexual evaluation of the perpetrating physician. During these cases that involve multiple law enforcement or state agencies (sheriff departments, local police,

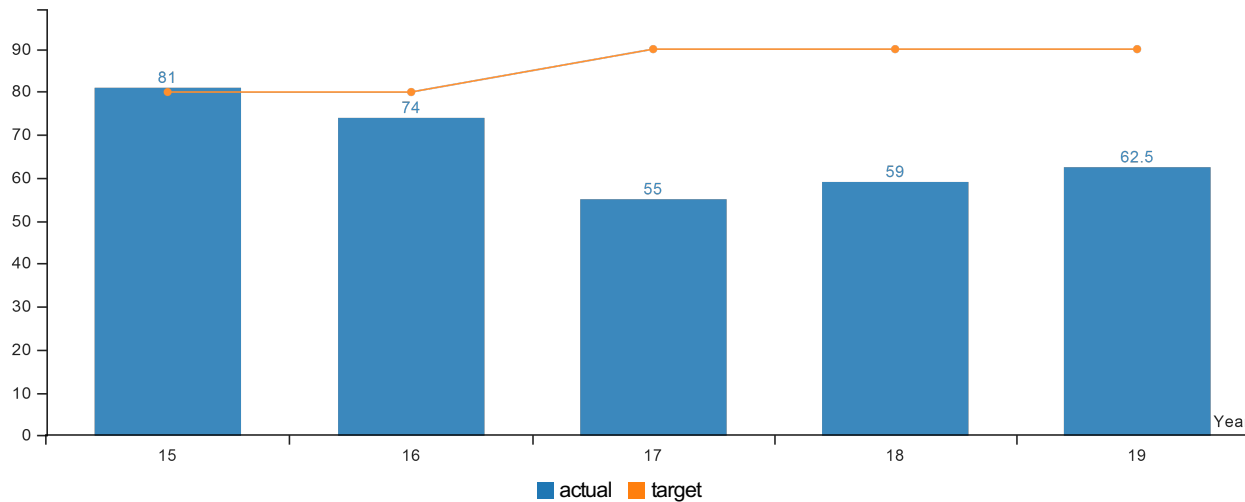
DHS, DOJ, county District Attorneys, school districts, etc.), our cases and investigations are opened when we receive a complaint or notice of arrest and then often put on hold until the closure of the criminal proceedings, greatly increasing our resolution time period.

Also, because these cases involve the possibility of strong discipline - suspension or revocation of a DC's license - DCs most often hire defense counsel to represent them, which is fully within their right to protect their due process. The fact that defense counsel is involved, however, significantly increases the time in which these cases are resolved. Counsel often utilize all tools available to them to allow their clients to continue to work during the pendency of their disciplinary proceedings, in essence, prolonging the process before their clients are fully held accountable. This may include scheduling conflicts, filing an abundance of pleadings, cross-filing cases in multiple jurisdictions/courts regarding the same matter or parties, filing multiple motions, requesting a hearing, prolonged settlement negotiations, preparing for hearing to settle at the last minute, or going to hearing and filing for judicial review on appeal once a Final Order is issued, post-hearing. More often than not, the majority of these cases settle immediately before hearing, after prolonged pre-hearing engagement with the agency.

Although we have been unsuccessful in reaching our target, I believe our KPM, and our target, are realistic and integral to our public protection mission. Our goal is to protect our public and, by thoroughly investigating all aspects of these cases, respecting our complainants and witnesses, fully providing our licensees their due process rights, and successfully representing our agency and the public in negotiations, at hearing, and during appeal, we accomplish that end. Resolving these cases sooner is what we strive for, but not at the expense of public safety.

KPM #3	The Percentage of new complaints that are assessed, investigated, and presented to the board for an initial decision within 120 days. -
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = positive result



Report Year	2015	2016	2017	2018	2019
Percentage of complaints/investigations presented to the Board within 120 days					
Actual	81%	74%	55%	59%	62.50%
Target	80%	80%	90%	90%	90%

How Are We Doing

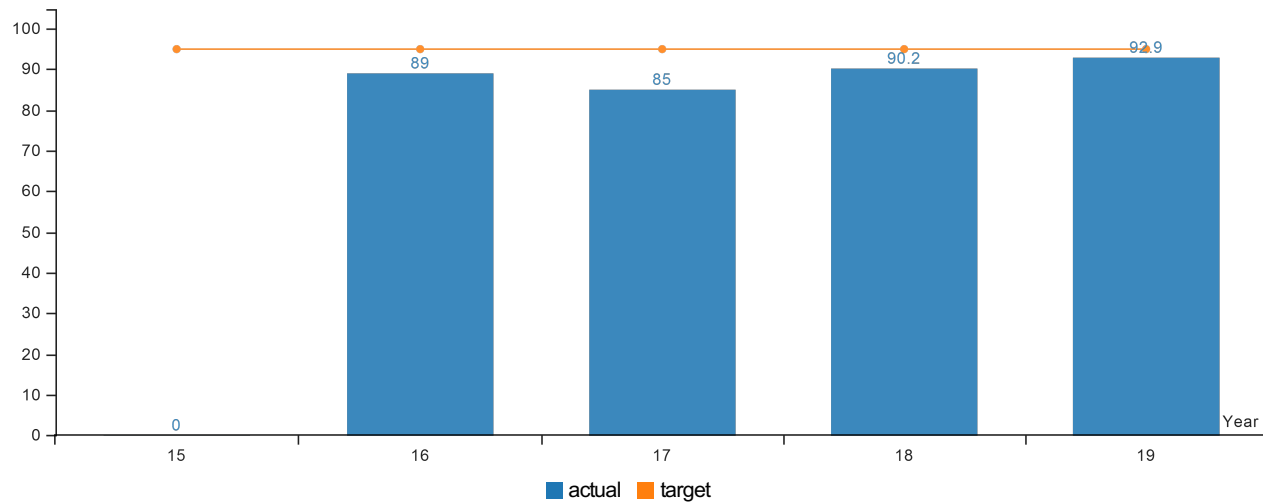
The target for this KPM was changed from 80% to 90% during the 2017 Legislative Session. At 62.5% of cases presented to the Board within 120 days, we did not meet this new KPM this reporting period, with 16 new cases, 6 of which reported to the board at more than 120 days. We did, however, improve over the last two reporting periods (2018: 59%, 2017: 55%).

Factors Affecting Results

All 6 cases that were over 120 days resulted in non-discipline, insufficient evidence, or no statutory violations found by the Board. The time spent fully investigating these cases, and ensuring our licensees their full due process rights, is time well spent, even if it falls outside of our performance measure target.

KPM #4	Percentage of chiropractic physicians meeting the annual continuing education requirements. -
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = positive result



Report Year	2015	2016	2017	2018	2019
Percentage of chiropractic physicians meeting the annual continuing education requirements.					
Actual	No Data	89%	85%	90.20%	92.90%
Target	95%	95%	95%	95%	95%

How Are We Doing

For this reporting period, 5 audits were taken of the DC licensee base with a total compliance rate of 92.86% who complied within 30 days of the audit date, an increase over the last three reporting periods. Two audits were taken of the CA certificate holders with a total compliance of 100% who complied within 30 days of each audit date.

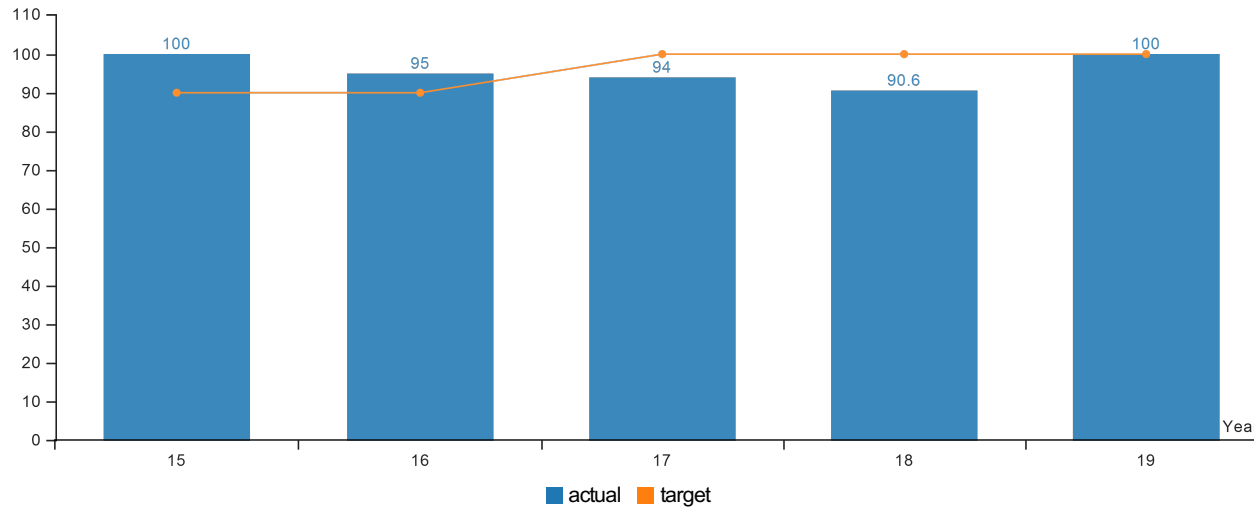
The compliance rates for each DC audit are as follows: 9/18: 91.7%; 10/18: 97.2%; 1/19: 96.8%; 5/19: 82.7%; 7/19: 96.9%. Of note, we began auditing 25% of our DC licensee base (rather than 10% or fewer) in May.

Factors Affecting Results

More consistency in performance of audits has resulted in greater compliance with anticipated continued improvement.

KPM #5	The Percentage of licenses issued within 5 days once all application components (that are the responsibility of the applicant) have been received. -
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = positive result



Report Year	2015	2016	2017	2018	2019
Time to process chiropractor applications					
Actual	100%	95%	94%	90.60%	100%
Target	90%	90%	100%	100%	100%

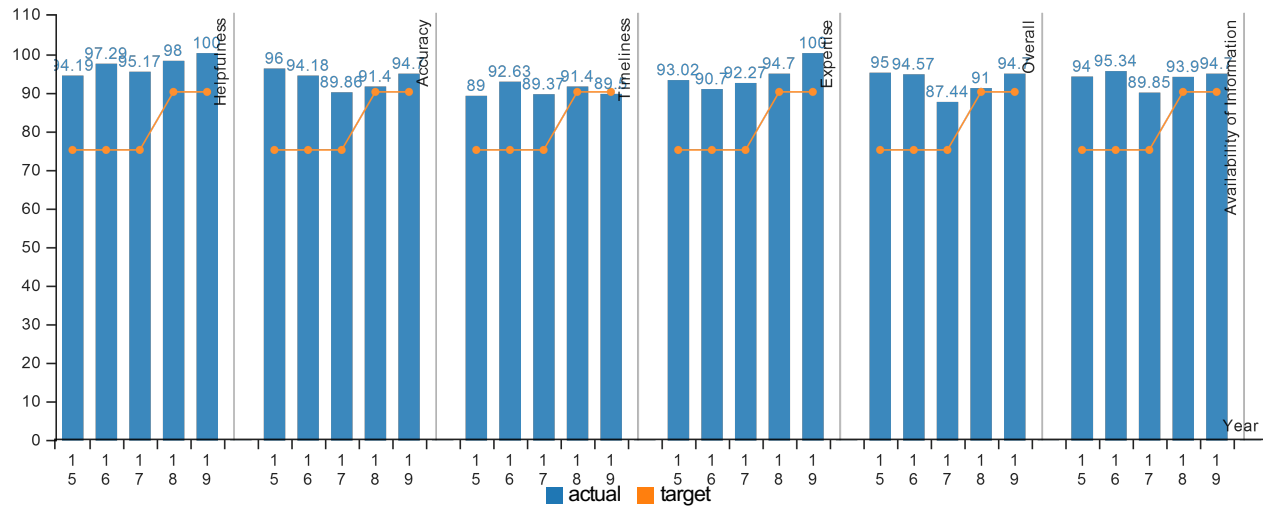
How Are We Doing

We have met this target. 81 licenses were processed during this reporting period. 100% were completed within 5 days, 97.5% were completed within 4 days, 95% were completed within 3 days, 87.6% were completed within 1 day, and 76.5% of licenses were issued the same day they were eligible.

Factors Affecting Results

Because we have such a small staff (5.1 FTE, 6 positions, only 2 full time), staff members' days out of office due to FMLA/OMLA issues, sickness, or vacation days greatly affect this measure and the processing of license applications. We continue to cross train our staff members which has resulted in our 100% compliance for this measure this reporting period, even with a recent extended medical leave taken by a staff member.

KPM #6	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.
	Data Collection Period: Sep 01 - Aug 31



Report Year	2015	2016	2017	2018	2019
Helpfulness					
Actual	94.19%	97.29%	95.17%	98%	100%
Target	75%	75%	75%	90%	90%
Accuracy					
Actual	96%	94.18%	89.86%	91.40%	94.70%
Target	75%	75%	75%	90%	90%
Timeliness					
Actual	89%	92.63%	89.37%	91.40%	89.50%
Target	75%	75%	75%	90%	90%
Expertise					
Actual	93.02%	90.70%	92.27%	94.70%	100%
Target	75%	75%	75%	90%	90%
Overall					
Actual	95%	94.57%	87.44%	91%	94.70%
Target	75%	75%	75%	90%	90%
Availability of Information					
Actual	94%	95.34%	89.85%	93.90%	94.70%
Target	75%	75%	75%	90%	90%

The target for each of these categories changed from 75% to 90% in the 2017 Legislative Session. Even with this increase, we have exceeded that target in 5/6 categories and almost met the target in the sixth.

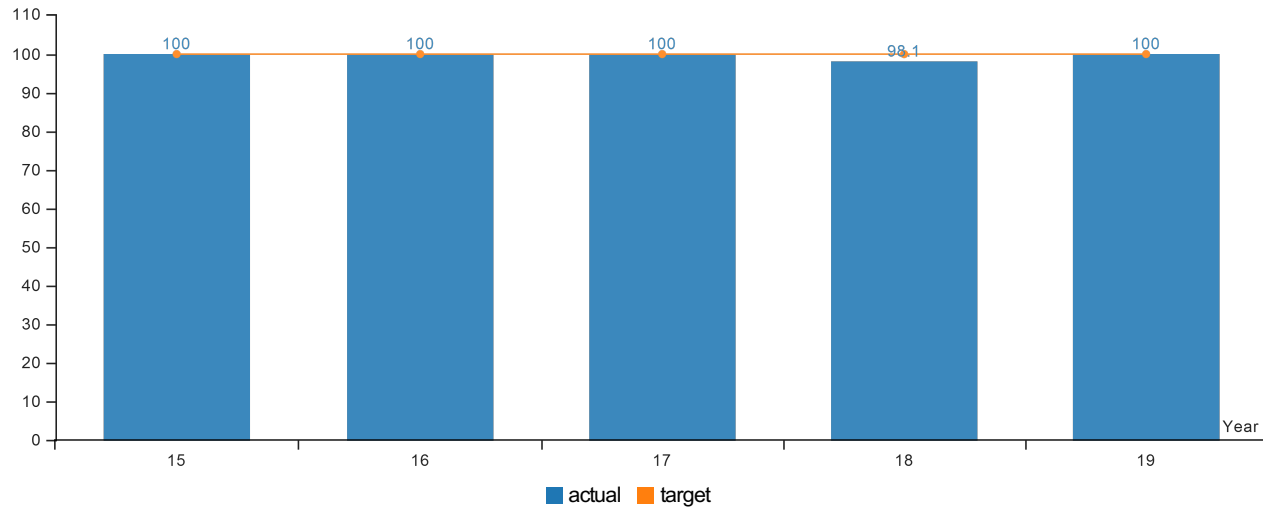
Initially, only 19 respondents responded (10% or less of our usual respondent base) by the survey deadline and it was discovered that not all of our standard recipients received the online customer satisfaction survey. We reissued the online survey to those who did not originally receive it and anticipated having a wider respondent pool at the second survey deadline. However, that increase expected did not occur. The second survey went out to an additional 139 stakeholders and none of whom responded to the survey. The initial results are final.

Factors Affecting Results

The low survey response rate may be due to an inundation of surveys requested of stakeholders from our and other agencies/entities at the end of the calendar or reporting year.

KPM #7	Board Best Practices - Percent of total best practices met by the Board.
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = positive result



Report Year	2015	2016	2017	2018	2019
Board Best Practices - Percent of total best practices met by the Board.					
Actual	100%	100%	100%	98.10%	100%
Target	100%	100%	100%	100%	100%

How Are We Doing

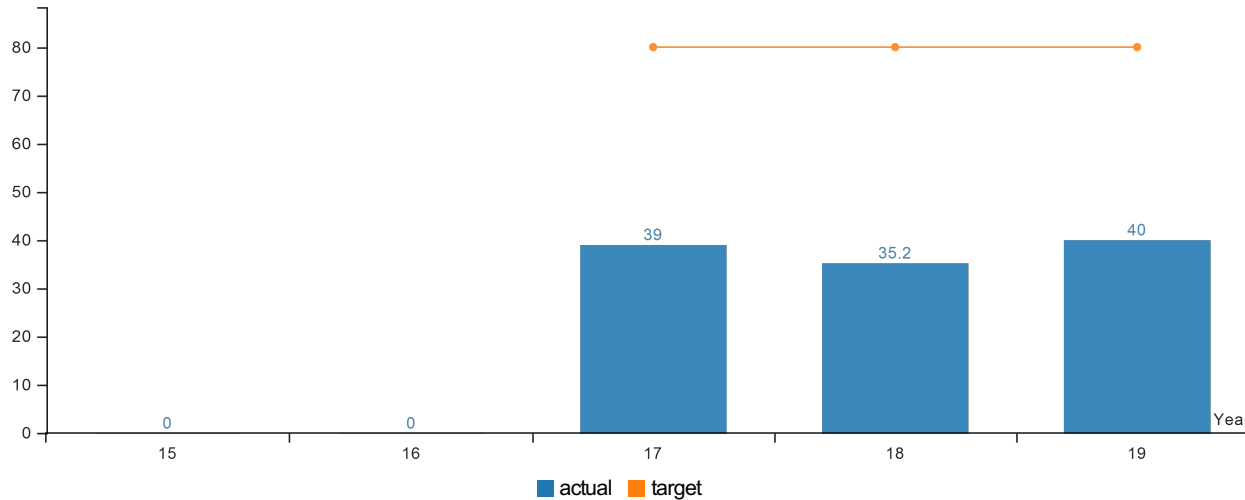
All 7 board members responded, with an aggregate 100.0% assessment score, an improvement over last year's results but in line with our results since 2015.

Factors Affecting Results

New members beginning their terms or board members not wanting to participate in state HR or management training may have varying responses to this KPM.

KPM #8	Days between complaint receipt and investigation preparation for Board. - Percent of cases having investigative reports written within 120 days from when a complaint is received to when the investigation is prepared for Board review/action.
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = positive result



Report Year	2015	2016	2017	2018	2019
Complaint receipt to investigation preparation to Board.					
Actual	No Data	No Data	39%	35.20%	40%
Target	TBD	TBD	80%	80%	80%

How Are We Doing

In our last reporting period, of the 54 complaints that were received, 35 of them (64.8%) included investigators' reports that were submitted in excess of 120 days from complaint receipt. The average days from receipt to investigators' report for the 35 cases was 200 days/case. For the other 19 cases (35.2%), the average days from receipt to investigators' report was 65.5 days (1,244 days/19 cases).

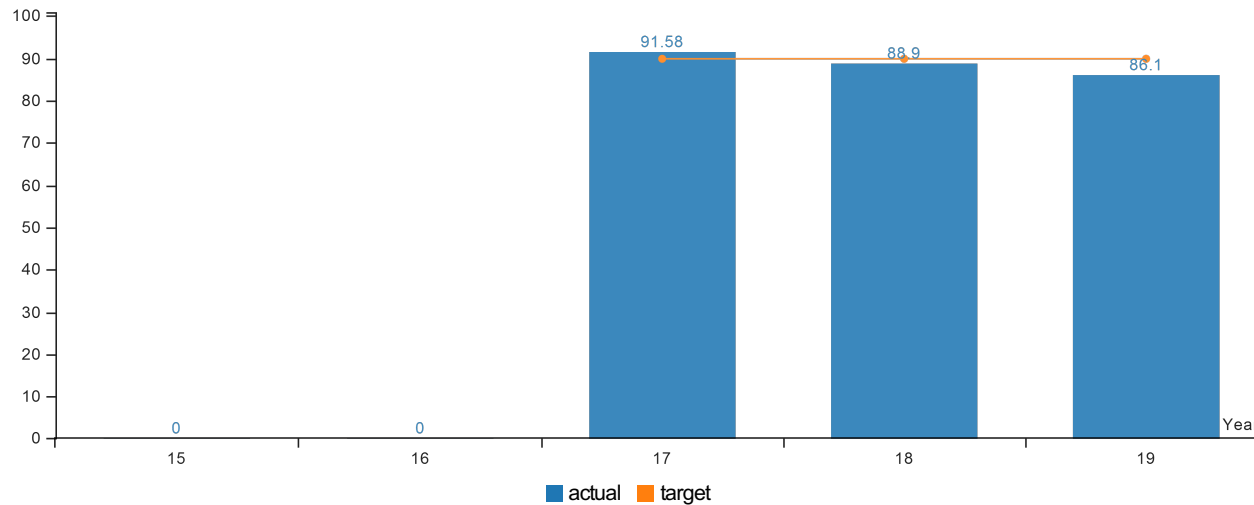
For the current reporting period, of the 40 complaints received, 24 of them (60%) included investigators' reports that were submitted in excess of 120 days from complaint receipt. The average days from receipt to investigators' report for the 24 cases was 216.3 days/case. For the other 16 cases (40%), the average days from receipt to investigators' report was 79.8 days/case. This 40% result is the best outcome since this KPM's inception in 2017. Being that it is so new, revision of this target may be considered at a future date to determine appropriateness for more relevant data.

Factors Affecting Results

The OBCE is a smaller professional licensing board, with 5.1 FTE (6 positions), of which only 2 are full time and those full time employees do not include our Investigator or Healthcare Investigator, who are .75 FTE and .60 FTE, respectively. Of the 40 cases that were over target, 3 involved the same DC and 2 involved similarly complex business structures that involved non-U.S. nationals with connections to larger criminal networks overseas.

KPM #9	Days between investigation preparation and presentation to the Board. - Percent of cases, with a prepared investigation that is ready for Board review/action, that are presented to the Board within 30 days of completion.
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = positive result



Report Year	2015	2016	2017	2018	2019
Days between investigation preparation and presentation to the Board.					
Actual	No Data	No Data	91.58%	88.90%	86.10%
Target	TBD	TBD	90%	90%	90%

How Are We Doing

For the previous reporting period, of the 54 cases where an investigation report was written and then presented to the Board, 48 of them (88.9%) were submitted within 30 days. Of the 6 cases that were submitted in over 30 days, the average time it took for submission was 43 days.

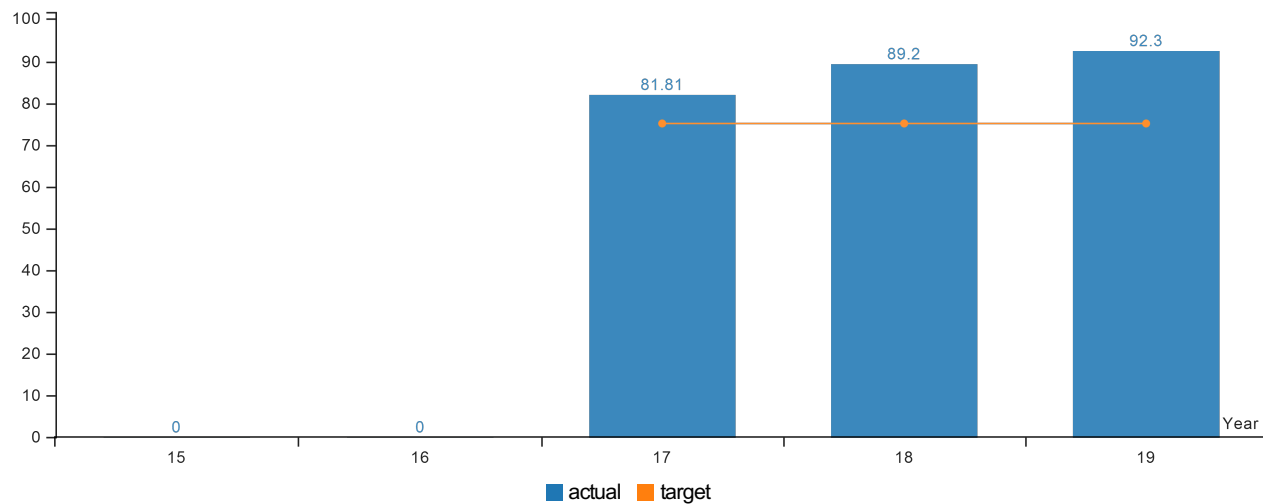
For this reporting period, of the 36 cases where an investigation report was written and then presented to the Board, 31 of them (86.1%) were submitted within 30 days. Of the 5 cases that were submitted in over 30 days, the average time it took for submission was 42.6 days.

Factors Affecting Results

Of the 5 cases that were submitted over our 30 day target, two involved individuals who were practicing chiropractic without a license and one case that involved multi-agency and multi-state involvement.

KPM #10	Days between Board review/initial action and case closure. - Percent of cases closed within 90 days of Board review/initial action.
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = positive result



Report Year	2015	2016	2017	2018	2019
Days between Board review/initial action and case closure.					
Actual	No Data	No Data	81.81%	89.20%	92.30%
Target	TBD	TBD	75%	75%	75%

How Are We Doing

We have exceeded this KPM (92.3%) and exceeded our percentage from 2018 (89.2%). Of the 26 cases closed during this reporting period, 24 of them (92.3%) were closed within 90 days after initial board review. 2 cases exceeded the 90 days target, both of which resulted in either revocation/surrender or suspension of the license. These 2 outliers had a case average of 186 days/case between initial board review and case closure.

Factors Affecting Results

If licensees who are being proposed discipline are not mentally competent to understand the process - either due to age or infirmity - or if they obtain legal counsel, request a hearing, and engage the agency in settlement negotiations after the initial board review, there will be an anticipated longer time span between that first review and when the case closes. The efforts that go into negotiated outcomes, especially around mental or physical health decline issues, rather than contested case hearings and possible appeals is well worth the time spent and possibly not meeting this KPM target for those purposes.



Oregon Board of Chiropractic Examiners

Cassandra C. McLeod-Skinner, J.D., Executive Director
530 Center Street, Suite 620
Salem, OR 97301
503 373-1620

Affirmative Action Statement July 1, 2021 to – June 30, 2023

Oregon Board of Chiropractic Examiners
Affirmative Action Statement
2021-2023 Biennium

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I. Agency Overview and Demographics

The Oregon Board of Chiropractic Examiners (OBCE or agency) is an entirely Other Funded agency statutorily established in 1915 that regulates the practice of chiropractic statewide by licensed Doctors of Chiropractic and Certified Chiropractic Assistants. We are a small agency and Board with 7 Board members, 5 of whom are licensed chiropractic physicians and 2 of whom are members of the public. Our staff totals 5.1 FTE, with 6 positions when fully staffed, 2 of whom are full time. We

contract with DAS' Chief Human Resources Office (CHRO) for all payroll processing and employee/employment related needs, in addition to recruitment and assistance with disciplinary actions, if necessary.

The agency is currently short-staffed with 5 positions filled rather than 6. The staff demographics include 1 Latina who is 40-45 years of age, 1 white woman who is 40-45 years of age and a member of the LGBTQIA+ community, 1 white woman with physical accommodations who is 55-60 years of age, 1 white woman who is younger than 25 years of age, and 1 white man who is 65-72 years of age. Our independent contractor is a Black man who is 40-45 years of age. No staff members are veterans. Geographic locations for staff include central Oregon, Salem, and Portland.

The 7 board members include: 1 white woman who is 40-45 years of age and a member of the LGBTQIA+ community; 1 AAPI woman who is 40-45 years of age; 1 white man who is 50-60 years of age and a member of the LGBTQIA+ community; 1 white man who is 65-75 years of age and a member of the LGBTQIA+ community; 1 white man who is 40-45 years of age; and 2 white women who are 35-45 years of age. Geographic locations for board members include: Coos Bay, Beaverton, Tualatin, and Portland.

II. Agency Mission, Vision, and Values

At our board retreat in January, 2019, we reviewed and updated our mission, vision, and values. The mission of the OBCE is to protect the public by regulating the practice of chiropractic and our vision is to protect the health, safety, and welfare of

the public in all matters of chiropractic care by setting a national standard in educating, licensing, and regulating our licensees.

Our values are as follows:

1. Integrity – a commitment to acting honestly, ethically, and fairly.
2. Accountability – a willingness to accept responsibility for actions in a transparent manner.
3. Excellence – an expectation of the highest quality work and innovation.
4. Professionalism – a dedication to provide equitable, caring service to all Oregonians with compassion and respect.
5. Equity – create and foster a consistent environment where everyone has access and opportunity to thrive.

We had planned to review our mission, vision, and values and create our objectives for 2021-2023 at our retreat planned for January 2021, but due to COVID distancing requirements, we have postponed that retreat and planning for later in 2021/2022.

III. Agency Affirmative Action Contacts

Agency Executive Director

Cassandra C. McLeod-Skinner, J.D.

cass.mcleod-skinner@oregon.gov, 503-373-1620

Governor's Policy Advisor

Jackie Yerby, 503-378-6829, jackie.yerby@oregon.gov

Affirmative Action Representative

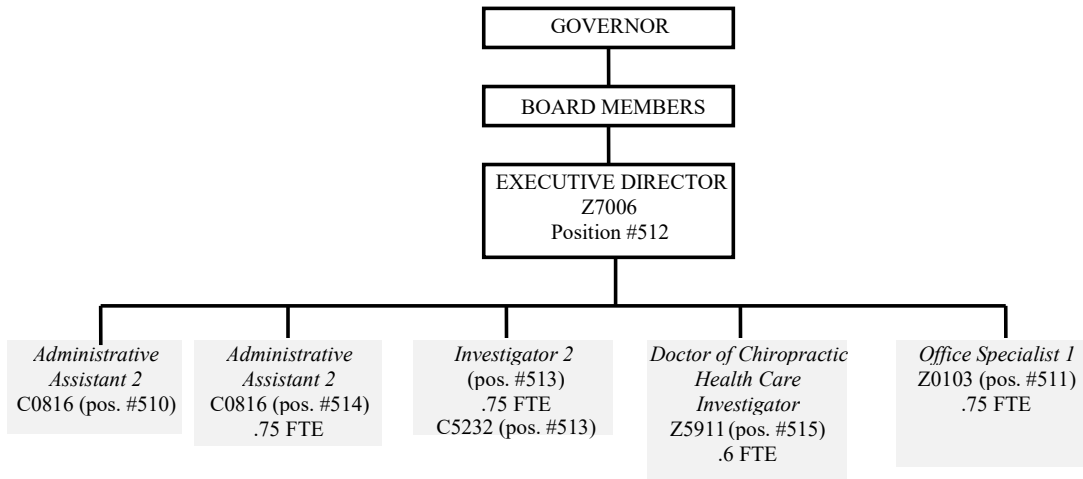
Cassandra C. McLeod-Skinner, J.D., Executive Director

cass.mcleod-skinner@oregon.gov, 503-373-1620

Organizational Chart

Oregon Board of Chiropractic Examiners

2021 - 2023



IV. Affirmative Action Statement

The Board of Chiropractic Examiners (OBCE or Board) is committed to achieving a work force that represents the diversity of Oregon’s population and to providing fair and equal employment opportunities. The Board is committed to an affirmative action program that provides equal opportunities for all persons regardless of race, color, religion, sex, sexual orientation, national origin, marital status, age or disability. The Board provides an environment for each applicant and employee that is free from sexual harassment, as well as harassment and intimidation on account of an individual’s race, color, religion, gender, sexual orientation, national origin, age, marital status or disability. The Board employment practices are consistent with the State’s Affirmative Action Statement Guidelines and with state and federal laws, which preclude discrimination.

a. Diversity, Equity, and Inclusion Statement

The Governor’s Office, and the OBCE, recognize “diversity as the collective mixtures of our differences and similarities. These differences are viewed as a strength that maximizes the state’s competitive advantage through innovation, effectiveness, and adaptability. Equity is a value and goal, not a process. It allows all individuals to thrive and reach their full potential. Inclusion is leveraging diversity which builds and sustains a culture in which people are engaged and motivated. Ultimately, inclusion is the environment that people create to allow these

differences to thrive.” (See p. 32, 2017-2019 Affirmative Action Biennial Report, Office of Governor Kate Brown, Diversity, Equity, and Inclusion/Affirmative Action).

b. Human Resources.

The OBCE contracts with CHRO for our HR needs in recruiting, performance evaluations, personnel actions, and payroll. We have access to all state and federal employment law documents through that office and all staff and board members have access to CHRO through our contact person, Vicki Jorgensen. Although our staff is rather small (5.1 FTE), we are diverse in ethnicity, age, gender, religion, sexual orientation, and ability. We strive to broaden the outreach that CHRO does on our behalf for temporary or permanent hires by including local community college career centers as well as transitional programs for job posting locations and prioritizing the ability to work in multiple languages.

c. Agency Employee Diversity Training/Professional Development

Members of Board staff have attended the statewide DEI conference in 2019 and 2020 and brought back insights to other staff members. The Executive Director is a member of the statewide Enterprise Leadership Team (ELT) and, as such, is also a member of the ELT’s DEI subcommittee, working on fostering and promoting recruitment, retention, training, and support for BIPOC employees. The Executive Director is also co-lead for the Department of Administrative Services (DAS)’s DEI Training Advisory Committee to create new and ongoing DEI trainings for all state employees.

d. Agency Community Engagement Efforts

While the majority of our licensee base is still white, English speaking, men, our stakeholders and patients are not. As the Executive Director for the agency and Board, I have reached out to the state’s only chiropractic school (University of Western States) to learn more about their recruitment and retention practices for BIPOC students and professors. UWS is in the process of evaluating and updating their recruitment and retention efforts for future classes of chiropractic students who will eventually become eligible for OBCE board membership.

e. Affirmative Action 2019-2021 Objectives

i. Goals set and met

1. *Continue to advertise and recruit for diversity for the Board and the Board’s committees and have demonstrable results.*

Within the 2019-2021 biennium, the Board recruited and retained 2 female Board members and a female member for our Peer Review Committee. This is the second time in the Board’s history, and the second biennia in a row, that the Board consists of a majority of women members.

2. *Review the Oregon Health Authority’s recommendations for culturally appropriate continuing education and encourage licensees to attend those courses.*

Biannually, the OBCE hosts an Introduction to the Board continuing education class that is required for newly licensed chiropractic physicians within the state. Within that class, we review the importance of cultural competency and provide resources, including a list of OHA's recommendations, for licensees to participate in. For some disciplinary cases, the Board has required that OHA's cultural competency curriculum be utilized.

We've been working with the OHA's Healthcare Workforce survey staff to implement the requirements of SB 230 (2015) to collect data from our licensees and will facilitate the further collection of REALD pursuant to the requirements of HB 4212 (2020).

Additionally, the Executive Director is an alumna of Oregon Health Authority's Office of Equity and Inclusion's DELTA (Developing Leadership through Training and Action) program and participates with past and current members as often as possible.

3. *Propose a Board mandate of cultural competency education as part of its annual renewal continuing education requirements.*

The staff has proposed for the Board to mandate cultural competency continuing education for the past 2 biennia without much success until now. The Board voted to mandate cultural competency CE for all doctors of chiropractic for 2021 and will revisit making such a mandate permanent later in 2021.

4. *Continue to provide information and opportunities for staff to participate in diversity training and multi-cultural events, and seek new opportunities for working with higher education and local ethnic groups. The Board will continue to develop strategies to recruit, retain, and promote a diverse staff. The Board recognizes the value of individual and cultural difference and creates a work environment where talents and abilities are valued. If vacancies occur, OBCE will explore new and different venues to promote a diverse pool of applicants, including attending job fairs and trade shows.*

2020 was the fourth year that the OBCE helped sponsor the Statewide Diversity Conference and the second year that staff members attended. We will continue to sponsor the conference and provide opportunities for staff and board members to participate.

In August 2020, the Board President and Executive Director both attended History of Racism in Oregon, a presentation put on by the staff of the Oregon Historical Society. It was such an amazing presentation – a primer for DEI work in the state – that we invited OHS, and they accepted, to present to the full board and staff at our January 2021 board meeting.

5. *Encourage employees to avail themselves of promotional and job developmental opportunities within Oregon State Government.*

Staff is provided notices of events that are occurring within state government and throughout the state that they are encouraged to participate in. The agency's Executive Director and Board President are both involved in many multicultural professional and recreational organizations and share events through those groups with staff as well.

ii. Goals not met or not expected to meet

1. *Identify and implement a Cultural Competency Assessment within the existing budget limitation.*

We have not yet initiated this assessment and do not plan to.

h. Affirmative Action 2021-2023 objectives

1. *Review the Oregon Health Authority's recommendations for culturally appropriate continuing education and encourage licensees to attend those courses.*
2. *Encourage the Board to adopt cultural competency continuing education as part of its permanent rules for licensure.*
3. *Continue to provide information and opportunities for staff to participate in diversity training and multi-cultural events, and seek new opportunities for working with higher education and local groups. The Board will continue to develop strategies to recruit, retain, and promote a diverse staff. The Board recognizes the value of individual and cultural difference and creates a work environment where talents and abilities are valued. If vacancies occur, OBCE will explore new and different venues to promote a diverse pool of applicants, including attending job fairs and trade shows.*
4. *Continue the focus on developing a work environment that is attractive to a diverse pool of applicants, retains employees, and is accepting and respectful of employees' differences. Respectful workplace behaviors are expected and enforced.*
5. *Continue to encourage employees to avail themselves of promotional and job developmental opportunities within Oregon State Government.*

The OBCE remains committed to its policy on Affirmative Action and Equal Opportunity and to a rigorous and active affirmative action program. My personal commitment to these ideas is represented in the Affirmative Action Statement. Likewise, the Statement represents the Board's commitment to equal opportunity and affirmative action in employment and public service consistent with all applicable federal and state laws, including, but not limited to: Executive Order 11246; Title VII of the Civil Rights Act of 1964; Sections 503 and 504 of the Rehabilitation Act of 1974; the Vietnam Era Veterans Readjustment Assistance Act; and the

Americans with Disabilities Act. This Affirmative Action Plan has my complete authorization and commitment.

Cassandra C. McLeod-Skinner, J.D.
Executive Director

Date



Oregon Board of Chiropractic Examiners

Cassandra C. McLeod-Skinner, J.D., Executive Director
530 Center Street, Suite 620
Salem, OR 97301
503 373-1620

Affirmative Action Statement July 1, 2019 to – June 30, 2021

Oregon Board of Chiropractic Examiners
Affirmative Action Statement
2019-2021 Biennium

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I. Affirmative Action Policy Statement

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II. Diversity, Equity, and Inclusion Statement

The Governor’s Office, and the OBCE, recognize “diversity as the collective mixtures of our differences and similarities. These differences are viewed as a strength that maximizes the state’s competitive advantage through innovation, effectiveness, and adaptability. Equity is a value and goal, not a process. It allows all individuals to thrive and reach their full potential. Inclusion is leveraging diversity which builds and sustains a culture in which people are engaged and motivated. Ultimately, inclusion is the environment that people create to allow these differences to thrive.” (See p. 32, *2017-2019 Affirmative Action Biennial Report*, Office of Governor Kate Brown, Diversity, Equity, and Inclusion/Affirmative Action).

III. Affirmative Action Summary Statement

a. Name of Governor’s Policy Advisor

Jackie Yerby: (503) 378-6829, Jackie.yerby@oregon.gov

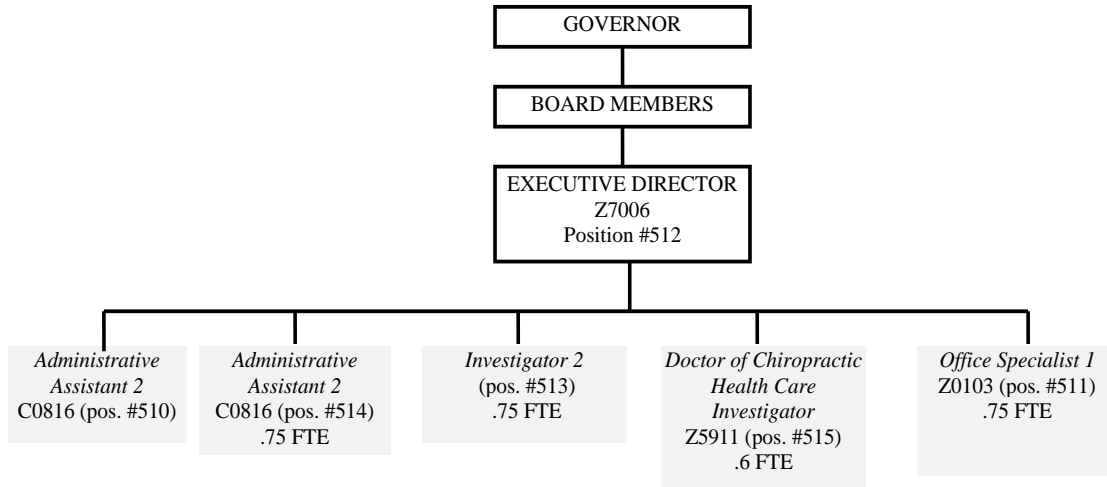
b. Name and contact information of Agency’s Affirmative Action Representative

Cassandra C. McLeod-Skinner, J.D., Executive Director
530 Center Street NE, Suite 620
Salem, OR 97301
(503) 373-1620
cass.mcleod-skinner@oregon.gov

c. Organizational Chart

Oregon Board of Chiropractic Examiners

2019-2021



d. Human Resources.

The OBCE contracts with the Department of Administrative Services, Chief Human Resources Office, for our HR needs in recruiting, performance evaluations, personnel actions, and payroll. Although our staff is rather small (5.1 FTE), we are very diverse in ethnicity, age, gender, religion, sexual orientation, and ability. We strive to broaden the outreach that CHRO does on our behalf for temporary or permanent hires by including local community college career centers as well as transitional programs for job posting locations and prioritizing the ability to work in multiple languages. While the majority of our licensee base is still white, English speaking, men, our stakeholders and patients are not.

e. Agency Employee Diversity Training/Professional Development

f. Agency Community Engagement Efforts

g. Affirmative Action 2017-2019 Objectives

i. Goals set and met

1. *The Executive Director (who is also the Affirmative Action Representative) will be evaluated by the Board annually for her adherence to this Affirmative Action Statement and on the basis of involvement in achieving the affirmative action objectives.*

My annual evaluation last year included a review of the 2015-2017 Affirmative Action Statement and my role within the agency in promoting diversity and equity. My annual evaluation for this year (2018) will include the same.

2. *Advertise and recruit for diversity for the Board and the Board's committees and have demonstrable results.*

Within the 2015-17 biennium, the Board recruited and retained a female Board member and a female chair of a subcommittee (OCPUG) who subsequently recruited a greater number of women to become involved in the subcommittee. Within 2017-19, our Board recruitment efforts were successful in that our 7 member Board will now consist of 4 women and 3 men, with two of the women holding positions on the executive committee. This is the first time in OBCE's history that the Board will consist of a majority of women members.

3. *Review the Oregon Health Authority's recommendations for culturally appropriate continuing education and encourage licensees to attend those courses.*

Biannually, the OBCE hosts an Introduction to the Board continuing education class that is required for newly licensed chiropractic physicians within the state. Within that class, we review the importance of cultural competency and provide resources, including a list of OHA's recommendations, for licensees to participate in. For some disciplinary cases, the Board has required that OHA's cultural competency curriculum be utilized.

We've been working with the OHA's Healthcare Workforce survey staff to implement the requirements of SB 230 (2015) to collect data from our licensees.

Additionally, the Executive Director is an alumna of Oregon Health Authority's Office of Equity and Inclusion's DELTA (Developing Leadership through Training and Action) program and participates with past and current members as often as possible.

4. *Propose a Board mandate of cultural competency education as part of its annual renewal continuing education requirements.*

The staff proposed this mandate and continues to raise this as a possibility for mandated continuing education. The Board has not mandated the cultural competency CE but has allowed credit to be received for trauma-informed classes and other cultural competency classes.

5. *Continue to provide information and opportunities for staff to participate in diversity training and multi-cultural events, and seek new opportunities for working with higher education and local ethnic groups. The Board will continue to develop strategies to recruit, retain, and promote a diverse staff. The Board recognizes the value of individual and cultural difference and creates a work environment where*

talents and abilities are valued. If vacancies occur, OBCE will explore new and different venues to promote a diverse pool of applicants, including attending job fairs and trade shows.

2018 was the second year that the OBCE helped sponsor the Statewide Diversity Conference. Unfortunately, both years, we weren't able to take advantage of any employees attending as it conflicted with our schedules, but we will continue to sponsor the event and encourage staff and Board members to attend in future years.

6. *Encourage employees to avail themselves of promotional and job developmental opportunities within Oregon State Government.*

Staff is provided notices of events that are occurring within state government and throughout the state that they are encouraged to participate in. The agency's Executive Director and Investigator are both involved in many multicultural professional and recreational organizations and share events through those groups with staff as well.

ii. Goals not met or not expected to meet

1. *Identify and implement a Cultural Competency Assessment within the existing budget limitation.*

We have not yet initiated this assessment.

h. Affirmative Action 2019-2021 objectives

1. *Identify and implement a Cultural Competency Assessment within the existing budget limitation.*
2. *Continue to advertise and recruit for diversity for the Board and the Board's committees and have demonstrable results.*
3. *Review the Oregon Health Authority's recommendations for culturally appropriate continuing education and encourage licensees to attend those courses.*
4. *Continue to propose a Board mandate of cultural competency education as part of its annual renewal continuing education requirements.*
5. *Continue to provide information and opportunities for staff to participate in diversity training and multi-cultural events, and seek new opportunities for working with higher education and local groups. The Board will continue to develop strategies to recruit, retain, and promote a diverse staff. The Board recognizes the value of individual and cultural difference and creates a work environment where talents and abilities are valued. If vacancies occur, OBCE will explore new and different venues*

to promote a diverse pool of applicants, including attending job fairs and trade shows.

6. *Continue the focus on developing a work environment that is attractive to a diverse pool of applicants, retains employees, and is accepting and respectful of employees' differences. Respectful workplace behaviors are expected and enforced.*
7. *Continue to encourage employees to avail themselves of promotional and job developmental opportunities within Oregon State Government.*

The OBCE remains committed to its policy on Affirmative Action and Equal Opportunity and to a rigorous and active affirmative action program. My personal commitment to these ideas is represented in the Affirmative Action Statement. Likewise, the Statement represents the Board's commitment to equal opportunity and affirmative action in employment and public service consistent with all applicable federal and state laws, including, but not limited to: Executive Order 11246; Title VII of the Civil Rights Act of 1964; Sections 503 and 504 of the Rehabilitation Act of 1974; the Vietnam Era Veterans Readjustment Assistance Act; and the Americans with Disabilities Act. This Affirmative Action Plan has my complete authorization and commitment.

Cassandra C. McLeod-Skinner, J.D.
Executive Director

Date

If you have any questions regarding the agency's Affirmative Action Statement, please contact the Affirmative Action Representative listed below.

Cassandra C. McLeod-Skinner, Affirmative Action
Representative
Oregon Board of Chiropractic Examiners
503-373-1620
cass.mcleod-skinner@oregon.gov

Oregon Board of Chiropractic Examiners

**Summary Cross Reference Listing and Packages
2021-23 Biennium**

Agency Number: 81100

BAM Analyst: Cohen, Andrew

Budget Coordinator: McFadden, Lindsey - (503)378-8056

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
001-00-00-00000	Operations	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
001-00-00-00000	Operations	021	0	Phase-in	Essential Packages
001-00-00-00000	Operations	022	0	Phase-out Pgm & One-time Costs	Essential Packages
001-00-00-00000	Operations	031	0	Standard Inflation	Essential Packages
001-00-00-00000	Operations	032	0	Above Standard Inflation	Essential Packages
001-00-00-00000	Operations	033	0	Exceptional Inflation	Essential Packages
001-00-00-00000	Operations	060	0	Technical Adjustments	Essential Packages
001-00-00-00000	Operations	080	0	March 2020 Eboard	Policy Packages
001-00-00-00000	Operations	081	0	April 2020 Eboard	Policy Packages
001-00-00-00000	Operations	082	0	May 2020 Eboard	Policy Packages
001-00-00-00000	Operations	083	0	June 2020 Eboard	Policy Packages
001-00-00-00000	Operations	087	0	August 2020 Special Session	Policy Packages
001-00-00-00000	Operations	088	0	September 2020 Emergency Board	Policy Packages
001-00-00-00000	Operations	090	0	Analyst Adjustments	Policy Packages
001-00-00-00000	Operations	091	0	Elimination of S&S Inflation	Policy Packages
001-00-00-00000	Operations	092	0	Personal Services Adjustments	Policy Packages
001-00-00-00000	Operations	093	0	Transfers to General Fund	Policy Packages
001-00-00-00000	Operations	094	0	Revenue Solutions	Policy Packages
001-00-00-00000	Operations	096	0	Statewide Adjustment DAS Chgs	Policy Packages
001-00-00-00000	Operations	097	0	Statewide AG Adjustment	Policy Packages
001-00-00-00000	Operations	099	0	Microsoft 365 Consolidation	Policy Packages

Oregon Board of Chiropractic Examiners

**Policy Package List by Priority
2021-23 Biennium**

Agency Number: 81100

BAM Analyst: Cohen, Andrew

Budget Coordinator: McFadden, Lindsey - (503)378-8056

<i>Priority</i>	<i>Policy Pkg Number</i>	<i>Policy Pkg Description</i>	<i>Summary Cross Reference Number</i>	<i>Cross Reference Description</i>
0	080	March 2020 Eboard	001-00-00-00000	Operations
	081	April 2020 Eboard	001-00-00-00000	Operations
	082	May 2020 Eboard	001-00-00-00000	Operations
	083	June 2020 Eboard	001-00-00-00000	Operations
	087	August 2020 Special Session	001-00-00-00000	Operations
	088	September 2020 Emergency Board	001-00-00-00000	Operations
	090	Analyst Adjustments	001-00-00-00000	Operations
	091	Elimination of S&S Inflation	001-00-00-00000	Operations
	092	Personal Services Adjustments	001-00-00-00000	Operations
	093	Transfers to General Fund	001-00-00-00000	Operations
	094	Revenue Solutions	001-00-00-00000	Operations
	096	Statewide Adjustment DAS Chgs	001-00-00-00000	Operations
	097	Statewide AG Adjustment	001-00-00-00000	Operations
	099	Microsoft 365 Consolidation	001-00-00-00000	Operations

Description	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	549,092	395,755	395,755	395,755	395,755	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	-	-	167,136	167,136	-
BEGINNING BALANCE						
3400 Other Funds Ltd	549,092	395,755	395,755	562,891	562,891	-
TOTAL BEGINNING BALANCE	\$549,092	\$395,755	\$395,755	\$562,891	\$562,891	-
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	46,550	57,126	57,126	42,775	42,775	-
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	1,794,572	1,964,844	1,964,844	1,887,274	1,887,274	-
LICENSES AND FEES						
3400 Other Funds Ltd	1,841,122	2,021,970	2,021,970	1,930,049	1,930,049	-
TOTAL LICENSES AND FEES	\$1,841,122	\$2,021,970	\$2,021,970	\$1,930,049	\$1,930,049	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	2,179	3,838	3,838	2,060	2,060	-
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	35,137	112,813	112,813	86,000	86,000	-

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 81100-000-00-00-00000

2021-23 Biennium

Chiropractic Examiner, State Board of

<i>Description</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Agency Request Budget</i>	<i>2021-23 Governor's Budget</i>	<i>2021-23 Leg. Adopted Budget</i>
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	65	27	27	27	27	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	1	-	-	-	-	-
REVENUE CATEGORIES						
3400 Other Funds Ltd	1,878,504	2,138,648	2,138,648	2,018,136	2,018,136	-
TOTAL REVENUE CATEGORIES	\$1,878,504	\$2,138,648	\$2,138,648	\$2,018,136	\$2,018,136	-
TRANSFERS OUT						
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(11,458)	(11,600)	(11,600)	(11,600)	(11,600)	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	2,416,138	2,522,803	2,522,803	2,569,427	2,569,427	-
TOTAL AVAILABLE REVENUES	\$2,416,138	\$2,522,803	\$2,522,803	\$2,569,427	\$2,569,427	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	674,144	713,591	713,591	755,128	755,128	-
3160 Temporary Appointments						
3400 Other Funds Ltd	5,782	-	-	-	-	-
3170 Overtime Payments						

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 81100-000-00-00-00000

2021-23 Biennium

Chiropractic Examiner, State Board of

Description	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
3400 Other Funds Ltd	491	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	-	444	444	463	463	-
3190 All Other Differential						
3400 Other Funds Ltd	14,815	21,412	21,412	22,333	22,333	-
SALARIES & WAGES						
3400 Other Funds Ltd	695,232	735,447	735,447	777,924	777,924	-
TOTAL SALARIES & WAGES	\$695,232	\$735,447	\$735,447	\$777,924	\$777,924	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	256	305	305	296	296	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	113,455	120,853	120,853	129,269	129,269	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	39,435	39,755	39,755	45,006	45,006	-
3230 Social Security Taxes						
3400 Other Funds Ltd	52,198	56,261	56,261	59,511	59,511	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	722	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	248	348	348	235	235	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	4,077	4,413	4,413	4,668	4,668	-

Description	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
3270 Flexible Benefits						
3400 Other Funds Ltd	164,465	211,104	211,104	195,939	195,939	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	374,856	433,039	433,039	434,924	434,924	-
TOTAL OTHER PAYROLL EXPENSES	\$374,856	\$433,039	\$433,039	\$434,924	\$434,924	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	-	-	(13,496)	(38,896)	-
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(4,096)	(4,096)	-	-	-
P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(4,096)	(4,096)	(13,496)	(38,896)	-
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$4,096)	(\$4,096)	(\$13,496)	(\$38,896)	-
PERSONAL SERVICES						
3400 Other Funds Ltd	1,070,088	1,164,390	1,164,390	1,199,352	1,173,952	-
TOTAL PERSONAL SERVICES	\$1,070,088	\$1,164,390	\$1,164,390	\$1,199,352	\$1,173,952	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	49,877	23,840	23,840	24,865	23,840	-
4125 Out of State Travel						
3400 Other Funds Ltd	15,032	8,835	8,835	9,215	8,835	-
4150 Employee Training						
3400 Other Funds Ltd	15,270	5,277	5,277	5,504	5,277	-

Description	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
4175 Office Expenses						
3400 Other Funds Ltd	26,384	32,167	32,167	33,550	32,167	-
4200 Telecommunications						
3400 Other Funds Ltd	26,581	16,039	16,039	16,729	16,039	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	40,228	61,471	61,471	113,208	93,141	-
4250 Data Processing						
3400 Other Funds Ltd	16,883	6,114	6,114	39,377	34,882	-
4275 Publicity and Publications						
3400 Other Funds Ltd	2,138	7,580	7,580	7,906	7,580	-
4300 Professional Services						
3400 Other Funds Ltd	83,017	132,627	132,627	107,187	99,627	-
4315 IT Professional Services						
3400 Other Funds Ltd	58,241	59,560	59,560	62,955	62,955	-
4325 Attorney General						
3400 Other Funds Ltd	206,593	458,714	458,714	325,105	305,891	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	-	1,028	1,028	1,072	1,028	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	5,129	5,272	5,272	5,499	5,272	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	94,379	106,042	106,042	110,602	110,602	-
4475 Facilities Maintenance						

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 81100-000-00-00-00000

2021-23 Biennium

Chiropractic Examiner, State Board of

Description	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
3400 Other Funds Ltd	4,529	-	-	-	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	73,096	20,137	20,137	21,003	20,137	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	153,760	141,475	141,475	216,495	109,965	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	10,092	4,636	4,636	4,835	4,636	-
4715 IT Expendable Property						
3400 Other Funds Ltd	16,513	5,244	5,244	5,469	5,244	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	897,742	1,096,058	1,096,058	1,110,576	947,118	-
TOTAL SERVICES & SUPPLIES	\$897,742	\$1,096,058	\$1,096,058	\$1,110,576	\$947,118	-
EXPENDITURES						
3400 Other Funds Ltd	1,967,830	2,260,448	2,260,448	2,309,928	2,121,070	-
TOTAL EXPENDITURES	\$1,967,830	\$2,260,448	\$2,260,448	\$2,309,928	\$2,121,070	-
ENDING BALANCE						
3400 Other Funds Ltd	448,308	262,355	262,355	259,499	448,357	-
TOTAL ENDING BALANCE	\$448,308	\$262,355	\$262,355	\$259,499	\$448,357	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	6	6	6	6	6	-
TOTAL AUTHORIZED POSITIONS	6	6	6	6	6	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	5.10	5.10	5.10	5.10	5.10	-

Oregon Board of Chiropractic Examiners

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**Budget Support - Detail Revenues and Expenditures
2021-23 Biennium
Chiropractic Examiner, State Board of**

Cross Reference Number: 81100-000-00-00-00000

<i>Description</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Agency Request Budget</i>	<i>2021-23 Governor's Budget</i>	<i>2021-23 Leg. Adopted Budget</i>
TOTAL AUTHORIZED FTE	5.10	5.10	5.10	5.10	5.10	-

Budget Support - Detail Revenues and Expenditures
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000

Description	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	549,092	395,755	395,755	395,755	395,755	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	-	-	167,136	167,136	-
BEGINNING BALANCE						
3400 Other Funds Ltd	549,092	395,755	395,755	562,891	562,891	-
TOTAL BEGINNING BALANCE	\$549,092	\$395,755	\$395,755	\$562,891	\$562,891	-
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	46,550	57,126	57,126	42,775	42,775	-
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	1,794,572	1,964,844	1,964,844	1,887,274	1,887,274	-
LICENSES AND FEES						
3400 Other Funds Ltd	1,841,122	2,021,970	2,021,970	1,930,049	1,930,049	-
TOTAL LICENSES AND FEES	\$1,841,122	\$2,021,970	\$2,021,970	\$1,930,049	\$1,930,049	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	2,179	3,838	3,838	2,060	2,060	-
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	35,137	112,813	112,813	86,000	86,000	-

Description	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	65	27	27	27	27	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	1	-	-	-	-	-
REVENUE CATEGORIES						
3400 Other Funds Ltd	1,878,504	2,138,648	2,138,648	2,018,136	2,018,136	-
TOTAL REVENUE CATEGORIES	\$1,878,504	\$2,138,648	\$2,138,648	\$2,018,136	\$2,018,136	-
TRANSFERS OUT						
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(11,458)	(11,600)	(11,600)	(11,600)	(11,600)	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	2,416,138	2,522,803	2,522,803	2,569,427	2,569,427	-
TOTAL AVAILABLE REVENUES	\$2,416,138	\$2,522,803	\$2,522,803	\$2,569,427	\$2,569,427	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	674,144	713,591	713,591	755,128	755,128	-
3160 Temporary Appointments						
3400 Other Funds Ltd	5,782	-	-	-	-	-
3170 Overtime Payments						

Budget Support - Detail Revenues and Expenditures
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000

Description	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
3400 Other Funds Ltd	491	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	-	444	444	463	463	-
3190 All Other Differential						
3400 Other Funds Ltd	14,815	21,412	21,412	22,333	22,333	-
SALARIES & WAGES						
3400 Other Funds Ltd	695,232	735,447	735,447	777,924	777,924	-
TOTAL SALARIES & WAGES	\$695,232	\$735,447	\$735,447	\$777,924	\$777,924	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	256	305	305	296	296	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	113,455	120,853	120,853	129,269	129,269	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	39,435	39,755	39,755	45,006	45,006	-
3230 Social Security Taxes						
3400 Other Funds Ltd	52,198	56,261	56,261	59,511	59,511	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	722	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	248	348	348	235	235	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	4,077	4,413	4,413	4,668	4,668	-

Budget Support - Detail Revenues and Expenditures
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000

Description	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
3270 Flexible Benefits						
3400 Other Funds Ltd	164,465	211,104	211,104	195,939	195,939	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	374,856	433,039	433,039	434,924	434,924	-
TOTAL OTHER PAYROLL EXPENSES	\$374,856	\$433,039	\$433,039	\$434,924	\$434,924	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	-	-	(13,496)	(38,896)	-
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(4,096)	(4,096)	-	-	-
P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(4,096)	(4,096)	(13,496)	(38,896)	-
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$4,096)	(\$4,096)	(\$13,496)	(\$38,896)	-
PERSONAL SERVICES						
3400 Other Funds Ltd	1,070,088	1,164,390	1,164,390	1,199,352	1,173,952	-
TOTAL PERSONAL SERVICES	\$1,070,088	\$1,164,390	\$1,164,390	\$1,199,352	\$1,173,952	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	49,877	23,840	23,840	24,865	23,840	-
4125 Out of State Travel						
3400 Other Funds Ltd	15,032	8,835	8,835	9,215	8,835	-
4150 Employee Training						
3400 Other Funds Ltd	15,270	5,277	5,277	5,504	5,277	-

Budget Support - Detail Revenues and Expenditures
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000

Description	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
4175 Office Expenses						
3400 Other Funds Ltd	26,384	32,167	32,167	33,550	32,167	-
4200 Telecommunications						
3400 Other Funds Ltd	26,581	16,039	16,039	16,729	16,039	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	40,228	61,471	61,471	113,208	93,141	-
4250 Data Processing						
3400 Other Funds Ltd	16,883	6,114	6,114	39,377	34,882	-
4275 Publicity and Publications						
3400 Other Funds Ltd	2,138	7,580	7,580	7,906	7,580	-
4300 Professional Services						
3400 Other Funds Ltd	83,017	132,627	132,627	107,187	99,627	-
4315 IT Professional Services						
3400 Other Funds Ltd	58,241	59,560	59,560	62,955	62,955	-
4325 Attorney General						
3400 Other Funds Ltd	206,593	458,714	458,714	325,105	305,891	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	-	1,028	1,028	1,072	1,028	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	5,129	5,272	5,272	5,499	5,272	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	94,379	106,042	106,042	110,602	110,602	-
4475 Facilities Maintenance						

Budget Support - Detail Revenues and Expenditures
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000

Description	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
3400 Other Funds Ltd	4,529	-	-	-	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	73,096	20,137	20,137	21,003	20,137	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	153,760	141,475	141,475	216,495	109,965	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	10,092	4,636	4,636	4,835	4,636	-
4715 IT Expendable Property						
3400 Other Funds Ltd	16,513	5,244	5,244	5,469	5,244	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	897,742	1,096,058	1,096,058	1,110,576	947,118	-
TOTAL SERVICES & SUPPLIES	\$897,742	\$1,096,058	\$1,096,058	\$1,110,576	\$947,118	-
EXPENDITURES						
3400 Other Funds Ltd	1,967,830	2,260,448	2,260,448	2,309,928	2,121,070	-
TOTAL EXPENDITURES	\$1,967,830	\$2,260,448	\$2,260,448	\$2,309,928	\$2,121,070	-
ENDING BALANCE						
3400 Other Funds Ltd	448,308	262,355	262,355	259,499	448,357	-
TOTAL ENDING BALANCE	\$448,308	\$262,355	\$262,355	\$259,499	\$448,357	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	6	6	6	6	6	-
TOTAL AUTHORIZED POSITIONS	6	6	6	6	6	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	5.10	5.10	5.10	5.10	5.10	-

**Budget Support - Detail Revenues and Expenditures
2021-23 Biennium
Operations**

Cross Reference Number: 81100-001-00-00-00000

<i>Description</i>	<i>2017-19 Actuals</i>	<i>2019-21 Leg Adopted Budget</i>	<i>2019-21 Leg Approved Budget</i>	<i>2021-23 Agency Request Budget</i>	<i>2021-23 Governor's Budget</i>	<i>2021-23 Leg. Adopted Budget</i>
TOTAL AUTHORIZED FTE	5.10	5.10	5.10	5.10	5.10	-

Description	Agency Request Budget (V-01) 2021-23 Base Budget	Governor's Budget (Y-01) 2021-23 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	395,755	395,755	0	-
0030 Beginning Balance Adjustment				
3400 Other Funds Ltd	167,136	167,136	0	-
TOTAL BEGINNING BALANCE				
3400 Other Funds Ltd	562,891	562,891	0	-
REVENUE CATEGORIES				
LICENSES AND FEES				
0205 Business Lic and Fees				
3400 Other Funds Ltd	42,775	42,775	0	-
0210 Non-business Lic. and Fees				
3400 Other Funds Ltd	1,887,274	1,887,274	0	-
TOTAL LICENSES AND FEES				
3400 Other Funds Ltd	1,930,049	1,930,049	0	-
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	2,060	2,060	0	-
FINES, RENTS AND ROYALTIES				
0505 Fines and Forfeitures				
3400 Other Funds Ltd	86,000	86,000	0	-
SALES INCOME				
0705 Sales Income				
3400 Other Funds Ltd	27	27	0	-

Description	Agency Request Budget (V-01) 2021-23 Base Budget	Governor's Budget (Y-01) 2021-23 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL REVENUES				
3400 Other Funds Ltd	2,018,136	2,018,136	0	-
TRANSFERS OUT				
2443 Tsfr To Oregon Health Authority				
3400 Other Funds Ltd	(11,600)	(11,600)	0	-
AVAILABLE REVENUES				
3400 Other Funds Ltd	2,569,427	2,569,427	0	-
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
3400 Other Funds Ltd	755,128	755,128	0	-
3180 Shift Differential				
3400 Other Funds Ltd	444	444	0	-
3190 All Other Differential				
3400 Other Funds Ltd	21,412	21,412	0	-
TOTAL SALARIES & WAGES				
3400 Other Funds Ltd	776,984	776,984	0	-
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
3400 Other Funds Ltd	296	296	0	-
3220 Public Employees' Retire Cont				
3400 Other Funds Ltd	129,108	129,108	0	-
3221 Pension Obligation Bond				

Description	Agency Request Budget (V-01) 2021-23 Base Budget	Governor's Budget (Y-01) 2021-23 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	39,755	39,755	0	-
3230 Social Security Taxes				
3400 Other Funds Ltd	59,439	59,439	0	-
3250 Worker's Comp. Assess. (WCD)				
3400 Other Funds Ltd	235	235	0	-
3260 Mass Transit Tax				
3400 Other Funds Ltd	4,413	4,413	0	-
3270 Flexible Benefits				
3400 Other Funds Ltd	195,939	195,939	0	-
TOTAL OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	429,185	429,185	0	-
TOTAL PERSONAL SERVICES				
3400 Other Funds Ltd	1,206,169	1,206,169	0	-
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	23,840	23,840	0	-
4125 Out of State Travel				
3400 Other Funds Ltd	8,835	8,835	0	-
4150 Employee Training				
3400 Other Funds Ltd	5,277	5,277	0	-
4175 Office Expenses				
3400 Other Funds Ltd	32,167	32,167	0	-
4200 Telecommunications				
3400 Other Funds Ltd	16,039	16,039	0	-

Description	Agency Request Budget (V-01) 2021-23 Base Budget	Governor's Budget (Y-01) 2021-23 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4225 State Gov. Service Charges				
3400 Other Funds Ltd	61,471	61,471	0	-
4250 Data Processing				
3400 Other Funds Ltd	6,114	6,114	0	-
4275 Publicity and Publications				
3400 Other Funds Ltd	7,580	7,580	0	-
4300 Professional Services				
3400 Other Funds Ltd	132,627	132,627	0	-
4315 IT Professional Services				
3400 Other Funds Ltd	59,560	59,560	0	-
4325 Attorney General				
3400 Other Funds Ltd	458,714	458,714	0	-
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	1,028	1,028	0	-
4400 Dues and Subscriptions				
3400 Other Funds Ltd	5,272	5,272	0	-
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	106,042	106,042	0	-
4575 Agency Program Related S and S				
3400 Other Funds Ltd	20,137	20,137	0	-
4650 Other Services and Supplies				
3400 Other Funds Ltd	141,475	141,475	0	-
4700 Expendable Prop 250 - 5000				
3400 Other Funds Ltd	4,636	4,636	0	-

Description	Agency Request Budget (V-01) 2021-23 Base Budget	Governor's Budget (Y-01) 2021-23 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4715 IT Expendable Property				
3400 Other Funds Ltd	5,244	5,244	0	-
TOTAL SERVICES & SUPPLIES				
3400 Other Funds Ltd	1,096,058	1,096,058	0	-
TOTAL EXPENDITURES				
3400 Other Funds Ltd	2,302,227	2,302,227	0	-
ENDING BALANCE				
3400 Other Funds Ltd	267,200	267,200	0	-
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	6	6	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	5.10	5.10	0	-

Package Comparison Report - Detail
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000
 Package: Non-PICS Psnl Svc / Vacancy Factor
 Pkg Group: ESS Pkg Type: 010 Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3180 Shift Differential

3400 Other Funds Ltd	19	19	0	0.00%
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3190 All Other Differential

3400 Other Funds Ltd	921	921	0	0.00%
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SALARIES & WAGES

3400 Other Funds Ltd	940	940	0	0.00%
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TOTAL SALARIES & WAGES	\$940	\$940	\$0	0.00%
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OTHER PAYROLL EXPENSES

3220 Public Employees Retire Cont

3400 Other Funds Ltd	161	161	0	0.00%
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3221 Pension Obligation Bond

3400 Other Funds Ltd	5,251	5,251	0	0.00%
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3230 Social Security Taxes

3400 Other Funds Ltd	72	72	0	0.00%
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3260 Mass Transit Tax

3400 Other Funds Ltd	255	255	0	0.00%
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Package Comparison Report - Detail
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000
 Package: Non-PICS Psnl Svc / Vacancy Factor
 Pkg Group: ESS Pkg Type: 010 Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	5,739	5,739	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	\$5,739	\$5,739	\$0	0.00%
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(13,496)	(13,496)	0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	(6,817)	(6,817)	0	0.00%
TOTAL PERSONAL SERVICES	(\$6,817)	(\$6,817)	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	(6,817)	(6,817)	0	0.00%
TOTAL EXPENDITURES	(\$6,817)	(\$6,817)	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	6,817	6,817	0	0.00%
TOTAL ENDING BALANCE	\$6,817	\$6,817	\$0	0.00%

Package Comparison Report - Detail
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000
 Package: Phase-out Pgm & One-time Costs
 Pkg Group: ESS Pkg Type: 020 Pkg Number: 022

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4325 Attorney General				
3400 Other Funds Ltd	(186,500)	(186,500)	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	(186,500)	(186,500)	0	0.00%
TOTAL SERVICES & SUPPLIES	(\$186,500)	(\$186,500)	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	(186,500)	(186,500)	0	0.00%
TOTAL EXPENDITURES	(\$186,500)	(\$186,500)	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	186,500	186,500	0	0.00%
TOTAL ENDING BALANCE	\$186,500	\$186,500	\$0	0.00%

Package Comparison Report - Detail
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000

Package: Standard Inflation

Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

SERVICES & SUPPLIES

4100 Instate Travel

3400 Other Funds Ltd 1,025 1,025 0 0.00%

4125 Out of State Travel

3400 Other Funds Ltd 380 380 0 0.00%

4150 Employee Training

3400 Other Funds Ltd 227 227 0 0.00%

4175 Office Expenses

3400 Other Funds Ltd 1,383 1,383 0 0.00%

4200 Telecommunications

3400 Other Funds Ltd 690 690 0 0.00%

4225 State Gov. Service Charges

3400 Other Funds Ltd 51,737 51,737 0 0.00%

4250 Data Processing

3400 Other Funds Ltd 263 263 0 0.00%

4275 Publicity and Publications

3400 Other Funds Ltd 326 326 0 0.00%

4300 Professional Services

Package Comparison Report - Detail
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000

Package: Standard Inflation

Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	7,560	7,560	0	0.00%
4315 IT Professional Services				
3400 Other Funds Ltd	3,395	3,395	0	0.00%
4325 Attorney General				
3400 Other Funds Ltd	52,891	52,891	0	0.00%
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	44	44	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	227	227	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	4,560	4,560	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	866	866	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	6,083	6,083	0	0.00%
4700 Expendable Prop 250 - 5000				
3400 Other Funds Ltd	199	199	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	225	225	0	0.00%

Package Comparison Report - Detail
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000

Package: Standard Inflation

Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SERVICES & SUPPLIES				
3400 Other Funds Ltd	132,081	132,081	0	0.00%
TOTAL SERVICES & SUPPLIES	\$132,081	\$132,081	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	132,081	132,081	0	0.00%
TOTAL EXPENDITURES	\$132,081	\$132,081	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(132,081)	(132,081)	0	0.00%
TOTAL ENDING BALANCE	(\$132,081)	(\$132,081)	\$0	0.00%

Package Comparison Report - Detail
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000
 Package: Above Standard Inflation
 Pkg Group: ESS Pkg Type: 030 Pkg Number: 032

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4650 Other Services and Supplies				
3400 Other Funds Ltd	68,937	68,937	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	68,937	68,937	0	0.00%
TOTAL SERVICES & SUPPLIES	\$68,937	\$68,937	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	68,937	68,937	0	0.00%
TOTAL EXPENDITURES	\$68,937	\$68,937	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(68,937)	(68,937)	0	0.00%
TOTAL ENDING BALANCE	(\$68,937)	(\$68,937)	\$0	0.00%

Package Comparison Report - Detail
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000

Package: Technical Adjustments

Pkg Group: ESS Pkg Type: 060 Pkg Number: 060

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4250 Data Processing				
3400 Other Funds Ltd	33,000	33,000	0	0.00%
4300 Professional Services				
3400 Other Funds Ltd	(33,000)	(33,000)	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL SERVICES & SUPPLIES	-	-	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL EXPENDITURES	-	-	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Package Comparison Report - Detail
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000
 Package: Elimination of S&S Inflation
 Pkg Group: POL Pkg Type: 090 Pkg Number: 091

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

SERVICES & SUPPLIES

4100 Instate Travel

3400 Other Funds Ltd - (1,025) (1,025) 100.00%

4125 Out of State Travel

3400 Other Funds Ltd - (380) (380) 100.00%

4150 Employee Training

3400 Other Funds Ltd - (227) (227) 100.00%

4175 Office Expenses

3400 Other Funds Ltd - (1,383) (1,383) 100.00%

4200 Telecommunications

3400 Other Funds Ltd - (690) (690) 100.00%

4250 Data Processing

3400 Other Funds Ltd - (263) (263) 100.00%

4275 Publicity and Publications

3400 Other Funds Ltd - (326) (326) 100.00%

4300 Professional Services

3400 Other Funds Ltd - (7,560) (7,560) 100.00%

4375 Employee Recruitment and Develop

Package Comparison Report - Detail
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000
 Package: Elimination of S&S Inflation
 Pkg Group: POL Pkg Type: 090 Pkg Number: 091

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	(44)	(44)	100.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	-	(227)	(227)	100.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	-	(866)	(866)	100.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	-	(75,020)	(75,020)	100.00%
4700 Expendable Prop 250 - 5000				
3400 Other Funds Ltd	-	(199)	(199)	100.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	-	(225)	(225)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	(88,435)	(88,435)	100.00%
TOTAL SERVICES & SUPPLIES	-	(\$88,435)	(\$88,435)	100.00%
EXPENDITURES				
3400 Other Funds Ltd	-	(88,435)	(88,435)	100.00%
TOTAL EXPENDITURES	-	(\$88,435)	(\$88,435)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	88,435	88,435	100.00%

**Package Comparison Report - Detail
2021-23 Biennium
Operations**

Cross Reference Number: 81100-001-00-00-00000

Package: Elimination of S&S Inflation

Pkg Group: POL Pkg Type: 090 Pkg Number: 091

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	\$88,435	\$88,435	100.00%

Package Comparison Report - Detail
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000
 Package: Personal Services Adjustments
 Pkg Group: POL Pkg Type: 090 Pkg Number: 092

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
PERSONAL SERVICES				
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	-	(25,400)	(25,400)	100.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	-	(25,400)	(25,400)	100.00%
TOTAL PERSONAL SERVICES	-	(\$25,400)	(\$25,400)	100.00%
EXPENDITURES				
3400 Other Funds Ltd	-	(25,400)	(25,400)	100.00%
TOTAL EXPENDITURES	-	(\$25,400)	(\$25,400)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	25,400	25,400	100.00%
TOTAL ENDING BALANCE	-	\$25,400	\$25,400	100.00%

Package Comparison Report - Detail
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000
 Package: Statewide Adjustment DAS Chgs
 Pkg Group: POL Pkg Type: 090 Pkg Number: 096

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4225 State Gov. Service Charges				
3400 Other Funds Ltd	-	(20,067)	(20,067)	100.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	-	(31,510)	(31,510)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	(51,577)	(51,577)	100.00%
TOTAL SERVICES & SUPPLIES	-	(\$51,577)	(\$51,577)	100.00%
EXPENDITURES				
3400 Other Funds Ltd	-	(51,577)	(51,577)	100.00%
TOTAL EXPENDITURES	-	(\$51,577)	(\$51,577)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	51,577	51,577	100.00%
TOTAL ENDING BALANCE	-	\$51,577	\$51,577	100.00%

Package Comparison Report - Detail
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000
 Package: Statewide AG Adjustment
 Pkg Group: POL Pkg Type: 090 Pkg Number: 097

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4325 Attorney General				
3400 Other Funds Ltd	-	(19,214)	(19,214)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	(19,214)	(19,214)	100.00%
TOTAL SERVICES & SUPPLIES	-	(\$19,214)	(\$19,214)	100.00%
EXPENDITURES				
3400 Other Funds Ltd	-	(19,214)	(19,214)	100.00%
TOTAL EXPENDITURES	-	(\$19,214)	(\$19,214)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	19,214	19,214	100.00%
TOTAL ENDING BALANCE	-	\$19,214	\$19,214	100.00%

Package Comparison Report - Detail
 2021-23 Biennium
 Operations

Cross Reference Number: 81100-001-00-00-00000
 Package: Microsoft 365 Consolidation
 Pkg Group: POL Pkg Type: 090 Pkg Number: 099

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4250 Data Processing				
3400 Other Funds Ltd	-	(4,232)	(4,232)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	(4,232)	(4,232)	100.00%
TOTAL SERVICES & SUPPLIES	-	(\$4,232)	(\$4,232)	100.00%
EXPENDITURES				
3400 Other Funds Ltd	-	(4,232)	(4,232)	100.00%
TOTAL EXPENDITURES	-	(\$4,232)	(\$4,232)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	4,232	4,232	100.00%
TOTAL ENDING BALANCE	-	\$4,232	\$4,232	100.00%

PIC100 - Position Budget Report

Chiropractic Examiner, State Board of

2021-23 Biennium
Budget Preparation

Cross Reference Number: 81100-000-00-00-00000
Governors Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
Total Salary											-	-	755,128	-	755,128
Total OPE											-	-	379,601	-	379,601
Total Personal Services											-	-	1,134,729	-	1,134,729

PIC100 - Position Budget Report

Operations

**2021-23 Biennium
Budget Preparation**

**Cross Reference Number: 81100-001-01-00-00000
Governors Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0000510	UA C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5206	SAL	-	-	124,944	-	124,944
										OPE	-	-	69,297	-	69,297
0000511	UA C0103 AP	OFFICE SPECIALIST 1	13	PP	1	0.75	18	10	3749	SAL	-	-	67,482	-	67,482
										OPE	-	-	45,473	-	45,473
0000512	MEAH Z7006 HF	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	10	9801	SAL	-	-	235,224	-	235,224
										OPE	-	-	96,625	-	96,625
0000513	UA C5232 AP	INVESTIGATOR 2	23	PF	1	1.00	24	2	4119	SAL	-	-	98,856	-	98,856
										OPE	-	-	62,832	-	62,832
0000514	UA C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PP	1	0.75	18	10	5206	SAL	-	-	93,708	-	93,708
										OPE	-	-	51,972	-	51,972
0000516	UA C5911 BP	HEALTH CARE INVESTIGTR/ADVISR	26	PP	1	0.60	14.5	10	7698	SAL	-	-	111,621	-	111,621
										OPE	-	-	51,620	-	51,620
0004801	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685
										OPE	-	-	282	-	282
0004802	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685
										OPE	-	-	282	-	282
0004803	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685
										OPE	-	-	282	-	282
0004804	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685
										OPE	-	-	282	-	282
0004805	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685
										OPE	-	-	282	-	282
0004806	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	2,434	-	2,434
										OPE	-	-	186	-	186
0004807	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	2,434	-	2,434
										OPE	-	-	186	-	186
Total Salary											-	-	755,128	-	755,128
Total OPE											-	-	379,601	-	379,601
Total Personal Services											-	-	1,134,729	-	1,134,729