



State of California
Edmund G. Brown Jr., Governor

Agenda Item 6
October 24, 2017

Executive Officer's Report

Purpose of the item

The Executive Officer will provide the Board Members an update on statistics related to Board Administration, Budget, Licensing and Enforcement. Board Members will have the opportunity to ask questions as necessary.

Action(s) requested

No action requested at this time.

Background

A. Administration

- Linda Shaw, Assistant Executive Officer and Genie Mitsuvara, Staff Services Analyst have retired. We will begin the recruitment process in November 2017, for the Assistant Executive Officer and Staff Services Analyst position in the licensing and Continuing Education unit.

B. Budget

- The Executive Officer will provide an overview of the attached Board fund condition for fiscal years 2016-2019.
- The Executive Officer will also provide an overview of the attached Board projected expenditures for Fiscal years 2016-2021.

C. Licensing

- The Executive Officer will provide an overview the attached licensing Strategic information.

D. Enforcement

- The Executive Officer will provide an overview the attached Enforcement Strategic information.

D. IT Updates – Process Mapping

- SOLID has completed 73 mapping processes of the Board's current work load to assess the Board's IT needs.

F. SB 547 (Hill) – Profession and vocations: weights and measures

- The SB 547 (Hill) establishes a temporary chiropractic license renewal fee increase of \$50, which will ensure the Board of Chiropractic Examiners (Board) fund remains solvent through January 1, 2019. The bill was approved by the Governor on October 2, 2017, and filed with Secretary of State on October 02, 2017. The temporary license renewal fee increase will become effective on January 1, 2018 through December 31, 2018.

This bill will provide the Board with time to complete a comprehensive fee audit. The audit has been completed. We will discuss the audit findings during the next agenda time.

Recommendation(s)

N/A

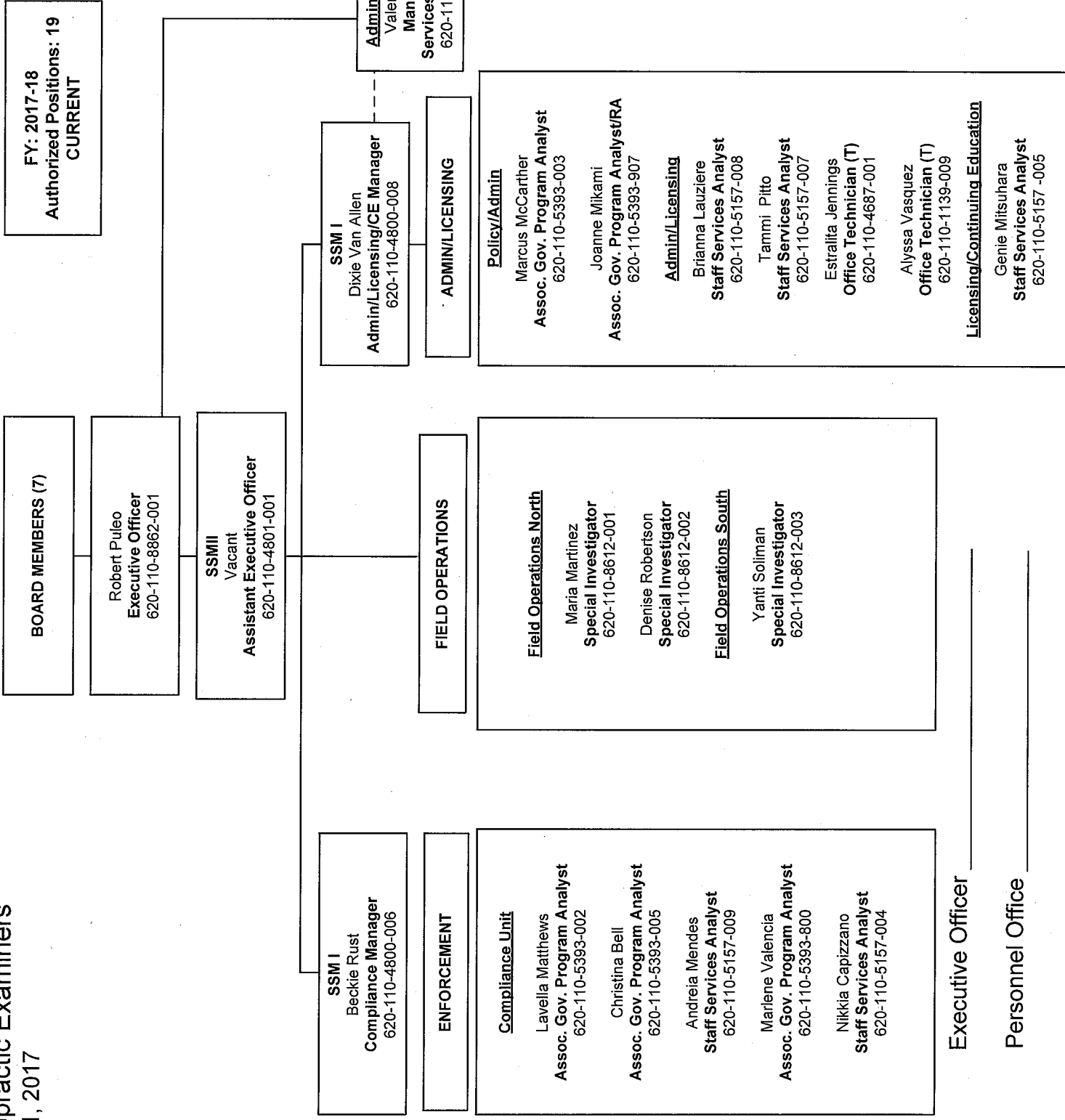
Next Step

N/A

Attachment(s)

- Org Chart/ Staff Functions
- Updated Fund Condition
- Licensing Statistics
- Enforcement Statistics

Department of Consumer Affairs
 State Board of Chiropractic Examiners
 October 1, 2017



Executive Officer _____
 Personnel Office _____

Board of Chiropractic Examiners Staff Functions

Executive Officer (620-110-8862-001) – Oversees management of the Board of Chiropractic Examiners. Directs negotiations for stipulated agreements, monitors deadlines and procedures for compliance with the Administrative Procedures Act. Directs the organization and coordination of committee, executive and task force meetings and compilation of data for Board meetings, ensures compliance with the Open Meetings Act, coordinates closed sessions and hearings, attends all Board meetings. Identifies the need for legislation and recommends modifications to existing statutes or regulations to the Board. Oversees all aspects of the legislative and rulemaking processes. Testifies before legislative committees on behalf of the Board, advocates consumer protection and lobbies on behalf of consumers and the Board, interprets and clarifies the Board's Initiative Act, regulations, and policies. Represents the Board before professional and health associations or other state, federal, local, or community groups/entities.

Assistant Executive Officer (620-110-4801-001) - Oversees all administrative duties of the Administration, Enforcement, Licensing/Continuing Education, and Field Investigation divisions, directly supervises managers and field staff, assists the EO with special projects, attends Board and Committee meetings, acts as the Board's liaison to DCA, attends all informal office conferences and writes resulting decisions. Oversees management of the Board in the EO's absence and backs up managers in their absence, represents the Board before professional and health associations or other state, federal, local or community groups/entities in the absence of the EO. Develops, reviews and implements policies and operating procedures, directs the development and implementation of regulations adopted by the Board. Advises EO of critical issues which may result in litigation or require legislation, regulations or policy adjustment, oversees the planning and ensures timely preparation and mailing of all Board and Committee materials, directs the preparation of recurring special reports, monitors the Board's revenue and expenditures.

Compliance Manager (620-110-4800-006) – Manages and supervises compliance and probation programs/staff, performs case reviews and reviews case closure recommendations, participates in probationer interviews, attends informal citation conferences, reviews administrative citations and fines, monitors monthly caseload statistics, monitors success of Expert Consultant program, reviews AG billing statements for accuracy.

Compliance Analyst (620-110-5393-002) - Reviews and investigates complex complaints, drafts recommendations for complaints including referral of complaints to the AG's office, prepares packets for Petitioner hearings, evaluates administrative cases, and proposed decisions, stipulations and default decisions for adherence to the Admin. Procedures Act and Disciplinary Guidelines, develops settlement and probationary terms for the Executive Officer's approval.

Probation Monitor (620-110-5393-005) – Monitors probationers for compliance with conditions and terms of probation, sends letters to probationers who are out of compliance with their terms of probation, coordinates site inspection or suspension visits with field staff, schedules probation interviews, refers cases to Board experts, consults with the AG's office and makes recommendations to management on cases ready for petition to revoke or accusation referral due to non-compliance issues, tracks cases waiting to be heard at Office of Administrative Hearings, recommends settlement or probationary terms for management approval, prepares stay of decision, reviews and investigates complex complaints, drafts recommendations for complaints including referral of complaints to the AG's office. Serves as coordinator for the Enforcement Committee.

Board of Chiropractic Examiners Staff Functions

Compliance Analyst (620-110-5393-004) - Reviews and investigates complex complaints, drafts recommendations for complaints including referral of complaints to the AG's office, prepares packets for Petitioner hearings, evaluates administrative cases, and proposed decisions, stipulations and default decisions for adherence to the Admin. Procedures Act and Disciplinary Guidelines, develops settlement and probationary terms for the Executive Officer's approval. Assists the Policy Analyst with preparing and compiling enforcement related rulemaking documents for the repeal, amendment or adoption of enforcement related regulations.

Compliance Analyst (620-110-5393-800) - Reviews and investigates complex complaints, drafts recommendations for complaints including referral of complaints to the AG's office, prepares packets for Petitioner hearings, evaluates administrative cases, and proposed decisions, stipulations and default decisions for adherence to the Admin. Procedures Act and Disciplinary Guidelines, develops settlement and probationary terms for the Executive Officer's approval.

Compliance Analyst (620-110-5157-004) – Assists the public with inquiries about the complaint process, performs intake and assignment of consumer complaints, requests court documents for subsequent arrest reports, requests Interim Suspension Orders or Penal Code 23 assistance, reviews and investigates routine consumer complaints, drafts recommendations for complaints including referral of complaints to the AG's office, reviews administrative cases and proposed decisions, stipulations and default decisions for adherence to the Admin. Procedures Act and Disciplinary Guidelines, tracks proposed decisions received and cases awaiting hearing at the Office of Administrative Hearings. Serves as the contact for the National Data Bank reporting.

Licensing, CE, Administration Manager (620-110-4800-008) - Manages and supervises licensing, continuing education, and administrative programs and staff, compiles and analyzes licensing workload statistics, assists applicants and licensees with licensing issues, reviews staff recommendations regarding licensure and continuing education applications and grants or denies approval, monitors development and administration of the California Law and Professional Practices Examination, attends Board and committee meetings, assists AEO and EO with preparation of special reports or projects.

Policy Analyst (620-110-5393-003) – Prepares and compiles rulemaking documents for the repeal, amendment or adoption of regulations. Identifies, tracks and analyzes legislative bills impacting the Board, acts as Personnel Liaison for Board staff, acts as training coordinator for Board staff, assists management with research and special projects, works with Licensing manager in monitoring and analyzing the Board's budget and preparation of reports for DCA's budget office. Acts as coordinator for the Government Affairs committee. Attends Board and committee meetings.

Retired Annuitant Policy Analyst (620-110-5393-907) – Prepares and compiles rulemaking documents for the repeal, amendment or adoption of regulations.

Administrative Assistant (620-110-5278-001) – Performs administrative tasks for the EO (responds to information requests, emails and telephone inquiries), compiles program statistical reports for EO's report at Board meetings, performs special projects assigned by EO, prioritizes EO's workload and maintains EO's calendar, coordinates EO's travel arrangements and processes travel claims. Prepares Board meeting packets, Board meeting minutes, and operates webcasting equipment at Board and Committee meetings, identifies action items and prepares a prioritized list to the EO and

Board of Chiropractic Examiners Staff Functions

management, recommends agenda items for future board meetings. Coordinates travel arrangements and travel claims for Board members, establishes contracts for meeting accommodations, provides back-up support to Licensing technicians, responds to subpoenas and public records requests, performs fleet management responsibilities, assist with preparation of contracts and interagency agreements for equipment maintenance work.

Licensing Analyst (620-110-5157-008) – Processes restoration of cancelled licenses and corporation applications, Makes determinations and recommendations regarding licensure and denial of applicants. Refers cases to the AG's office for a Statement of Issues for applicants whose licensure was denied and decisions were appealed, prepares mail vote ballots to Board members, distributes decision to all parties once adopted by the Board. Serves as Board liaison for Form 700 filings with the Fair and Political Practices Commission, acts as the webmaster for the Board's website, maintains Board's social media sites, and serves as coordinator for the Licensing & Continuing Education Committee meetings.

Licensing Analyst (620-110-5157-007) – Processes reciprocal and initial applications for a Chiropractic License including all supplemental documents relating to background, education and discipline, prepares deficiency and eligibility letters to applicants. Responds to telephone and written inquiries regarding application status, licensing requirements or processes. Makes determinations and recommendations regarding licensure or denial of applicants. Prepares statistical reports to management, refers cases to the AG's office for a Statement of Issues for applicants whose licensure was denied and decisions were appealed, researches and responds to questions by the assigned Deputy Attorney General, prepares and mails vote ballots to Board members, distributes decision to all parties once adopted by the Board. Processes applications for Chiropractic Referral Services, prepares information on newly licensed applicants for ratification at Board meetings.

Licensing Technician (620-110-1139-008) – Processes Satellite Office certificates, renewals, and license verifications. Answers telephones, maintains inventory of equipment and office supplies, compiles board meeting packets, and obtains approval for payment of bills.

Licensing Technician (620-110-1139-009) – Cashiers all monies received by the Board, requests refunds for overpayments, sends underpayment notices to licensees, performs Continuing Education audits, audits renewal statements for practicing with an expired license, processes address changes, front counter support, answers telephones, greets visitors, receives and distributes mail.

CE/Licensing Analyst (620-110-5157-005) – Reviews and processes continuing education provider applications and continuing education course applications and submittal to manager for approval, maintains database of CE providers and courses, prepares information on CE providers for ratification at Board meetings, prepares approval letters for CE providers and CE courses, processes inactive to active license requests, updates CAS with information from death certificates, name and address changes, processes applications for restoration of forfeiture licenses, approves licensees for the preceptor program, prepares monthly statistical reports for the licensing manager.

0152 - Board of Chiropractic Examiners

Analysis of Fund Condition

Updated
10/6/2017

(Dollars in Thousands)

2017-18 Budget Act

	ACTUAL 2016-17	CY 2017-18	BY 2018-19
BEGINNING BALANCE	\$ 2,279	\$ 2,023	\$ 1,421
Prior Year Adjustment	\$ 235	\$ -	\$ -
Adjusted Beginning Balance	\$ 2,514	\$ 2,023	\$ 1,421
REVENUES AND TRANSFERS			
Revenues:			
4129200 Other regulatory fees	\$ 28	\$ 12	\$ 12
4129400 Other regulatory licenses and permits	\$ 166	\$ 165	\$ 162
4127400 Renewal fees	\$ 3,231	\$ 3,506	\$ 3,479
4121200 Delinquent fees	\$ 35	\$ 33	\$ 38
4143500 Income from surplus money investments	\$ 18	\$ 9	\$ 9
4172500 Miscellaneous revenues	\$ 1	\$ 1	\$ 1
Totals, Revenues	\$ 3,479	\$ 3,726	\$ 3,701
Transfers from Other Funds			
Totals, Revenues and Transfers	\$ 3,479	\$ 3,726	\$ 3,701
Totals, Resources	\$ 5,993	\$ 5,749	\$ 5,122
EXPENDITURES			
Disbursements:			
1111 Program Expenditures (State Operations)	\$ 3,780	\$ 4,082	\$ 4,164
8880 Financial Information System for CA (State Operations)	\$ 5	\$ 6	\$ 6
9900 Statewide General Administrative Expenditures (Pro Rata)	\$ 185	\$ 240	\$ 262
Total Disbursements	\$ 3,970	\$ 4,328	\$ 4,332
FUND BALANCE			
Reserve for economic uncertainties	\$ 2,023	\$ 1,421	\$ 790
Months in Reserve	5.6	3.9	2.1

NOTES:

- A. ASSUMES WORKLOAD AND REVENUE PROJECTIONS ARE REALIZED IN BY+1 AND ON-GOING.
- B. ASSUMES APPROPRIATION GROWTH OF 2% PER YEAR BEGINNING IN BY+1.
- C. ASSUMES INTEREST RATE AT 0.3%.

**0152 - Board of Chiropractic Examiners
Analysis of Fund Condition**

Updated
10/6/2017

(Dollars in Thousands)

2017-18 Budget Act	ACTUAL 2016-17	CY 2017-18	BY 2018-19	BY +1 2019-20	BY +2 2020-21	BY +3 2020-21
BEGINNING BALANCE	\$ 2,279	\$ 2,023	\$ 1,421	\$ 790	\$ 71	\$ -739
Prior Year Adjustment	\$ 235	\$ -	\$ -	\$ -	\$ -	\$ -
Adjusted Beginning Balance	\$ 2,514	\$ 2,023	\$ 1,421	\$ 790	\$ 71	\$ -739
REVENUES AND TRANSFERS						
Revenues:						
4129200 Other regulatory fees	\$ 28	\$ 12	\$ 12	\$ 12	\$ 12	\$ 12
4129400 Other regulatory licenses and permits	\$ 166	\$ 165	\$ 162	\$ 162	\$ 162	\$ 162
4127400 Renewal fees	\$ 3,231	\$ 3,506	\$ 3,479	\$ 3,479	\$ 3,479	\$ 3,479
4121200 Delinquent fees	\$ 35	\$ 33	\$ 38	\$ 38	\$ 38	\$ 38
4143500 Income from surplus money investments	\$ 18	\$ 9	\$ 9	\$ 9	\$ 9	\$ 9
4172500 Miscellaneous revenues	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
Totals, Revenues	\$ 3,479	\$ 3,726	\$ 3,701	\$ 3,701	\$ 3,701	\$ 3,701
Totals, Revenues and Transfers	\$ 3,479	\$ 3,726	\$ 3,701	\$ 3,701	\$ 3,701	\$ 3,701
Totals, Resources	\$ 5,993	\$ 5,749	\$ 5,122	\$ 4,491	\$ 3,772	\$ 2,962
EXPENDITURES						
Disbursements:						
1111 Program Expenditures (State Operations)	\$ 3,780	\$ 4,082	\$ 4,164	\$ 4,247	\$ 4,332	\$ 4,418
8880 Financial Information System for CA (State Operations)	\$ 5	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6
9900 Statewide General Administrative Expenditures (Pro Rata)	\$ 185	\$ 240	\$ 262	\$ 267	\$ 273	\$ 278
Total Disbursements	\$ 3,970	\$ 4,328	\$ 4,332	\$ 4,420	\$ 4,511	\$ 4,603
FUND BALANCE						
Reserve for economic uncertainties	\$ 2,023	\$ 1,421	\$ 790	\$ 71	\$ -739	\$ -1,641
Months in Reserve	5.6	3.9	2.1	0.2	-1.9	-4.2

NOTES:
A. ASSUMES WORKLOAD AND REVENUE PROJECTIONS ARE REALIZED IN BY+1 AND ON-GOING.
B. ASSUMES APPROPRIATION GROWTH OF 2% PER YEAR BEGINNING IN BY+1.
C. ASSUMES INTEREST RATE AT 0.3%.

**BOARD OF CHIROPRACTIC EXAMINERS
LICENSING TRENDS
FY 2017-18**

Total Population of Chiropractic Licenses

Month	Total Licenses
July	13,183
August	13,173
September	13,156

New Chiropractic License Issued

Month	Received	Issued
July	29	27
August	26	27
September	12	25

Number of Restored Cancelled Licenses

Month	Received	Issued
July	1	2
August	3	3
September	3	2

New Satellite Office Certificates Issued

Month	Received	Issued
July	94	102
August	117	78
September	115	160

Corporation Registrations Issued

Month	Received	Issued
July	5	4
August	12	13
September	6	7

Licensing Population as of September 30, 2017

License Type	Clear Licenses
Chiropractors	13,156
Satellite Offices	4,111
Corporation Registrations	1,420

Applications Received and Processed – July 1, 2017 through September 30, 2017

Application Type	Received	Issued	Denied	Pending
Initial Chiropractic	67	79	0	101
Reciprocal	2	0	0	7
Restorations (Cancelled & Forfeiture)	33	31	2	8
Corporation	23	24	0	10

COMPLIANCE UNIT STATS

Fiscal Year	13/14	14/15	15/16	16/17	*17/18
<u>COMPLAINTS</u>					
Received	487	557	581	490	89
Pending	214	270	232	183	212
Closed with Insufficient Evidence	88	57	127	79	20
Closed with No Violation	140	100	97	75	19
Closed with Merit	148	220	235	184	42
Letter of Admonishment	5	3	4	4	2
Citations and Fines Issued (Total Fine Amount)	26(\$18,500)	16(\$12,400)	17(\$11,600)	26(\$36,900)	4(\$5,200)
<u>ACCUSATIONS</u>					
Filed	38	22	31	35	4
Pending	56	64	66	65	46
Revoked	12	9	3	10	4
Revocation Stayed: Probation	15	7	13	11	3
Revocation Stayed: Suspension and Probation	4	2	4	5	0
Suspension	0	0	0	0	0
Suspension Stayed: Probation	0	0	0	0	0
Suspension and Probation	0	0	0	0	0
Voluntary Surrender of License	8	8	9	14	3
Dismissed/Withdrawn	3	3	2	6	0
<u>STATEMENT OF ISSUES</u>					
Filed	5	2	0	1	1
Denied	2	1	0	0	0
Probationary License	1	2	1	0	0
Withdrawn	2	1	0	0	0
Granted	0	1	0	0	0
<u>PETITION FOR RECONSIDERATION</u>					
Filed	3	0	1	0	0
Granted	0	0	0	0	0
Denied	2	0	1		
<u>PETITION FOR REINSTATEMENT OF LICENSE</u>					
Filed	5	8	7	6	1
Granted	1	1	0	0	0
Denied	3	4	7	3	0
<u>PETITION FOR EARLY TERMINATION OF PROBATION</u>					
Filed	11	4	8	3	1
Granted	0	0	1	0	0
Denied	3	5	2	2	2
<u>PETITION FOR MODIFICATION OF PROBATION</u>					
Filed	3	2	3	0	1
Granted	0	1	1	0	1
Denied	1	1	0	0	0
<u>PETITION BY BOARD TO REVOKE PROBATION</u>					
File	11	5	8	5	2
Revoked	5	2	3	10	4
<u>PROBATION CASES</u>					
Active	135	123	104	92	90

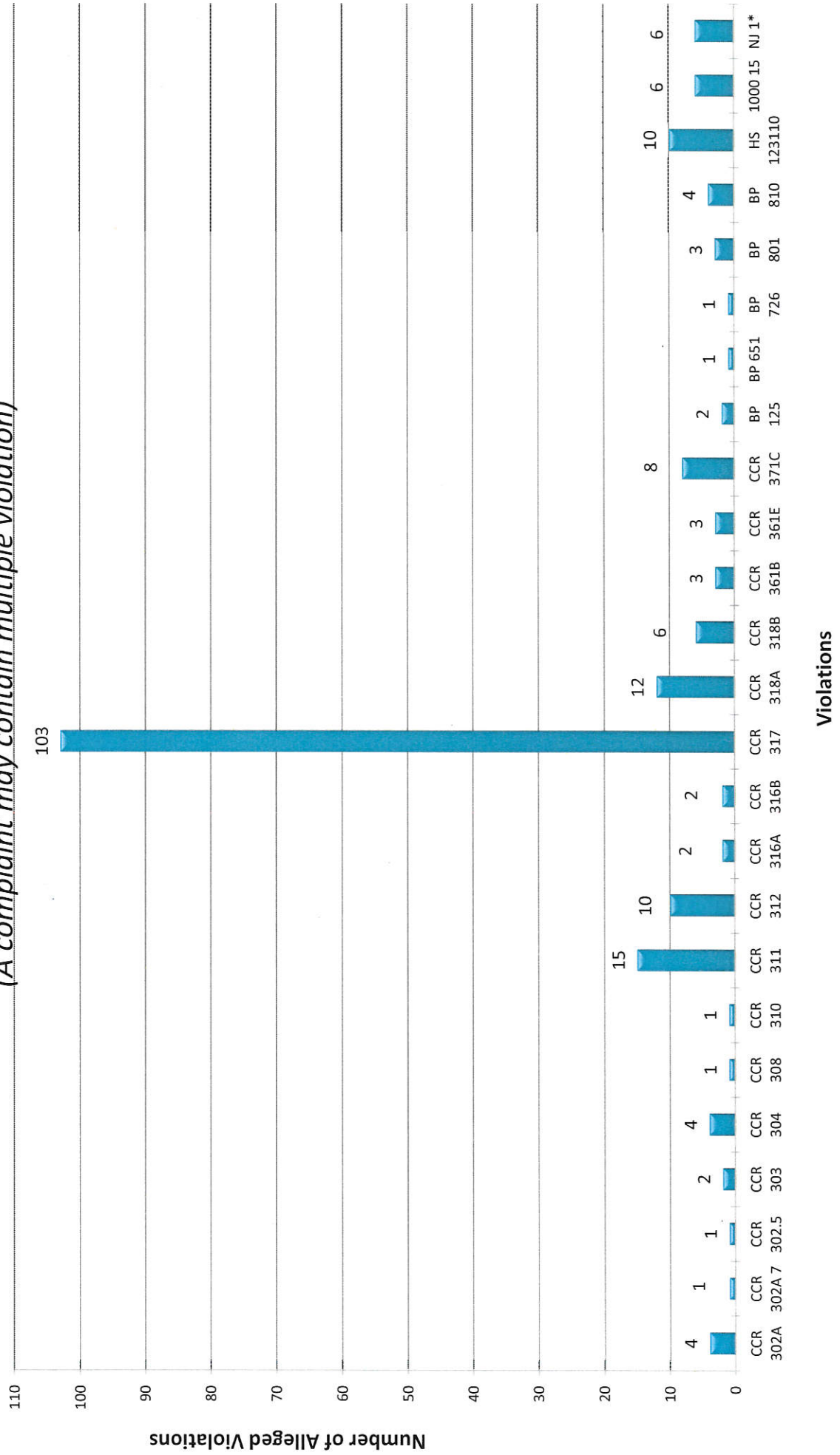
Fiscal Year 2017/2018

July 1, 2017 - September 30, 2017

Total Number of Complaints Opened - 89

Total Number of Alleged Violations - 211

(A complaint may contain multiple violation)



Violation Codes/Descriptions

The Chiropractic Initiative Act of California (ACT):

- 10 – Rules of Professional Conduct
- 15 – Noncompliance With and Violations of Act

California Code of Regulations (CCR):

- 302(a) – Scope of Practice
- 302.5 – Use of Laser
- 303 – Filing of Addresses
- 304 – Discipline by Another State
- 308 – Display of License
- 311 – Advertisements
- 312 – Illegal Practice
- 315 – Mental Illness
- 316 (a) – Responsibility for Conduct on Premises
- 316 (b) – Sexual Misconduct on Premises
- 316 (c) – Sexual Misconduct/Relations
- 317 – Unprofessional Conduct
- 318 – Chiropractic Patient Records/Accountable Billing
- 319 – Free or Discount Services
- 319.1 – Informed Consent
- 361(b) – 24 Hour CE Requirement
- 366 – Continuing Education Audits
- 367.5 – Application, Review of Refusal to Approve (corporations)
- 367.7 – Name of Corporation
- 371(c) – Renewal and Restoration

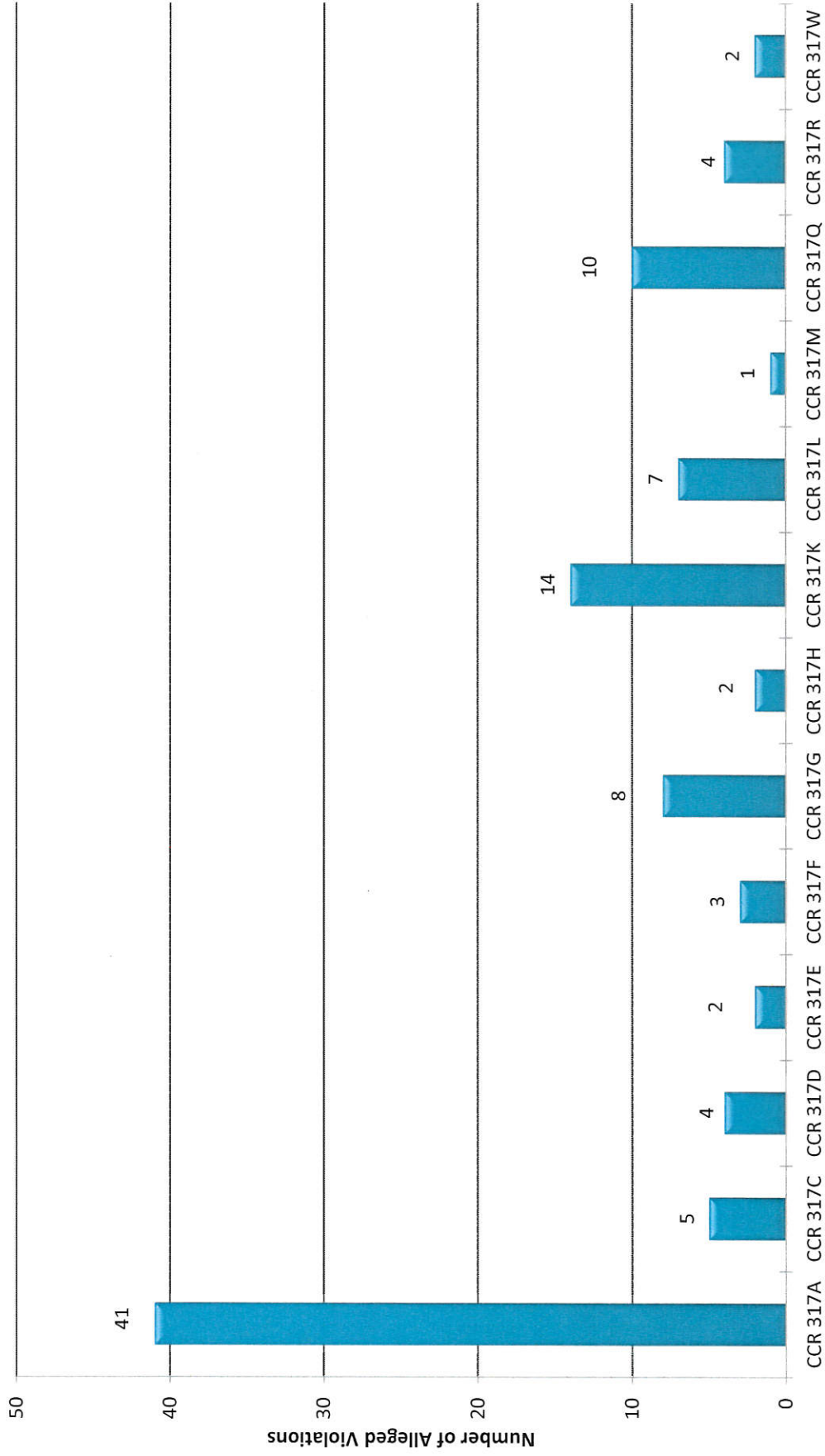
Business and Professions Code (BP):

- 125 – Aiding/Abet Unlicensed Activity
- 801 (a) – Professional Reporting Requirements (Ins-malpractice settlements)
- 802 (a) – Professional Reporting Requirements (Lic-malpractice settlements)
- 810 – Insurance Fraud
- 1051 – Apply for a Corporation with the Board
- 1054 – Name of Chiropractic Corporation
- 17500 – Unlawful Advertising

Health and Safety Code (HS):

- 123110 – Patient Access to Health Records

Fiscal Year 2017/2018
 July 1, 2017 - September 30, 2017
Number of Complaints Opened Alleging Violation of CCR 317= 103
(A complaint may contain multiple violations)



Violation: CCR 317 - Unprofessional Conduct

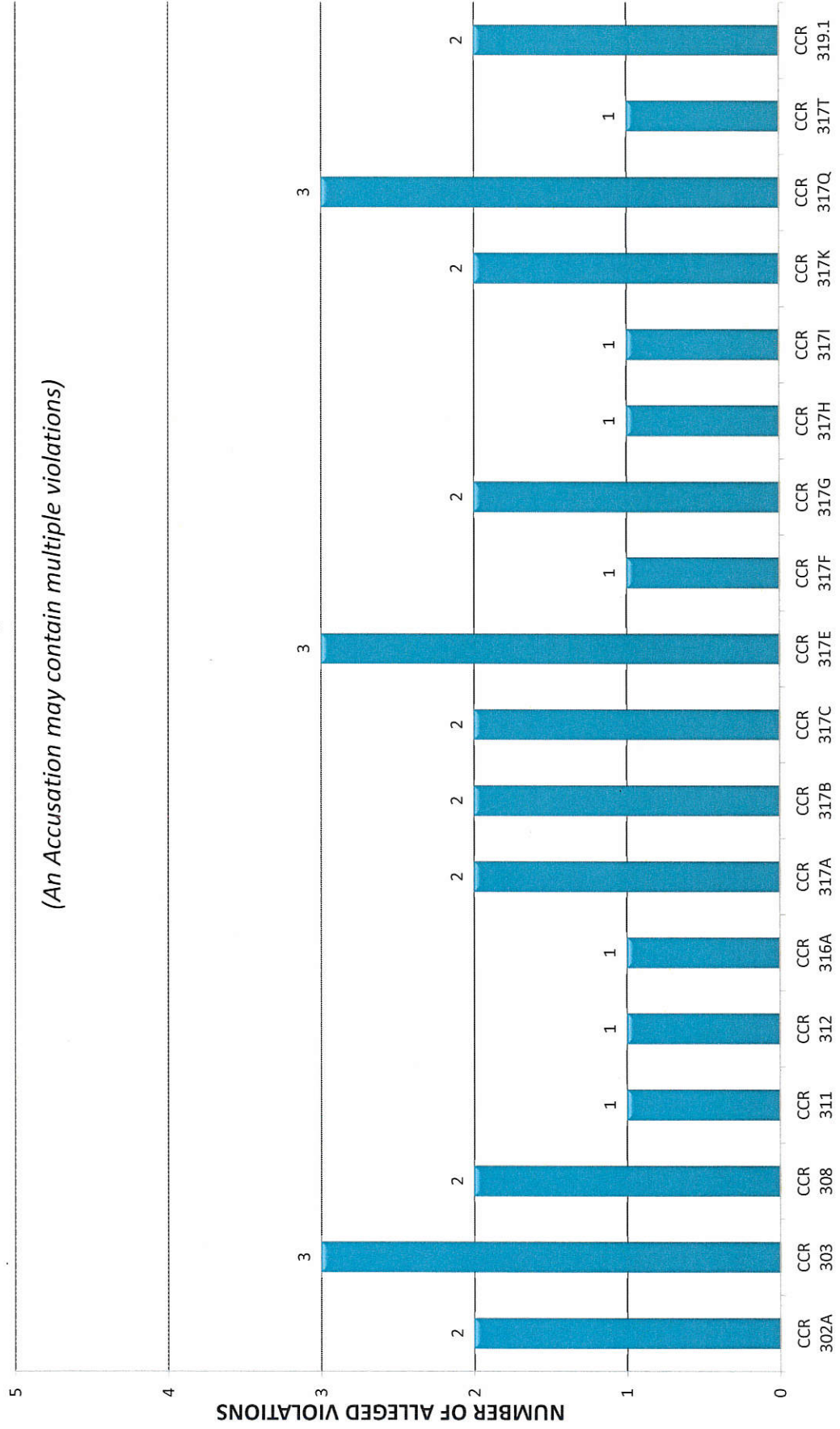
Unprofessional Conduct/Violation Codes/Descriptions

California Code of Regulations (CCR) Section 317 – Unprofessional Conduct:

- (a) Gross Negligence
- (b) Repeated Negligent Acts
- (c) Incompetence
- (d) Excessive Treatment
- (e) Conduct Endangering Public
- (f) Administering to Oneself Drugs/Alcohol
- (g) Conviction of a Crime Related to Chiropractic Duties
- (h) Conviction of a Crime Involving Moral Turpitude/Physical Violence/etc.
- (i) Conviction of a Crime Involving Drugs or Alcohol
- (j) Dispensing Narcotics/Dangerous Drugs/etc.
- (k) Moral Turpitude/Corruption/etc.
- (l) False Representation
- (m) Violation of the ACT/Regulations
- (n) False Statement Given in Connection with an Application for Licensure
- (o) Impersonating an Applicant
- (p) Illegal Advertising related to Violations of Section 17500 BP
- (q) Fraud/Misrepresentation
- (r) Unauthorized Disclosure of Patient Records
- (s) Employment/Use of Cappers or Steerers
- (t) Offer/Receive Compensation for Referral
- (u) Participate in an Illegal Referral Service
- (v) Waiving Deductible or Co-Pay
- (w) Fail to Refer Patient to Physician/Surgeon/etc.
- (x) Offer or Substitution of Spinal Manipulation for Vaccination

Fiscal Year 2017/2018
July 1, 2017 - September 30, 2017
Number of Accusations Filed - 4
Total Number of Alleged Violations - 32

(An Accusation may contain multiple violations)



VIOLATIONS



**Agenda Item 7
October 24, 2017**

Review, Discussion and Possible Action Regarding Fee Audit Report

Purpose of the item

The Board will receive a presentation on the Fee Audit Report from Dan Edds, of Capital Accounting Partners. Additionally, the Board will have the opportunity to ask questions and direct staff to take action should it be deemed necessary.

Action(s) requested

No action requested at this time.

Background

The Board's current budget is structurally imbalanced. The Board's expenditures outpace the revenue received. If expenditures continue with no increase and revenue does not increase, the Board will be insolvent by FY 2018/19. The Board's depleted fund condition is due to a number of factors, including but not limited to, an increase in departmental and statewide pro-rata, increased overhead costs, unanticipated one-time expenses, and a slight decrease in revenue due to a gradual decline in the licensee population.

In order to substantiate budget concerns and determine a factual basis for any future increase in fees charged to licensees, the Board contracted with Capital Accounting Partners, LLC. They were tasked with conducting a fee audit to assess the current fees charged and determining what the fees should be based upon actual workload incurred by staff. Finally, they were asked to provide a presentation to the Board of their findings at the October 24, 2017, Board Meeting.

The Board has worked to ensure that its fiscal health is made clear to stakeholders. A fee increase was discussed before the State Legislature in February, and at Board Meetings in May and July of this year. Below you will find a brief timeline of Board actions regarding the temporary license renewal fee increase:

- February 2017, the Board was informed by the DCA Budget Office that by FY 2018/19 it would be insolvent. Additionally, at the Joint Legislative Committee



State of California
Edmund G. Brown Jr., Governor

Sunset Hearing, the Board Chair informed the Committee that the Board would seek a fee increase to stabilize the Board's fund condition.

- April 2017, staff met with the Budget Office to discuss the Board's fund condition and steps necessary to increase fees.
- May 2017, staff discussed the possibility of a temporary license renewal fee increase with the Legislature.
- July 2017, a contract was executed with Capital Accounting Partners, LLC to commence a fee audit report to assess the current fees charged and determine what the fees should be, based upon actual workload incurred by staff.
- August 2017, SB 547 (Hill) was amended to include a temporary license renewal fee increase on the chiropractic profession.
- October 2, 2017, Governor Brown signed SB 547 (Hill), which included the temporary license renewal fee increase effective January 1, 2018.

Recommendation(s)

No recommendations at this time.

Next Step

N/A

Attachment(s)

1. Capital Accounting Partner's Fee Audit Report

California Department of Consumer Affairs– Board of Chiropractic Examiners



Mission

To protect the health, welfare, and safety of the public through licensure, education, and enforcement in chiropractic care.

Capital Accounting Partners, LLC
October 2017



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INTRODUCTION AND SCOPE

The mission of the Board of Chiropractic Examiners is to protect the health, welfare, and safety of the public through licensure, education, and enforcement in chiropractic care. The Vision of the Board is Excellence in chiropractic care for all Californians. Therefore, the Board places a high priority on safeguarding consumers by making certain that only qualified and highly trained professionals practice Chiropractic. This is done thorough stringent regulatory safeguards and a proactive enforcement program.

This fee audit aligns with the mission and vision and of the Board by assessing the full costs of issuing licenses. This analysis and the resulting adoption of a new fee schedule will insure the long-term sustainability of the Board.

This report summarizes the processes, procedures, and findings of the Board's fee audit. It details the analysis that resulted in calculations of cost for individual and institutional certificates issued by the Board for licensees operating in the State of California.

As part of a plan to maintain its fiscal integrity, the Board engaged Capital Accounting Partners to prepare a detailed cost analysis of its fees. The Board's objectives for the study were to ensure that the Board is fully accounting for all of its costs and recovering adequate revenues to be reimbursed for its expenses. The Board's only source of revenues are fees charged for each of the various licenses. Thus, it is vital that the fees charged to licensees fully recover the costs of the program.

The scope of this study included the following objectives:

- Calculate full cost of licenses;
- Determine a fair and equitable method of allocating non-fee expenses, such as enforcement, to each license type; and
- Develop revenue projections for 10 years out to set the statutory fee cap.

The process used for collecting and analyzing the data required active participation by the Board's Chair, management and staff. We want to take this opportunity to recognize their participation, time, and effort to collect the data and discuss the analysis, results, and recommendations.

SUMMARY OF COSTING METHODOLOGIES

DRIVER-BASED COSTING MODELS

Developing a driver-based costing model is a detailed and robust method of calculating the cost of a specific service. It is based on the principles of activity-based costing so it seeks to understand cost at an operational level. This means it relies on understanding the time staff invests in core business processes to process licenses and certificates as well as enforcement and administrative services.



Step 1: Collect Data – This first step involves discussions with staff to identify those positions within each work unit that provide and support direct services. It also involves collecting program budget and expenditure data, identifying the salary and benefits for each position, and identifying non-personnel expenditures, as well as any program and Board overhead. Specifically, the steps involve the following:

- **Identifying staff positions** – This includes identifying both position titles and names.
- **Calculating the number of productive hours** – Frequently we will calculate the actual number of productive hours available on an annual basis. However, in this project we used the DCA pre-calculated number of 1,776 hours.
- **Identifying and allocating non-personnel costs** – Costs for materials and supplies are allocated to the salary and benefits for each position.
- **Assigning any other expenses that are budgeted in other areas** – There are often expenses that should be included with the total cost of services. Examples of such costs might include amortized capital expenses for vehicles and technology.
- **Identifying core business processes or activities** – This step also involves discussions with staff to understand, at an operational level, the work of the operating unit. Core business processes used to provide services are identified and then defined by the tasks that are involved. Processes are also organized by direct and indirect categories.
- **Direct processes and activities** – Those processes that directly contribute to the processing of an application are first identified. Evaluation of the license application is the most notable example.
- **Indirect processes and activities** – Those processes that support, but do not directly apply to the processing of a specific license. An example of an indirect activity is customer service and cashiering.

Step 2: Building cost structures – This second step involves significant interaction with staff and the development of time estimates for both direct and indirect processes in each program area. Specifically, this step is at the core of the analysis. There are four processes that comprise this step:

- **Gathering time estimates for direct processes** – By interviewing staff in individual and group meetings, an estimate of time was assigned to each service by the process that is indicated. The sum of all the process steps is the total time that is required to provide that specific service.
- **Assigning indirect time** – An annual time estimate is gathered from staff for those indirect or support processes in which they are involved. These include Board as well as program administration, customer service, and subject matter experts.
- **Calculating fully loaded hourly rates and the cost of service** – Once the total time for each direct and indirect service is estimated, the cost of service is calculated by using the fully loaded hourly rates for each staff member or position that is involved with the service. The fully loaded hourly rate for each employee is based on the employee's salary and benefit costs plus a share of non-personnel and Board overhead costs divided by the employee's available work hours (i.e. 2,080 hours minus all leave hours). Thus, the direct and indirect cost by activity also includes work unit and Board overhead as well as non-labor costs.
- **Gathering activity or volume data** – A critical element in the analysis is the number of times a given license or certificate is issued on an annual basis. This is critical data for three reasons:



- It allows a calculated projection of current revenue based on current prices. This is compared with actual revenue to see if there is a close match as the data should match.
- It allows for a calculated projection of revenue at full cost. This is compared to actual expenditures to see if there is a close match as the data should match.
- It allows for a calculation of total hours consumed. Hours consumed must closely match actual hours available.

If any of the three calculations do not approximate actual numbers, then time estimates and/or volume data need to be re-evaluated. These are critical quality checks for costing accuracy.

Step 3: Allocating enforcement and other support activities – This third step allocates enforcement activities to arrive at the full cost of service for each direct license or certificate. Thus, the final cost layers are brought together to establish the full cost of service. For the Board, this is a significant step as a high percentage of its costs are centered in enforcement and investigation activities.

Step 4: Set revenue recovery policy – Depending on Board policies and other considerations, the level of revenue recovery is a decision that should be made for each type or group of licenses. For example, the Board may want to subsidize some types of licenses with revenue from others.

Step 5: Set fees

Fees should be based on generating revenues equal to the Board's cost structure and enough to create reserves or fund balances consistent with State or Department requirements. This will provide a strong and sustainable future.



SUMMARY OF FINDINGS

PRIMARY DATA SOURCES

For this project, there are three primary sources of data that have driven the analysis:

1. Budgeted expense data (fiscal 2017), which includes:
 - a. Salaries and benefit expenditures;
 - b. Services and supplies;
 - c. Overhead, including both Department and State pro rata allocations; and
 - d. External enforcement costs from the Office of the Attorney General (AG), the Office of Administrative Hearings, and evidence / witness fees.
2. Time estimates for staff to process each license type, broken down by core processes or activities. These included such activities as:
 - a. Reviewing applications for completeness;
 - b. Cashiering
 - c. Processing complaints and
 - d. Field investigations; and
 - e. External Enforcement.
3. Activity data such as the annual number of licenses issued/processed by type is an important data source. The following table is an example of these data (projected for fiscal 2016).

License Type	Licenses Issued/Processed Annually
DC Renewal License	12,742
Renewal Satellite Certification	2,846
Renewal Corporation	1,314

Table 1

These data are critical to the analysis for two reasons:

- The annual number of licenses issued in a year, multiplied times the hours assigned to process each license allows us to assign only the numbers of hours available. For example, if the Licensing Unit (the unit processes licensees) has 5000 hours available then the model can only assign 5000 hours. If more hours are assigned then too much cost is being injected into the cost structure. If too few hours are assigned, then too little cost is being assigned into the cost structure.



- The annual number of licenses issued in a year allows us to project revenues. This also allows for a comparison between current revenue as well as future revenue if full cost were to be adopted.

QUALITY ASSURANCE

Assuring the accuracy and quality of results is an important function of the analysis. Our approach builds on the concept that a quality process assures a quality outcome. Besides focusing on a quality process, we also incorporate quantitative checks of our results. These quantitative checks include:

1. Are the total costs that we have coming into the model (the budget) equal to the total costs coming out of the model (projected revenues)?
2. Are the total number of staff hours available fully accounted for in the model?
3. Does the projection of annual revenues (current) built into the cost model reasonably match actual or projected revenues by the DCA budget office?

When our results fall into reasonable ranges, we are assured of quality results. The following graphic reflects the results of our quality assurance checks.

<i>Resource Summary Quality checks</i>	
Cost Summary	
Operating Resources Available (Budget)	\$ 3,029,314
External Enforcement Costs	\$ 1,057,993
Total Expenses	\$ 4,087,307
	\$ -
Projected Revenues at Full Cost	\$ 4,087,307
Difference	\$ -
Hours Available Vs. Hours Assigned	
Total Hours Available	35,520
Total Hours Assigned	35,520
Difference	-
Projected Model Revenue Vs. Projected Revenue (DCA)	
Revenue Projected From Fees at Current Prices	\$ 3,426,068
Actual Fiscal 16-17 Revenue From Fees (including misc income, citations, etc)	\$ 3,431,557
Difference	\$ (5,489)
Percentage Difference (acceptable = plus or minus 5%-10%)	-0.2%
Pricing Model (excluding reserves)	\$ 4,095,930
Pricing Model (including reserves)	\$ 4,552,806

TABLE 2



ASSUMPTIONS USED IN THE COSTING MODEL

EXPENSE DATA – CURRENT BUDGET

In all cases, the analysis has used expense data based on fiscal year 2017-2018 budget. Therefore, the results are based on the assumption that all of the budget will be expended by the Board. From our analysis, the Board has been spending all of its allowable resources while revenues have not kept pace. This is creating a significant shortfall and imbalance which cannot be sustained in the long-term. For example, the fund balances are declining rapidly and are projected to fall into negative territory in fiscal 2018-2019.

REVENUES – CONSISTENT ACTIVITY DATA

A significant component of the analysis is dependent upon annual activity data. Specifically, the number of times each license is processed on an annual basis. This is important to the analysis for two reasons:

- Activity data drives the total consumption of staff hours. If the activity data is not correct it will either over assign staff time or under estimate staff time relative to the total time that is available.
- Projecting revenue. If the number of applications for licenses vary wildly on an annual basis, projecting revenue will be challenging. However, if the number of applications for licenses is stable, then revenues will be stable.

DIRECT VS. INDIRECT ALLOCATED COSTS

For this analysis, direct costs are being defined as the direct time required to process a specific application type. This is driven off a calculation of a productive hourly rate for each staff position. This rate includes salaries, benefits, and a prorated amount for services and supplies. Then indirect costs are layered on top of the direct costs to establish the full cost of issuing the license. The reader will note that the largest components of costs are those that support the programs associated with enforcement and incoming costs from Department & Statewide prorata allocations, and not the processing of licenses.

The following chart will detail the analysis for one specific license type.



Fee Description	Time Assigned	Productive Hourly Rate	Direct Cost Assignment
DC Renewal License			
Initial review of application	0.060	\$ 55.04	\$ 3.30
Review application for completion	0.333	\$ 55.04	\$ 18.35
Total Direct Cost Assigned			\$ 21.65
Sources of Indirect Cost			Allocated Costs
Dept/State Prorata			\$ 7
Board Management & Administration			\$ 10
Legislative & Regulatory			\$ 11
Process Complaints			\$ 46
Field Investigations			\$ 27
Administration of licensing unit			\$ 9
Total Indirect Cost			\$ 109
Prorated Cost for Enforcement			\$ 83
Total Cost Assigned			\$ 214
Current Price			\$ 250
Difference			\$ (36)

TABLE 3

Note: data does not include additional costs required to rebuild reserves.

The summary of these data can be seen in the following graphic.

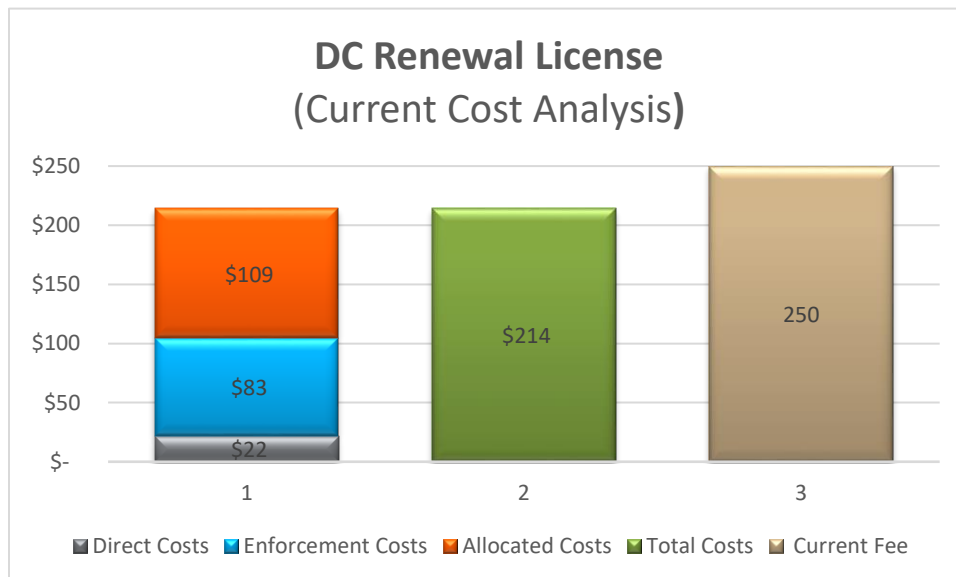


FIGURE 1



ALLOCATING COSTS OF ENFORCEMENT

Enforcement costs are a significant cost of total Board expenditures. Enforcement costs come in two primary types:

1. Costs associated with internal investigations, processing complaints, and field inspections; and
2. Costs associated with the AG, Office of Administrative Hearings, and evidence / witness fees.

In total, enforcement (with all overhead and supports costs allocated), accounts for 67% of total budgeted costs as the following graph will illustrate.

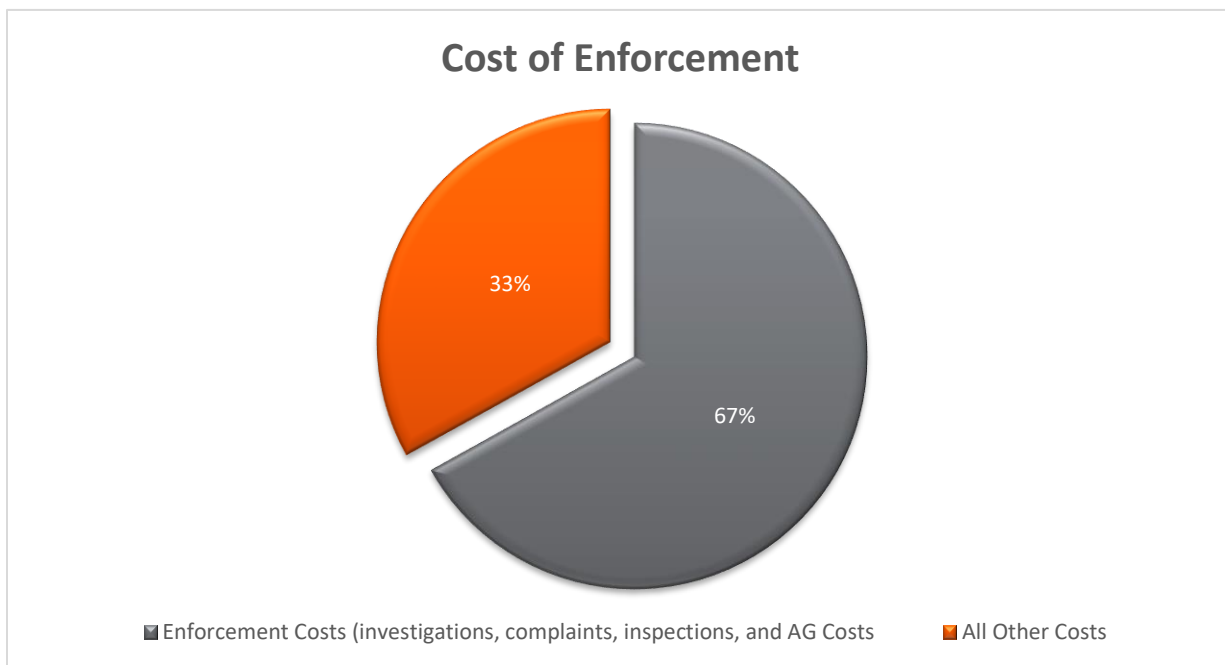


FIGURE 2



ALLOCATION METHODOLOGIES

This ratio of enforcement costs to total costs is consistent among the Boards and Bureaus of DCA we have reviewed. Because enforcement activities are such a large component of total cost, the method of allocating these costs is important.

There are several potential methods of allocating these costs. Among these are:

1. Allocating enforcement costs on the basis of direct cost of each license;
2. Allocating enforcement costs on the basis of the number of complaints and investigations each licensee type creates;
3. Calculating a flat cost per license (for all licenses); and
4. Calculating a flat cost per specific license type.

For this analysis, we used a combination of #1 and #4 above. Internal enforcement costs are spread across all fees on a simple allocated basis. Each license carries a small prorated cost of internal enforcement costs. However, all external costs associated with the Office of Attorney General, Office of Administrative Hearings, etc. have been allocated to the DC Renewal License.

Figure 1 above illustrates the impact of this cost allocation on the Renewal License. It shows that of the \$214, which represents the total costs, which have been assigned, \$83 is attributed to external enforcement.

Figure 3 below illustrate the ration of external enforcement cost to total cost. We would add, that these costs are largely out of the control of the Board.

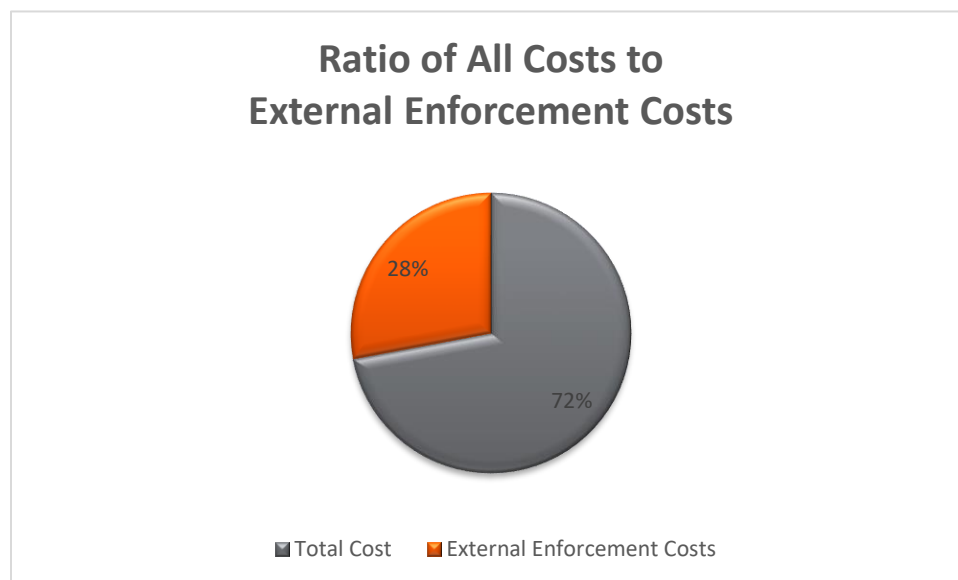


FIGURE 3



RESERVES OR “FUND BALANCES”

Financial reserves are an essential part for long-term organizational sustainability. The Department Budget Office monitors these reserves, or what are called “Fund Balances”. The Budget Office also translates the projected dollar amount into a “months in reserve” calculation. The following graph will illustrate the “months in reserve” analysis provided by the Budget Office.

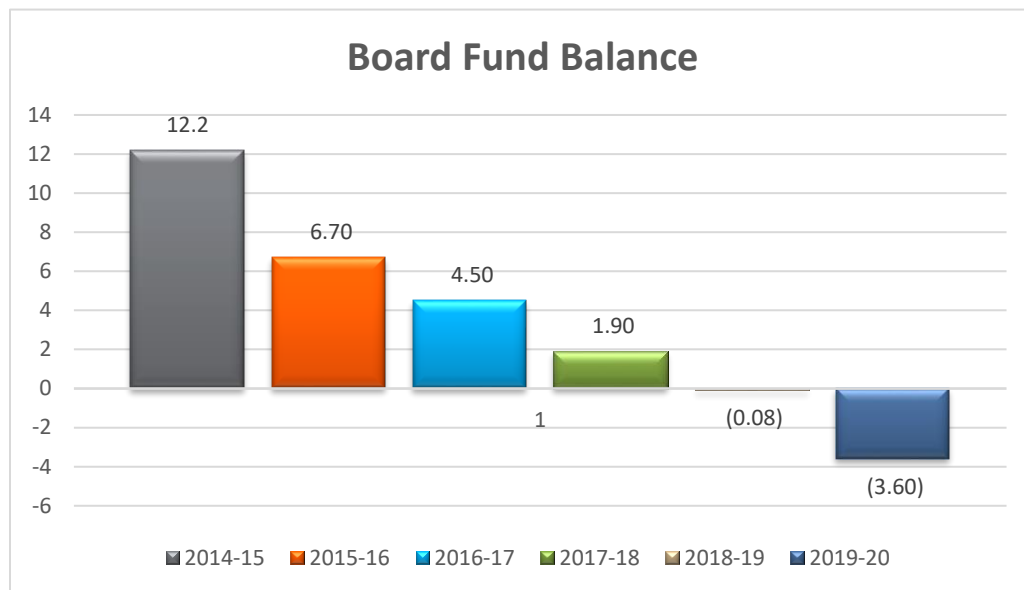


FIGURE 4

The reader will note, that the projected fund balance for fiscal year end, 2017-2018 is 1.9 months and will drop to -.08 months fiscal year end 2018-2019. Therefore, as part of the analysis we have established a reserve fund build up plan that will strengthen the long-term sustainability of the Board. In doing so, we have targeted rebuilding the reserves which is 6 months of operating reserves as required by statute. For this analysis, we are targeting a rebuilding of the fund balance to six months but doing so over three years. The following table illustrates:



Months in Reserve Analysis	
Target Months in Reserve	6.00
Projected fund balance year end 17/18	1.90
# Of months to replace	4.10
Costs Required to Rebuild Reserves	
Total Annual Expenses	\$ 4,087,307
Monthly Expenses	\$ 340,609
# Months Target (4.1)	\$ 1,396,497
Additional "cost" for 3 Year Build Up	\$ 465,499

TABLE 4

To rebuild these fund balances, we have allocated the additional revenue required across all licenses and is shown as a separate column in the appendix (fee table). However, the following figure, illustrates the additional revenue requirement for the Annual renewal license.

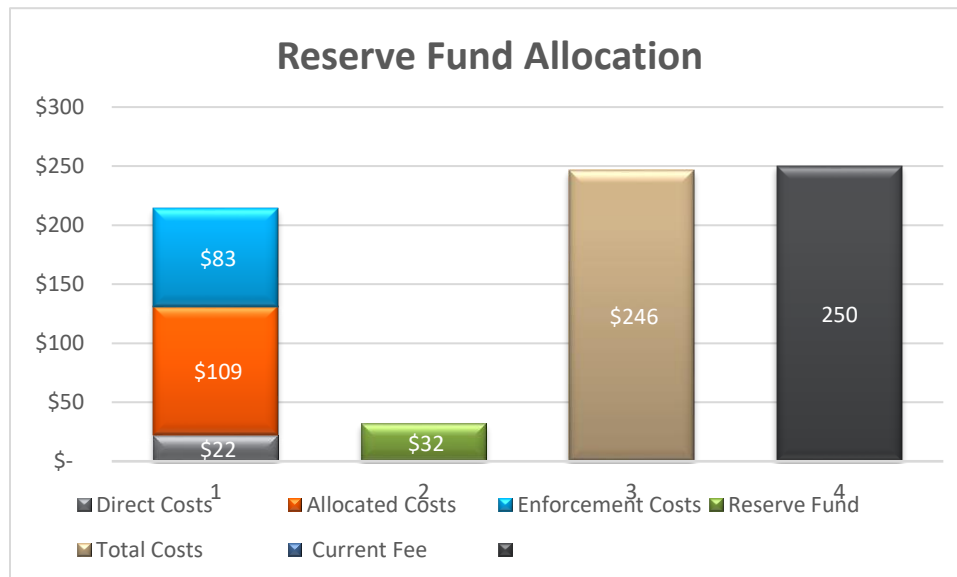


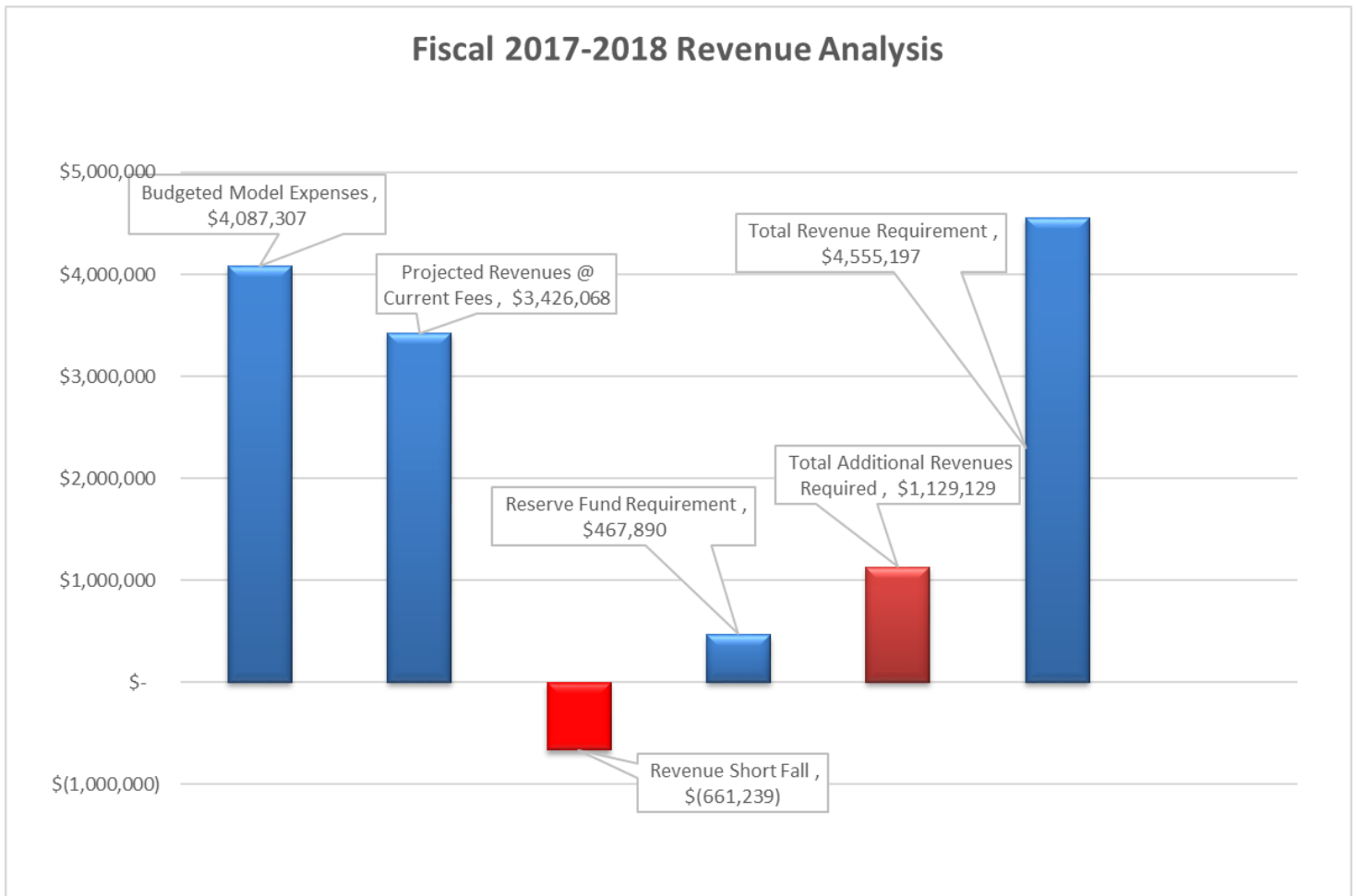
FIGURE 5

It should be noted, that calculating a cost is different from establishing a price. The total cost of the Annual renewal license is \$246. Based on discussions with staff and Board leadership, a price has been set at a level higher than actual cost. The objective is to price individual licenses in a way that provides greater equitability across all licensees.



REVENUE SUMMARY

Based on budgeted expenses and our projection of revenues for fiscal 2017-2018 we would expect to see a revenue shortfall of (\$661,239). In addition, to rebuild the fund balance to six months of operating expenses in reserves there will need to be an additional \$467,890 of revenue required. The following graph illustrates these data.





OBSERVATIONS AND RECOMMENDATIONS

GENERAL OBSERVATIONS

The primary observation is that the Board has a history of conservative fiscal management and is taking a proactive step to insure long-term sustainability. This will strengthen its ability to fully execute its mission and vision for the people of California. However, a projected loss of \$661,239 (without an accounting for rebuilding reserves) is significant and is a threat to the solvency of the Board.

SPECIFIC RECOMMENDATIONS

MOVE TO RECOMMEND ADJUSTMENT TO FEE SCHEDULE

While we applaud the Board for being proactive in conducting a fee audit, we would recommend the Board take appropriate steps to adjust fees to full cost plus the additional revenues to rebuild reserves or fund balances. Without this action, the Board's long-term sustainability and ability to execute its mission is in jeopardy.

SET CAP AND ADJUST FEES REGULARLY

In our view, one of the most important outcomes of a study of fees is a policy to adjust fees regularly. Staff receive regular cost of living adjustments, Chiropractic Examiners adjust their prices based on inflationary and market forces, therefore, in our view fees should be adjusted regularly as well.

We have provided a 10 year forward projection of fees based on an annual increase of 4.5% annual increase. We would recommend working with the State Legislature to set the cap at the 10 year projected maximum. Then adjusting fees annually or at least bi-annually to maintain alignment of revenues and expenditures. We would also recommend a formal audit of fees every 5 years as processing and regulatory requirements can change dramatically within this time frame.



APPENDICES

Cost and Pricing Report Table

- Page 1 of 3 shows the analysis of cost for each individual license and the comparison of at current prices;
- Pages 2 of 3 shows the revenue impact at:
 - A) Full cost;
 - B) Recommended pricing; and
 - C) Reserve fund requirements.
- Page 3 of 3 shows the 10-year projection of unit costs at an annual adjustment of 4.5%.

California Board of
Chiropractic Examiners
Licensing and Fees



					Unit Cost Summary					
Account Code	Fee Name	Notes	Current Work Volume	Future Projected Volume	Direct Unit Cost	Allocated Support Costs	External Enforcement	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)
					\$ 1,057,993.00					
125,600	Duplicate License		235	235	\$ 7	\$37		\$ 44	\$ 25	(\$19)
125,600	Cite & Fine	Amount varies	24	1	\$ -			\$ -	\$ 15,998	\$15,998
125,600	Corp. Special Rpt.		47	47	\$ 5	\$23		\$ 28	\$ 5	(\$23)
125,600	License Verification		304	304	\$ 18	\$93		\$ 111	\$ 10	(\$101)
125,700	Application for Licensure		358	358	\$ 55	\$278		\$ 333	\$ 100	(\$233)
125,700	Satellite Application		1,333	667	\$ 9	\$46		\$ 56	\$ 5	(\$51)
125,700	Corporation Application		114	102	\$ 28	\$139		\$ 167	\$ 100	(\$67)
125,700	Reciprocity Application		6	6	\$ 55	\$278		\$ 333	\$ 100	(\$233)
125,700	Referral Service Application				\$ 83	\$417		\$ 500	\$ 25	(\$475)
125,700	CE Course Application		1,543	1,543	\$ 83	\$417		\$ 500	\$ 50	(\$450)
125,700	Initial License Fee		322	322	\$ 28	\$139		\$ 167	\$ 100	(\$67)
125,700	CE Provider Application		42	42	\$ 41	\$209		\$ 250	\$ 75	(\$175)
125,800	DC Renewal License	Annual	12,742	12,742	\$ 22	\$109	\$ 83.03	\$ 214	\$ 250	\$36
125,800	Renewal Satellite Certification	Annual	2,846	1,423	\$ 5	\$23		\$ 28	\$ 5	(\$23)
125,800	Renewal Corporation	Annual	1,314	1,182	\$ 5	\$23		\$ 28	\$ 10	(\$18)
125,800	Renewal CE Provider		65	65	\$ 28	\$139		\$ 167	\$ 50	(\$117)
125,900	Forfeiture Fee	like a penalty fee for being late	140	140	\$ 41	\$209		\$ 250	\$ 220	(\$30)
					\$ -			\$ -		
					\$ -			\$ -		
					\$ -			\$ -		
	Preceptor authorization request	New fee	956	956	\$ 5	\$23		\$ 28		(\$28)
	Petition for reinstatement of a revoked license	New fee	6	6	\$ 1,306	\$6,601		\$ 7,907		(\$7,907)
	Petition for early termination of probation	New fee	3	3	\$ 1,306	\$6,601		\$ 7,907		(\$7,907)
	Petition for reduction of penalty	New fee			\$ 1,440	\$7,278		\$ 8,718		(\$8,718)
	Duplicate Satellite Certificate	New fee	108	108	\$ 7.3	\$37		\$ 44		(\$44)
	Duplicate Corporation Certificate	New fee	7	7	\$ 7.3	\$37		\$ 44		(\$44)
					\$ -			\$ -		
					\$ -		\$ -	\$ -		
					\$ -	\$ -				

**California Board of
Chiropractic Examiners
Licensing and Fees**



Fee Name	Annual Cost Calculations (At Actual Costs Calculated)			Results Pricing Model		Reserve Requirements	
	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)	Pricing Scenario	Annual Revenue Pricing Model	Six Months Reserve, 5 yr build up (additional)	Full Cost / Unit
						\$ 467,890	
Duplicate License	\$ 10,440.02	\$5,875	(\$4,565)	\$ 44	\$ 10,440	\$5	\$50
Cite & Fine	\$ -	\$15,998	\$15,998	\$ -	\$ -		
Corp. Special Rpt.	\$ 1,305.00	\$235	(\$1,070)	\$ 28	\$ 1,305	\$3	\$31
License Verification	\$ 33,763.47	\$3,040	(\$30,723)	\$ 111	\$ 33,763	\$13	\$124
Application for Licensure	\$ 119,282.77	\$35,800	(\$83,483)	\$ 333	\$ 119,283	\$38	\$371
Satellite Application	\$ 74,172.23	\$3,335	(\$70,837)	\$ 56	\$ 37,114	\$6	\$62
Corporation Application	\$ 18,991.95	\$10,200	(\$8,792)	\$ 167	\$ 16,993	\$19	\$186
Reciprocity Application	\$ 1,999.15	\$600	(\$1,399)	\$ 333	\$ 1,999	\$38	\$371
Referral Service Application	\$ -			\$ 500	\$ -	\$57	\$557
CE Course Application	\$ 771,173.11	\$77,150	(\$694,023)	\$ 50	\$ 77,150	\$6	\$56
Initial License Fee	\$ 53,643.93	\$32,200	(\$21,444)	\$ 167	\$ 53,644	\$19	\$186
CE Provider Application	\$ 10,495.55	\$3,150	(\$7,346)	\$ 75	\$ 3,150	\$9	\$84
DC Renewal License	\$ 2,727,902.92	\$3,185,500	\$457,597	\$ 281	\$ 3,580,502	\$32	\$313
Renewal Satellite Certification	\$ 79,022.06	\$7,115	(\$71,907)	\$ 28	\$ 39,511	\$3	\$31
Renewal Corporation	\$ 36,484.53	\$11,820	(\$24,665)	\$ 28	\$ 32,819	\$3	\$31
Renewal CE Provider	\$ 10,828.74	\$3,250	(\$7,579)	\$ 50	\$ 3,250	\$6	\$56
Forfeiture Fee	\$ 34,985.17	\$30,800	(\$4,185)	\$ 281	\$ 39,340	\$32	\$313
	\$ -			\$ -	\$ -		
	\$ -			\$ -	\$ -		
	\$ -			\$ -	\$ -		
Preceptor authorization request	\$ 26,544.30		(\$26,544)	\$ 28	\$ 26,544	\$3	\$31
Petition for reinstatement of a revoked license	\$ 47,442.10		(\$47,442)	\$ 333	\$ 1,999	\$38	\$371
Petition for early termination of probation	\$ 23,721.05		(\$23,721)	\$ 333	\$ 1,000	\$38	\$371
Peitition for reduction of penalty	\$ -			\$ 333	\$ -	\$38	\$371
Duplicate Satellite Certificate	\$ 4,797.97		(\$4,798)	\$ 44	\$ 4,798	\$5	\$50
Duplicate Corporation Certificate	\$ 310.98		(\$311)	\$ 44	\$ 311	\$5	\$50
	\$ -			\$ -	\$ -		
	\$ -			\$ -	\$ -		
	\$ -			\$ -	\$ -		
	\$ -			\$ -	\$ -		

Annual Revenue Impacts		
Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
\$ 4,087,307	\$ 3,426,068	(\$661,239)

Annual Revenue	
	Annual Revenue Pricing Model
	\$ 4,084,915

Annual Revenue Impact	
Additional Revenue for Reserves	Total Annual Revenue
\$ 467,890	\$ 4,552,806

**California Board of
Chiropractic Examiners
Licensing and Fees**



Ten Year Projection of Fee Requirements (Scenero #1)

Fee Name	Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	Year #7	Year #8	Year #9	Year #10
4.5% Annual Increase										
Duplicate License	\$52	\$54	\$57	\$59	\$62	\$64	\$67	\$70	\$74	\$77
Cite & Fine										
Corp. Special Rpt.	\$32	\$34	\$35	\$37	\$39	\$40	\$42	\$44	\$46	\$48
License Verification	\$129	\$135	\$141	\$148	\$154	\$161	\$168	\$176	\$184	\$192
Application for Licensure	\$388	\$406	\$424	\$443	\$463	\$484	\$505	\$528	\$552	\$577
Satellite Application	\$65	\$68	\$71	\$74	\$77	\$81	\$84	\$88	\$92	\$96
Corporation Application	\$194	\$203	\$212	\$221	\$231	\$242	\$253	\$264	\$276	\$288
Reciprocity Application	\$388	\$406	\$424	\$443	\$463	\$484	\$505	\$528	\$552	\$577
Referral Service Application	\$582	\$608	\$636	\$664	\$694	\$725	\$758	\$792	\$828	\$865
CE Course Application	\$58	\$61	\$64	\$66	\$69	\$73	\$76	\$79	\$83	\$87
Initial License Fee	\$194	\$203	\$212	\$221	\$231	\$242	\$253	\$264	\$276	\$288
CE Provider Application	\$87	\$91	\$95	\$100	\$104	\$109	\$114	\$119	\$124	\$130
DC Renewal License	\$327	\$342	\$357	\$373	\$390	\$408	\$426	\$445	\$465	\$486
Renewal Satellite Certification	\$32	\$34	\$35	\$37	\$39	\$40	\$42	\$44	\$46	\$48
Renewal Corporation	\$32	\$34	\$35	\$37	\$39	\$40	\$42	\$44	\$46	\$48
Renewal CE Provider	\$58	\$61	\$64	\$66	\$69	\$73	\$76	\$79	\$83	\$87
Forfeiture Fee	\$327	\$342	\$357	\$373	\$390	\$408	\$426	\$445	\$465	\$486
Preceptor authorization request	\$32	\$34	\$35	\$37	\$39	\$40	\$42	\$44	\$46	\$48
Petition for reinstatement of a revoked license	\$388	\$406	\$424	\$443	\$463	\$484	\$505	\$528	\$552	\$577
Petition for early termination of probation	\$388	\$406	\$424	\$443	\$463	\$484	\$505	\$528	\$552	\$577
Peitition for reduction of penalty	\$388	\$406	\$424	\$443	\$463	\$484	\$505	\$528	\$552	\$577
Duplicate Satellite Certificate	\$52	\$54	\$57	\$59	\$62	\$64	\$67	\$70	\$74	\$77
Duplicate Corporation Certificate	\$52	\$54	\$57	\$59	\$62	\$64	\$67	\$70	\$74	\$77

Annual Revenues (Projected)										
Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	Year #7	Year #8	Year #9	Year #10	
\$ 4,757,682	\$ 4,971,778	\$ 5,195,508	\$ 5,429,306	\$ 5,673,624	\$ 5,928,938	\$ 6,195,740	\$ 6,474,548	\$ 6,765,903	\$ 7,070,368	



State of California
Edmund G. Brown Jr., Governor

Agenda Item 8
October 24, 2017

Ratification of Approved License Applications

Purpose of the item

The Board will review and ratify the attached list of approved license applications.

Action(s) requested

A motion is needed to ratify the attached list of approved license applications.

Background

Between July 1, 2017 and September 30, 2017, staff reviewed and confirmed that the applicants met all statutory and regulatory requirements.

Recommendation(s)

Staff requests the Board approve the list of approved license applications.

Next Step

N/A

Attachment(s)

- List of formerly approved license applications issued between July 1, 2017 and September 30, 2017.



State of California
Edmund G. Brown Jr., Governor

Name (First, Middle, Last)			Date Issued	DC#
Erika	Michele	Figge	7/3/2017	33962
Bernard	S	Kim	7/3/2017	33963
Michael	Hoa Thanh	Luu	7/3/2017	33964
Alanna	Jean	Pierce	7/3/2017	33965
Tomislav	Stjepan	Plese	7/3/2017	33966
Rosemarie	Louise	Caigoy	7/6/2017	33967
David	Wai	Wong	7/6/2017	33968
Raneem	A	Zouhby	7/10/2017	33969
Shawn	Michael	Bean	7/14/2017	33970
Kyle	Evan	Grisius	7/14/2017	33971
Ting Wah	Victor	Heung	7/14/2017	33972
Benjamin	Robert	Karas	7/14/2017	33973
Aaron	James	Laux	7/14/2017	33974
Vincent	Anthony	Bertolini	7/20/2017	33975
Danny		Louie	7/20/2017	33976
Rodante	De Leon	Saballa	7/20/2017	33977
Michael	Adam	Lim	7/24/2017	33978
Quentin	Dale	Danner	7/24/2017	33979
Jason	J	Lee	7/28/2017	33980
Tara	Lee	Wassel	7/28/2017	33981
Jonathan	James Frank	McCune	7/28/2017	33982
Lori	Kristine	Cruz	7/31/2017	33983



State of California
Edmund G. Brown Jr., Governor

Brianna	Elizabeth	Husby	7/31/2017	33984
Tyler	Joshua	Jones	7/31/2017	33985
Jorge	Gabriel	Garza-Contreras	7/31/2017	33986
Jessica	Adaly	Lemus	7/31/2017	33987
John	William	Schroepfel	7/31/2017	33988
Tracy	Marie	Ford-Robydek	8/4/2017	33989
Brea	Newell	Van De Pol	8/4/2017	33990
Nhi	My	Huynh	8/9/2017	33991
Will	Jack	Lee	8/9/2017	33992
Nathanael	Turner	Lorenc	8/9/2017	33993
Jason	Wesley	Davidson	8/17/2017	33994
Brian	David	Harbin	8/17/2017	33995
Scott	Stephen	Redfern	8/17/2017	33996
Aaron	Benjamin	Arnold	8/18/2017	33997
Eric	Josef	Dickerson	8/18/2017	33998
James	Allen	Dietrick	8/18/2017	33999
Russell	Trent	Ward	8/18/2017	34000
Behruz	Y	Yusufbekov	8/18/2017	34001
Stephanie	O'Neill	Bhogal	8/22/2017	34002
Mindy	Marie	Brown	8/22/2017	34003
Andrew	Curtis	Jordan	8/22/2017	34004
Tyler	Reid	Meier	8/22/2017	34005
Andra	Phillips	Allcorn	8/28/2017	34006
Kenneth	Andrew	Fraser	8/28/2017	34007



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Stephanie	Marie	Janiak	8/29/2017	34008
Allison	Ruth	Nisbett	8/29/2017	34009
Jeana	Marie	Edwards	8/30/2017	34010
Matthew	David	Smith	8/30/2017	34011
Zachary	Ricardo Simon	Tannous	8/30/2017	34012
Vicente	Eduardo	Lujan	8/31/2017	34013
Richard	Shannon	Manley	8/31/2017	34014
Eddie		Oulashian	8/31/2017	34015
Daniel	Steven	King	9/7/2017	34016
Cheng Chun		Kuo	9/7/2017	34017
Sam		Vazin	9/7/2017	34018
Minh	Ngoc	Nguyen	9/11/2017	34019
Monica	Therese	Scott	9/11/2017	34020
Edward	Wai-Kin	Chan	9/12/2017	34021
Jebel		Garcia	9/12/2017	34022
Ryan	Steven	Fessel	9/14/2017	34023
Austin	Dirk	Ivans	9/14/2017	34024
Eric	Yaohua	Wong	9/14/2017	34025
Devon	MacIntyre	Beechel	9/19/2017	34026
David		Labrana	9/19/2017	34027
Stephanie	Marquel	Frawley	9/19/2017	34028
Brittany	Sue	Watson	9/19/2017	34029
Dana		Grenman	9/19/2017	34030
Ted	David	Abramson	9/22/2017	34031



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Anna	Kate	Melendez	9/22/2017	34032
Jacob	Vincent Isaias	Melendez	9/22/2017	34033
Shannon	Alan	Peacock	9/22/2017	34034
David	Dalde	Alapag	9/26/2017	34035
Donald	Andrew	Ehasz	9/26/2017	34036
Darren	Thomas	Murphy	9/26/2017	34037
Carlos	Ray	Sandoval	9/26/2017	34038
Elena		Sandoval	9/26/2017	34039
Jesse	Isaac	Steinberg	9/26/2017	34040