

Douglas A. Ducey
Governor



Justin Bohall
Executive Director

State of Arizona Board of Chiropractic Examiners

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September 4, 2018

The Honorable Douglas A. Ducey
Office of the Governor
1700 W. Washington – 9th Floor
Phoenix, AZ 85007

RE: Budget Proposal
Fiscal Year 2020

Dear Governor Ducey:

On behalf of the Board of Chiropractic Examiners thank you for providing the opportunity to present the enclosed budget plan for Fiscal Year 2020.

The Board is pleased to present a plan which reflects continued services to the citizens of the State of Arizona. The Board consistently makes efficiencies to streamline processes, reduce costs, and decrease licensing timeframes. The Board strives to provide exemplary service to the citizens of the State of Arizona while being fiscally prudent with the funds received from licensing fees.

If you have any questions, please do not hesitate to contact me at 602.542.9101 or JBohall@chiroboard.az.gov.

Sincerely,

A handwritten signature in blue ink that reads "Justin Bohall".

Justin Bohall
Executive Director



State of Arizona Budget Request

State Agency

State Board of Chiropractic Examiners

A.R.S. Citation: **32-900**

Appropriated Funds	FY 2019 Approp	FY 2020 Fund. Issue	FY 2020 Total Budget
Total Amount Requested:	429.7	28.8	458.5
Chiropractic Examiners Board Fund	429.7	28.8	458.5

Governor DUCEY:

This and the accompanying budget schedules, statements and explanatory information constitute the operating budget request for this agency for Fiscal Year 2020.

To the best of my knowledge all statements and explanations contained in the estimates submitted are true and correct.

Agency Head: **Justin Bohall**

Title: **Executive Director**

Justin Bohall 8/29/2017

(signature)

Phone: **(602) 542-9101**

Prepared By: **Justin Bohall**

Email Address: **JBohall@chiroboard.az.gov**

Date Prepared: **Tuesday, August 29, 2017**

Total:	429.7	28.8	458.5
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Revenue Schedule

Agency:	State Board of Chiropractic Examiners
Fund:	1000 General Fund

AFIS Code	Category of Receipt and Description	FY 2018	FY 2019	FY 2020
4312	EXAMINATION FEES	4.7	5.2	5.5
4372	PUBLICATIONS AND REPRODUCTIONS	0.5	0.4	0.4
4415	OCCUPATIONAL AND PROFESSIONAL LICENSES	42.7	41.8	42.0
4419	OTHER LICENSES	3.2	2.8	2.2
4519	OTHER FINES OR FORFEITURES OR PENALTIES	1.0	1.0	1.0
Fund Total:		52.1	51.2	51.1

Revenue Schedule

Agency:	State Board of Chiropractic Examiners
Fund:	2010 Chiropractic Examiners Board Fund

AFIS Code	Category of Receipt and Description	FY 2018	FY 2019	FY 2020
4312	EXAMINATION FEES	42.3	47.5	50.0
4372	PUBLICATIONS AND REPRODUCTIONS	4.1	4.0	3.8
4415	OCCUPATIONAL AND PROFESSIONAL LICENSES	383.7	383.7	383.7
4419	OTHER LICENSES	28.8	18.3	21.0
4519	OTHER FINES OR FORFEITURES OR PENALTIES	0.1	0.1	0.1
Fund Total:		459.0	453.6	458.6

Sources and Uses of Funds

Agency:	State Board of Chiropractic Examiners
Fund:	2010 Chiropractic Examiners Board Fund

Cash Flow Summary	Actual FY 2018	Estimate FY 2019	Estimate FY 2020
Balance Forward from Prior Year	265.9	314.5	338.4
Revenue (From Revenue Schedule)	459.0	453.6	458.6
Total Available	724.9	768.1	797.0
Total Appropriated Disbursements	410.3	429.7	458.5
Total Non-Appropriated Disbursements	0.0	0.0	0.0
Balance Forward to Next Year	314.5	338.4	338.5

Appropriated Expenditure	Actual FY 2018	Estimate FY 2019	Estimate FY 2020
Expenditure Categories			
Personal Services	202.1	209.7	209.7
Employee Related Expenses	87.0	93.3	93.3
Prof. And Outside Services	31.1	36.8	36.8
Travel - In State	0.0	1.0	1.0
Travel - Out of State	5.5	9.0	9.0
Food	0.0	0.0	0.0
Aid to Organizations and Individuals	0.0	0.0	1.9
Other Operating Expenses	77.3	79.9	81.5
Equipment	7.3	0.0	25.3
Capital Outlay	0.0	0.0	0.0
Debt Service	0.0	0.0	0.0
Cost Allocation	0.0	0.0	0.0
Transfers	0.0	0.0	0.0
Expenditure Categories Total:	410.3	429.7	458.5
Non-Lapsing Authority from Prior Years	0.0	0.0	0.0
Administrative Adjustments	0.0	0.0	0.0
Capital Projects (Land, Buildings,Improvements)	0.0	0.0	0.0
Appropriated 27th Pay Roll	0.0	0.0	0.0
Legislative Fund Transfers	0.0	0.0	0.0
IT Project Transfers	0.0	0.0	0.0
Appropriated Expenditure Total:	410.3	429.7	458.5
Appropriated FTE:	5.0	5.0	5.0

Fund Description

OSP: Revenues are from fees, fines, and other revenues received by the Board and are used to license, investigate, and conduct examinations of chiropractors.

Funding Issues List

Agency: State Board of Chiropractic Examiners

FY 2020

Priority	Funding Issue Title	Total FTE	Total Amount	General Fund	Other Apropr. Funds	Non-App Funds
1	Online Database (eLicensing)	0.0	25.3	0.0	25.3	0.0
2	Security Guard Services (ADSP018-00008084)	0.0	1.6	0.0	1.6	0.0
3	Shared Services Personnel (ADOA & CSB)	0.0	1.9	0.0	1.9	0.0
	Total:	0.0	28.8	0.0	28.8	0.0
	Decision Package Total:	0.0	28.8	0.0	28.8	0.0

Funding Issue Detail

Agency: State Board of Chiropractic Examiners

Issue: 1 Online Database (eLicensing)

Program: Licensing and Regulation
Fund: 2010-A Chiropractic Examiners Board (Appropriated)

Calculated ERE: \$0.00
Uniform Allowance: \$0.00

Expenditure Categories	FY 2020
FTE	0.0
Personal Services	0.0
Employee Related Expenses	0.0
Subtotal Personal Services and ERE:	0.0
Professional & Outside Services	0.0
Travel In-State	0.0
Travel Out-of-State	0.0
Food	0.0
Aid to Organizations & Individuals	0.0
Other Operating Expenditures	0.0
Equipment	25.3
Capital Outlay	0.0
Debt Services	0.0
Cost Allocation	0.0
Transfers	0.0
Program / Fund Total:	25.3

Issue: 2 Security Guard Services (ADSP018-00008084)

Program: Licensing and Regulation
Fund: 2010-A Chiropractic Examiners Board (Appropriated)

Calculated ERE: \$0.00
Uniform Allowance: \$0.00

Expenditure Categories	FY 2020
FTE	0.0
Personal Services	0.0
Employee Related Expenses	0.0
Subtotal Personal Services and ERE:	0.0
Professional & Outside Services	0.0
Travel In-State	0.0
Travel Out-of-State	0.0
Food	0.0
Aid to Organizations & Individuals	0.0
Other Operating Expenditures	1.6
Equipment	0.0
Capital Outlay	0.0
Debt Services	0.0
Cost Allocation	0.0
Transfers	0.0
Program / Fund Total:	1.6

Funding Issue Detail

Agency: State Board of Chiropractic Examiners

Issue: 3 Shared Services Personnel (ADOA & CSB)

Program: Licensing and Regulation
Fund: 2010-A Chiropractic Examiners Board (Appropriated)

Calculated ERE: \$0.00
Uniform Allowance: \$0.00

Expenditure Categories	FY 2020
FTE	0.0
Personal Services	0.0
Employee Related Expenses	<u>0.0</u>
Subtotal Personal Services and ERE:	0.0
Professional & Outside Services	0.0
Travel In-State	0.0
Travel Out-of-State	0.0
Food	0.0
Aid to Organizations & Individuals	1.9
Other Operating Expenditures	0.0
Equipment	0.0
Capital Outlay	0.0
Debt Services	0.0
Cost Allocation	0.0
Transfers	<u>0.0</u>
Program / Fund Total:	1.9

Funding Issue: Online Database (eLicensing)

Priority - 1

The Board is engaging with Deloitte who is on the statewide contract for providing an online cloud-based database. Deloitte has provided a quote for the migration of the Board's existing database to a cloud-based model. The plan requires ongoing software licensing costs or per user cost. The estimated cost for this software licensing of BasicGov and Salesforce would be \$25,311. The Board is asking for an increase in the 8581 expenditures category of \$25,311 to cover ongoing software licensing costs for this online cloud-based model. (This Salesforce database is a part of the Board's ASET Strategic Plan as well as part of the Governor's Goal Council 5 Online Services Recommendation Plans) The Board plans to onboard and work with other agencies to reduce the cost of data migration by Deloitte.

Funding Issue: Security Guard Services (ADSPO18-00008084)
Priority -2

In December of 2017, the Board relocated into the 1740 West Adams building on the capitol mall with 26 other state agencies. The Board budget reflects and reducing in the cost of private rental space for FY 19 and FY20. Included in the 1740 building is shared building Wi-Fi, conference rooms, conference room phones, and building security. These items are a shared cost between the agencies located inside 1740. In August of 2018, a new Security Services contract was put in place by SPO. This new contract reflected an increase in the cost of the shared Security Services utilized by the building. The increased cost is shared with the building as a whole, and the Board of Chiropractic Examiners portion is projected to be approximately \$1,600 above the estimate provided in FY2018. It is for this reason that the Board asks for an additional \$1,600 to the Board appropriation to pay our fair share of the utilized security services in FY2020.

Funding Issue: Shared Services Personnel (ADOA & CSB)
Priority -3

In December of 2017, the Board relocated into the 1740 West Adams building on the capitol mall with 26 other state agencies. The Board budget reflects and reducing in the cost of private rental space for FY 19 and FY20. The modern layout of the 1740 building allows for a shared administrative assistant position to provide coverage for the teller window in the lobby. 21 agencies will be utilizing the shared teller window, and the Central Services Bureau (a division of ADOA) will be providing the administrative assistant and then will be reimbursed from the Board's funds. This administrative assistant will be a shared cost between the 21 agencies located inside 1740 that are sharing the single window. The increased cost is shared with the building as a whole, and the Board of Chiropractic Examiners portion is projected to be approximately \$1,900 and is a new expense not provided in FY2018. It is for this reason that the Board asks for an additional \$1,900 to the Board appropriation to pay for our share of the utilized administrative assistant services in FY2020.

ADOA FY 2019 BUDGET ISSUE

Summary:

The Arizona Department of Administration requests an increase from the Special Services Fund in the GAO Division of \$186,598 to fund AD4208.

Program:

General Accounting Office/Office of the Controller/Central Services Bureau

Description of issue and how recommending the agency's request furthers the agency's mandates:

The Central Services Bureau (CSB) will be relocating to the 1740 West Adams Street building along with 27 other boards, commissions, and agencies. In an effort to consolidate core building costs, it has been proposed that CSB will be billed for 3 armed guards, building WIFI, common area phones, common area data center charges, and eFax services. CSB will also provide an administrative position located in the building lobby. CSB is asking for an appropriation increase for consolidated building costs of \$150,889 and 1-FTE \$35,709. Total request \$186,598.

Proposal:

This shared services model will enable vendors to have one point of contact within the building which will enable the state to respond faster. Vendors will also be able to provide a single invoice for service, rather than one for each agency in the building. This will drive efficiencies not only for the vendor, but also for the state. The proposed shared costs are:

Shared Cost	Annualized	FY2020
Security Guards (Armed)	111,478	191,630*
Building-Wide Wi-Fi	9,118	9,118
Common Room Phones IP	10,305	10,305
Common Room Network	7,988	7,988
eFax Solution	12,000	12,000
Total	\$ 150,889	\$ 231,041
* In August of 2018 a new Statewide contract for Security Guard Services (ADSPO18-00008084) went into effect for an increased cost for the planned armed security officers. The increases is reflected in FY2020.		

By sharing an administrative assistant position in the lobby, each agency will not require its own FTE. The current building model is such that constituents will not have access to floors 2-4. All board rooms will be located on the first floor, as well as windows that will serve as the first point of contact for constituents. Several of the larger agencies will have a dedicated window using current FTEs, however approximately 20 of the smaller agencies will need CSB assistance to staff an FTE on the first floor to assist constituents and stakeholders. CSB will bill the agencies for actual expenditures related to the shared building costs. Cost allocation for the shared building

costs will be based on each agency's square footage in the buildings space allocation plan as detailed below. The costs for the shared administrative assistant position in the lobby will be allocated to the participating agencies as a percentage of their total FTE count as detailed below.

Agency/Board/Commission	Square Foot Allocation	% Occupancy	FY 19 Dollar Allocation	FY20
Medical Examiners/ Physicians Assistants	11,481	16.41%	\$24,761	\$37,914
Osteopath	2,109	3.01%	\$4,542	\$ 6,954
Veterinarian	1,786	2.55%	\$3,848	\$5,892
Psychologists	894	1.28%	\$1,931	\$2,957
Respiratory	738	1.06%	\$1,584	\$2,426
Massage Therapy	1,522	2.18%	\$3,289	\$5,037
Nursing Care and Asst Living Administrators	1,096	1.57%	\$2,369	\$3,627
ADOA - Central Services Bureau	1,628	2.33%	\$3,516	\$5,383
Podiatry Examiners	399	0.57%	\$860	\$1,317
Optometry	678	0.97%	\$1,464	\$2,241
Funeral Directors	879	1.26%	\$1,901	\$2,911
Naturopath	507	0.73%	\$1,086	\$1,663
Dispensing Opticians	403	0.58%	\$875	\$1,340
Acupuncture	405	0.58%	\$875	\$1,340
Homeopathic physicians	410	0.59%	\$890	\$1,363
Personnel Board	507	0.73%	\$1,102	\$1,687
Administrative Hearings	11,012	15.74%	\$23,750	\$36,366
Barber Board	1,588	2.27%	\$3,425	\$5,245
Private Post-Secondary Education	1,435	2.05%	\$3,093	\$4,736
Behavioral Health Examiners	5,320	7.60%	\$11,468	\$17,559
Chiropractic Examiners	1,356	1.94%	\$2,927	\$4,482

Dental Examiners	3,119	4.46%	\$6,730	\$10,304
Physical Therapy Examiners	1,268	1.81%	\$2,731	\$4,182
Cosmetology	6,932	9.91%	\$14,953	\$22,896
Occupational Therapy/Athletic Training	821	1.17%	\$1,766	\$2,703
Nursing Board	11,663	16.67%	\$25,153	\$38,515
	69,957	100%	\$150,889	231,041

Performance Measures to display the effects of the proposal:

Current Performance Measures for Issue: (without proposed change)

Performance Measure	Type	FY 16 Actual	FY 17 Actual	FY 18 Expected	FY 19 Expected	FY 20 Expected
Customer satisfaction with CSB	QL	N/A	N/A	6.5	6.5	6.5

Expected Performance Measures for Issue: (with proposed change)

Performance Measure	Type	FY 16 Actual	FY 17 Actual	FY 18 Expected	FY 19 Expected	FY 20 Expected
Customer satisfaction with CSB	QL	N/A	N/A	6.5	6.5	6.5

Alternatives considered and reasons for rejection:

The alternative would be for each agency to contract individually with vendors for services. The shared constituent window that CSB will staff, could be replaced by a phone and list, where the constituent could call up to the agency, and have the agency come down and respond as needed. This does not however align with the states approach of deciding faster, responding faster, resolving faster, or saving taxpayer dollars.

Impact of not funding this fiscal year:

CSB would not be able to provide the agencies with the level of service that is required or needed to drive efficiencies in the 1740 building.

Statutory reference:

Although there is no statutory or legal mandate that requires this be the course of action, there is statutory authority to use the Special Services revolving fund in this manner in A.R.S. § 35-193.02.

Equipment to be purchased, if applicable:

None

Classification of new positions –

1 – FTE, Administrative Assistant II, Grade 15, Job code AUN06609, Salary \$25,507, ERE \$10,202 (calculated at 40%). Total for FTE is \$35,709. Cost allocation for Administrative Assistant II will be based on each participating agency’s current FTE count (not all agencies will be using the shared window: the Medical Board, Board of Nursing, and Cosmetology Board will each service their own windows).

Board/Agency	FTE	Percentage	Amount
Osteopath	8	8.60%	\$ 3,071.74
Veterinarian	6	6.45%	\$ 2,303.81
Psychologists	4	4.30%	\$ 1,535.87
Respiratory	4	4.30%	\$ 1,535.87
Massage Therapy	5	5.38%	\$ 1,919.84
Nursing Care and Asst Living Administrators	4	4.30%	\$ 1,535.87
Podiatry Examiners	1	1.08%	\$ 383.97
Optometry	2	2.15%	\$ 767.94
Funeral Directors	4	4.30%	\$ 1,535.87
Naturopath	2	2.15%	\$ 767.94
Dispensing Opticians	1	1.08%	\$ 383.97
Acupuncture	1	1.08%	\$ 383.97
Homeopathic physicians	1	1.08%	\$ 383.97
Personnel Board	2	2.15%	\$ 767.94
Barber Board	5	5.38%	\$ 1,919.84
Private Post-Secondary Education	5	5.38%	\$ 1,919.84
Behavioral Health Examiners	15	16.13%	\$ 5,759.52
Chiropractic Examiners	5	5.38%	\$ 1,919.84
Dental Examiners	11	11.83%	\$ 4,223.65
Physical Therapy Examiners	4	4.30%	\$ 1,535.87
Occupational Therapy/Athletic Training	3	3.23%	\$ 1,151.90
Totals	93	100.00%	\$ 35,709.00

Annualization(s) –

The move will take place in the second half of FY18, the proposed amount is annualized for FY19.

Summary of Expenditure and Budget Request for All Funds

Agency: State Board of Chiropractic Examiners

Appropriated

		FY 2018 Actual	FY 2019 Expd. Plan	FY 2020 Fund. Issue	FY 2020 Total Request
Cost Center/Program:					
1	Licensing and Regulation	410.3	429.7	28.8	458.5
		410.3	429.7	28.8	458.5
Expenditure Categories					
	FTE	5.0	5.0	0.0	5.0
	Personal Services	202.1	209.7	0.0	209.7
	Employee Related Expenses	87.0	93.3	0.0	93.3
	Professional and Outside Services	31.1	36.8	0.0	36.8
	Travel In-State	0.0	1.0	0.0	1.0
	Travel Out of State	5.5	9.0	0.0	9.0
	Food	0.0	0.0	0.0	0.0
	Aid to Organizations and Individuals	0.0	0.0	1.9	1.9
	Other Operating Expenses	77.3	79.9	1.6	81.5
	Equipment	7.3	0.0	25.3	25.3
	Capital Outlay	0.0	0.0	0.0	0.0
	Debt Service	0.0	0.0	0.0	0.0
	Cost Allocation	0.0	0.0	0.0	0.0
	Transfers	0.0	0.0	0.0	0.0
Expenditure Categories Total:		410.3	429.7	28.8	458.5

Summary of Expenditure and Budget Request for All Funds

Agency:	State Board of Chiropractic Examiners
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Agency Total for All Funds:	410.3	429.7	28.8	458.5			
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Summary of Expenditure and Budget Request for Selected Funds

Agency:	State Board of Chiropractic Examiners
Fund:	2010 Chiropractic Examiners Board (Appropriated)

	FY 2018 Actual	FY 2019 Expd. Plan	FY 2020 Fund. Issue	FY 2020 Total Request
Cost Center/Program:				
1 Licensing and Regulation	410.3	429.7	28.8	458.5
	410.3	429.7	28.8	458.5
Expenditure Categories				
FTE	5.0	5.0	0.0	5.0
Personal Services	202.1	209.7	0.0	209.7
Employee Related Expenses	87.0	93.3	0.0	93.3
Professional and Outside Services	31.1	36.8	0.0	36.8
Travel In-State	0.0	1.0	0.0	1.0
Travel Out of State	5.5	9.0	0.0	9.0
Food	0.0	0.0	0.0	0.0
Aid to Organizations and Individuals	0.0	0.0	1.9	1.9
Other Operating Expenses	77.3	79.9	1.6	81.5
Equipment	7.3	0.0	25.3	25.3
Capital Outlay	0.0	0.0	0.0	0.0
Debt Service	0.0	0.0	0.0	0.0
Cost Allocation	0.0	0.0	0.0	0.0
Transfers	0.0	0.0	0.0	0.0
Expenditure Categories Total:	410.3	429.7	28.8	458.5
Fund Total:	410.3	429.7	28.8	458.5

Summary of Expenditure and Budget Request for Selected Funds

Agency:	State Board of Chiropractic Examiners
Fund:	2010 Chiropractic Examiners Board (Appropriated)

	FY 2018 Actual	FY 2019 Expd. Plan	FY 2020 Fund. Issue	FY 2020 Total Request
Agency Total for Selected Funds	410.3	429.7	28.8	458.5

Program Summary of Expenditures and Budget Request

Agency:	State Board of Chiropractic Examiners
Program:	Licensing and Regulation

	FY 2018 Actual	FY 2019 Expd. Plan	FY 2020 Fund. Issue	FY 2020 Total Request
Program Summary				
1-1 Licensing and Regulation	410.3	429.7	28.8	458.5
Program Summary Total:	410.3	429.7	28.8	458.5
Expenditure Categories				
0000 FTE Positions	5.0	5.0	0.0	5.0
6000 Personal Services	202.1	209.7	0.0	209.7
6100 Employee Related Expenses	87.0	93.3	0.0	93.3
6200 Professional and Outside Services	31.1	36.8	0.0	36.8
6500 Travel In-State	0.0	1.0	0.0	1.0
6600 Travel Out of State	5.5	9.0	0.0	9.0
6700 Food	0.0	0.0	0.0	0.0
6800 Aid to Organizations and Individuals	0.0	0.0	1.9	1.9
7000 Other Operating Expenses	77.3	79.9	1.6	81.5
8000 Equipment	7.3	0.0	25.3	25.3
8100 Capital Outlay	0.0	0.0	0.0	0.0
8600 Debt Service	0.0	0.0	0.0	0.0
9000 Cost Allocation	0.0	0.0	0.0	0.0
9100 Transfers	0.0	0.0	0.0	0.0
Expenditure Categories Total:	410.3	429.7	28.8	458.5
Fund Source				
Appropriated Funds				
2010-A Chiropractic Examiners Board (Appropriated)	410.3	429.7	28.8	458.5
Fund Source Total:	410.3	429.7	28.8	458.5

Program Group Summary of Expenditures and Budget Request for Selected Funds

Agency:	State Board of Chiropractic Examiners
Program:	Licensing and Regulation

	FY 2018 Actual	FY 2019 Expd. Plan	FY 2020 Fund. Issue	FY 2020 Total Request
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Fund:	2010-A Chiropractic Examiners Board (Appropriated)
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Program Expenditures

COST CENTER/PROGRAM BUDGET UNIT

1-1	Licensing and Regulation	410.3	429.7	28.8	458.5
	Total	410.3	429.7	28.8	458.5

Appropriated Funding

Expenditure Categories

FTE Positions	5.0	5.0	0.0	5.0
Personal Services	202.1	209.7	0.0	209.7
Employee Related Expenses	87.0	93.3	0.0	93.3
Professional and Outside Services	31.1	36.8	0.0	36.8
Travel In-State	0.0	1.0	0.0	1.0
Travel Out of State	5.5	9.0	0.0	9.0
Food	0.0	0.0	0.0	0.0
Aid to Organizations and Individuals	0.0	0.0	1.9	1.9
Other Operating Expenses	77.3	79.9	1.6	81.5
Equipment	7.3	0.0	25.3	25.3
Capital Outlay	0.0	0.0	0.0	0.0
Debt Service	0.0	0.0	0.0	0.0
Cost Allocation	0.0	0.0	0.0	0.0
Transfers	0.0	0.0	0.0	0.0

Expenditure Categories Total:	410.3	429.7	28.8	458.5
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Fund 2010-A Total:	410.3	429.7	28.8	458.5
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Program 1 Total:	410.3	429.7	28.8	458.5
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Program Budget Unit Summary of Expenditures and Budget Request for All Funds

Agency:	State Board of Chiropractic Examiners
Program:	Licensing and Regulation

Expenditure Categories	FY 2018 Actual	FY 2019 Expd. Plan	FY 2020 Fund. Issue	FY 2020 Total Request
0000 FTE	5.0	5.0	0.0	5.0
6000 Personal Services	202.1	209.7	0.0	209.7
6100 Employee Related Expenses	87.0	93.3	0.0	93.3
6200 Professional and Outside Services	31.1	36.8	0.0	36.8
6500 Travel In-State	0.0	1.0	0.0	1.0
6600 Travel Out of State	5.5	9.0	0.0	9.0
6700 Food	0.0	0.0	0.0	0.0
6800 Aid to Organizations and Individuals	0.0	0.0	1.9	1.9
7000 Other Operating Expenses	77.3	79.9	1.6	81.5
8000 Equipment	7.3	0.0	25.3	25.3
8100 Capital Outlay	0.0	0.0	0.0	0.0
8600 Debt Service	0.0	0.0	0.0	0.0
9000 Cost Allocation	0.0	0.0	0.0	0.0
9100 Transfers	0.0	0.0	0.0	0.0
Expenditure Categories Total:	410.3	429.7	28.8	458.5
Fund Source				
Appropriated Funds				
2010-A Chiropractic Examiners Board (Appropriated)	410.3	429.7	28.8	458.5
	410.3	429.7	28.8	458.5
Fund Source Total:	410.3	429.7	28.8	458.5

Program Budget Unit Summary of Expenditures and Budget Request for Selected Funds

Agency: State Board of Chiropractic Examiners					
		FY 2018	FY 2019	FY 2020	FY 2020
		Actual	Expd. Plan	Fund. Issue	Total Request
Program: Licensing and Regulation					
Fund: 2010-A Chiropractic Examiners Board Fund					
Appropriated					
0000	FTE	5.0	5.0	0.0	5.0
6000	Personal Services	202.1	209.7	0.0	209.7
6100	Employee Related Expenses	87.0	93.3	0.0	93.3
6200	Professional and Outside Services	31.1	36.8	0.0	36.8
6500	Travel In-State	0.0	1.0	0.0	1.0
6600	Travel Out of State	5.5	9.0	0.0	9.0
6700	Food	0.0	0.0	0.0	0.0
6800	Aid to Organizations and Individuals	0.0	0.0	1.9	1.9
7000	Other Operating Expenses	77.3	79.9	1.6	81.5
8000	Equipment	7.3	0.0	25.3	25.3
8100	Capital Outlay	0.0	0.0	0.0	0.0
8600	Debt Service	0.0	0.0	0.0	0.0
9000	Cost Allocation	0.0	0.0	0.0	0.0
9100	Transfers	0.0	0.0	0.0	0.0
Appropriated Total:		410.3	429.7	28.8	458.5
Fund Total:		410.3	429.7	28.8	458.5
Program Total For Selected Funds:		410.3	429.7	28.8	458.5

Program Expenditure Schedule

Agency:	State Board of Chiropractic Examiners
Program:	Licensing and Regulation

	FY 2018 Actual	FY 2019 Expd. Plan
FTE	5.0	5.0
Expenditure Category Total	5.0	5.0
Appropriated		
2010-A Chiropractic Examiners Board (Appropriated)	5.0	5.0
Fund Source Total	5.0	5.0
<hr/>		
Personal Services	194.6	197.7
Boards and Commissions	7.5	12.0
Expenditure Category Total	202.1	209.7
Appropriated		
2010-A Chiropractic Examiners Board (Appropriated)	202.1	209.7
Fund Source Total	202.1	209.7
<hr/>		
Employee Related Expenses	87.0	93.3
Expenditure Category Total	87.0	93.3
Appropriated		
2010-A Chiropractic Examiners Board (Appropriated)	87.0	93.3
Fund Source Total	87.0	93.3
<hr/>		
Professional and Outside Services		36.8
External Prof/Outside Serv Budg And Appn	0.0	
External Investment Services	0.0	
Other External Financial Services	0.0	
Attorney General Legal Services	29.1	
External Legal Services	0.0	
External Engineer/Architect Cost - Exp	0.0	
External Engineer/Architect Cost- Cap	0.0	
Other Design	0.0	
Temporary Agency Services	1.5	
Hospital Services	0.0	
Other Medical Services	0.0	
Institutional Care	0.0	
Education And Training	0.0	
Vendor Travel	0.0	
Professional & Outside Services Excluded from Cost Alloca	0.0	
Vendor Travel - Non Reportable	0.0	
External Telecom Consulting Services	0.0	
Costs related to those in custody of the State	0.0	
Non - Confidential Specialist Fees	0.0	
Confidential Specialist Fees	0.0	
Outside Actuarial Costs	0.0	
Other Professional And Outside Services	0.5	

Program Expenditure Schedule

Agency:	State Board of Chiropractic Examiners
Program:	Licensing and Regulation

	FY 2018 Actual	FY 2019 Expd. Plan
Expenditure Category Total	31.1	36.8
Appropriated		
2010-A Chiropractic Examiners Board (Appropriated)	31.1	36.8
Fund Source Total	31.1	36.8
<hr/>		
Travel In-State	0.0	1.0
Expenditure Category Total	0.0	1.0
Appropriated		
2010-A Chiropractic Examiners Board (Appropriated)	0.0	1.0
Fund Source Total	0.0	1.0
<hr/>		
Travel Out of State	5.5	9.0
Expenditure Category Total	5.5	9.0
Appropriated		
2010-A Chiropractic Examiners Board (Appropriated)	5.5	9.0
Fund Source Total	5.5	9.0
<hr/>		
Food	0.0	0.0
Expenditure Category Total	0.0	0.0
<hr/>		
Aid to Organizations and Individuals	0.0	0.0
Expenditure Category Total	0.0	0.0
<hr/>		
Other Operating Expenses		79.9
Other Operating Expenditures Budg Approp	0.0	
Other Operating Expenditures Excluded from Cost Allocati	0.0	
Risk Management Charges To State Agency	3.7	
Risk Management Deductible - Indemnity	0.0	
Risk Management Deductible - Legal	0.0	
Risk Management Deductible - Medical	0.0	
Risk Management Deductible - Other	0.0	
Gen Liab- Non Physical-Taxable- Self Ins	0.0	
Gross Proceeds Payments To Attorneys	0.0	
General Liability- Non-Taxable- Self Ins	0.0	
Medical Malpractice - Self-Insured	0.0	
Automobile Liability - Self Insured	0.0	
General Property Damage - Self- Insured	0.0	
Automobile Physical Damage-Self Insured	0.0	
Liability Insurance Premiums	0.0	
Property Insurance Premiums	0.0	
Workers Compensation Benefit Payments	0.0	
Self Insurance - Administrative Fees	0.0	
Self Insurance - Premiums	0.0	
Self Insurance - Claim Payments	0.0	
Self Insurance - Pharmacy Claims	0.0	
Premium Tax On Altcs	0.0	

Program Expenditure Schedule

Agency:	State Board of Chiropractic Examiners
Program:	Licensing and Regulation

	FY 2018 Actual	FY 2019 Expd. Plan
Other Insurance-Related Charges	0.0	
Internal Service Data Processing	0.3	
Internal Service Data Proc- Pc/Lan	0.0	
External Programming-Mainframe/Legacy	0.0	
External Programming- Pc/Lan/Serv/Web	0.0	
External Data Entry	0.0	
Othr External Data Proc-Mainframe/Legacy	0.0	
Othr External Data Proc-Pc/Lan/Serv/Web	16.5	
Pmt for AFIS Development & Usage	0.5	
Internal Service Telecommunications	0.0	
External Telecom Long Distance-In-State	4.0	
External Telecom Long Distance-Out-State	0.0	
Other External Telecommunication Service	0.0	
Electricity	0.0	
Sanitation Waste Disposal	0.0	
Water	0.0	
Gas And Fuel Oil For Buildings	0.0	
Other Utilities	0.0	
Building Rent Charges To State Agencies	0.0	
Priv Lease To Own Bld Rent Chrgs To Agy	0.0	
Cert Of Part Bld Rent Chrgs To Agy	0.0	
Rental Of Land And Buildings	16.4	
Rental Of Computer Equipment	0.0	
Rental Of Other Machinery And Equipment	0.0	
Miscellaneous Rent	8.7	
Interest On Overdue Payments	0.0	
All Other Interest Payments	0.0	
Internal Acct/Budg/Financial Svcs	8.1	
Other Internal Services	0.0	
Repair And Maintenance - Buildings	0.0	
Repair And Maintenance - Vehicles	0.0	
Repair And Maint - Mainframe And Legacy	0.0	
Repair And Maint-Pc/Lan/Serv/Web	0.0	
Repair And Maintenance - Other Equipment	0.9	
Other Repair And Maintenance	0.0	
Software Support And Maintenance	0.0	
Uniforms	0.0	
Inmate Clothing	0.0	
Security Supplies	0.0	
Office Supplies	5.1	
Computer Supplies	0.2	
Housekeeping Supplies	0.0	
Bedding And Bath Supplies	0.0	
Drugs And Medicine Supplies	0.0	
Medical Supplies	0.0	
Dental Supplies	0.0	
Automotive And Transportation Fuels	0.0	
Automotive Lubricants And Supplies	0.0	
Rpr And Maint Supplies-Not Auto Or Build	0.0	
Repair And Maintenance Supplies-Building	0.0	
Other Operating Supplies	0.0	

Program Expenditure Schedule

Agency:	State Board of Chiropractic Examiners
Program:	Licensing and Regulation

	FY 2018 Actual	FY 2019 Expd. Plan
Publications	0.0	
Aggregate Withheld Or Paid Commissions	0.0	
Lottery Prizes	0.0	
Lottery Distribution Costs	0.0	
Material for Further Processing	0.0	
Other Resale Supplies	0.0	
Loss On Sales Of Capital Assets	0.0	
Loss on Sales of Investments	0.0	
Employee Tuition Reimbursement-Graduate	0.0	
Employee Tuition Reimb Under-Grad/Other	0.0	
Conference Registration-Attendance Fees	1.9	
Other Education And Training Costs	0.0	
Advertising	0.0	
Sponsorships	0.0	
Internal Printing	2.1	
External Printing	0.0	
Photography	0.0	
Postage And Delivery	3.4	
Document shredding and Destruction Services	0.4	
Translation and Sign Language Services	0.0	
Distribution To State Universities	0.0	
Other Intrastate Distributions	0.0	
Awards	0.0	
Entertainment And Promotional Items	0.0	
Dues	2.0	
Books- Subscriptions And Publications	1.8	
Costs For Digital Image Or Microfilm	0.0	
Revolving Fund Advances	0.0	
Credit Card Fees Over Approved Limit	0.0	
Relief Bill Expenditures	0.0	
Surplus Property Distr To State Agencies	0.0	
Security Services	1.1	
Judgments - Damages	0.0	
ICA Payments to Claimants Confidential	0.0	
Jdgmnt-Confidential Restitution To Indiv	0.0	
Judgments - Non-Confidential Restitution	0.0	
Judgments - Punitive And Compensatory	0.0	
Pmts Made to Resolve/Disputes/Avoid Costs of Litigation	0.0	
Pmts For Contracted State Inmate Labor	0.0	
Payments To State Inmates	0.0	
Bad Debt Expense	0.0	
Interview Expense	0.0	
Employee Relocations-Nontaxable	0.0	
Employee Relocations-Taxable	0.0	
Non-Confidential Invest/Legal/Law Enf	0.0	
Conf/Sensitive Invest/Legal/Undercover	0.0	
Fingerprinting, Background Checks, Etc.	0.0	
Other Miscellaneous Operating	0.2	

Program Expenditure Schedule

Agency:	State Board of Chiropractic Examiners
Program:	Licensing and Regulation

	FY 2018 Actual	FY 2019 Expd. Plan
Expenditure Category Total	77.3	79.9
Appropriated		
2010-A Chiropractic Examiners Board (Appropriated)	77.3	79.9
Fund Source Total	77.3	79.9
<hr/>		
Current Year Expenditures		0.0
Capital Equipment Budget And Approp	0.0	
Vehicles Capital Purchase	0.0	
Vehicles Capital Leases	0.0	
Furniture Capital Purchase	0.0	
Depreciable Works Of Art & Hist Treas/Coll Capital Purcha	0.0	
Non Depr Works Of Art & Hist Treas/Coll Cap Purchase	0.0	
Furniture Capital Leases	0.0	
Computer Equipment Capital Purchase	0.0	
Computer Equipment Capital Lease	0.0	
Telecommunication Equip-Capital Purchase	0.0	
Telecommunication Equip-Capital Lease	0.0	
Other Equipment Capital Purchase	0.0	
Other Equipment Capital Leases	0.0	
Purchased Or Licensed Software-Website	0.0	
Internally Generated Software-Website	0.0	
Development in Progress	0.0	
Right-Of-Way/Easement/Extraction Rights	0.0	
Oth Int Assets purchased, licensed or internally generate	0.0	
Other intangible assets acquired by capital lease	0.0	
Other Capital Asset Purchases	0.0	
Leasehold Improvement-Capital Purchase	0.0	
Other Capital Asset Leases	0.0	
Non-Capital Equip Budget And Approp	0.0	
Vehicles Non-Capital Purchase	0.0	
Vehicles Non-Capital Leases	0.0	
Furniture Non-Capital Purchase	0.0	
Works Of Art And Hist Treas-Non Capital	0.0	
Furniture Non-Capital Leases	0.0	
Computer Equipment Non-Capital Purchase	0.3	
Computer Equipment Non-Capital Lease	0.0	
Telecomm Equip Non-Capital Purchase	0.0	
Telecomm Equip Non-Capital Leases	0.0	
Other Equipment Non-Capital Purchase	0.3	
Weapons Non-Capital Purchase	0.0	
Other Equipment Non-Capital Lease	0.0	
Purchased Or Licensed Software/Website	6.7	
Internally Generated Software/Website	0.0	
LICENSES AND PERMITS	0.0	
Right-Of-Way/Easement/Extraction Exp	0.0	
Other Intangible Assets - Purchased, Licensed or Internall	0.0	
Noncapital Software/Web By Capital Lease	0.0	
Other Intangible Assets Acquired by Capital Lease	0.0	
Other Long Lived Tangible Assets to be Expenses	0.0	
Non-Capital Equipment Excluded from Cost Allocation	0.0	

Program Expenditure Schedule

Agency:	State Board of Chiropractic Examiners
Program:	Licensing and Regulation

	<u>FY 2018 Actual</u>	<u>FY 2019 Expd. Plan</u>
Expenditure Category Total	7.3	0.0
Appropriated		
2010-A Chiropractic Examiners Board (Appropriated)	7.3	0.0
Fund Source Total	7.3	0.0
<hr/>		
Capital Outlay	0.0	0.0
Expenditure Category Total	0.0	0.0
<hr/>		
Debt Service	0.0	0.0
Expenditure Category Total	0.0	0.0
<hr/>		
Cost Allocation	0.0	0.0
Expenditure Category Total	0.0	0.0
<hr/>		
Transfers	0.0	0.0
Expenditure Category Total	0.0	0.0

Employee Retirement Coverage

	FTE	Personal Services	Fund#
Arizona State Retirement System	5.0	197.7	2010-A

Combined Regular & Elected Positions At/Above FICA Maximum of \$127,200
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Total FTE	Personal Services	FTE's not eligible for Health, Dental & Life
0.0	0.0	0.0

Administrative Costs

Agency: State Board of Chiropractic Examiners

Administrative Costs Summary

Common Administrative Area	FY 2020
Personal Services	43.9
ERE	0.0
All Other	0.0
Administrative Costs Total:	43.9

Administrative Cost / Total Expenditure Ratio

	Request	Admin %
FY 2020	458.5	9.6%

2018 - 2020 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

CEA 0.0	Agency Summary
	BOARD OF CHIROPRACTIC EXAMINERS
	Justin Bohall, Executive Director
	Board of Chiropractic Examiners (602) 542-9101
	A.R.S. § 32-900 et. seq.

Mission:

To protect the health, welfare, and safety of Arizona citizens through the enforcement of laws governing the practice of chiropractic.

Description:

The Board conducts examinations and evaluates applications from chiropractors seeking initial licensure, renewal of licensure, and from persons seeking participation in Board-approved preceptorship or chiropractic assistant programs. The Board investigates complaints made against chiropractors, and conducts administrative hearings as required. The Board provides information to the public concerning applicants, licensees, and regulatory actions taken.

- ◆ **Goal 1** To issue and renew licenses promptly to those applicants determined to be eligible based on their accurate and complete application and demonstration of the required standards of education, knowledge, and competency while ensuring that the health, safety, and welfare of the public is protected.

- Objective:** 1 FY2018: Investigate and process license applications within licensing timeframe law parameters.
 FY2019: Investigate and process license applications within licensing timeframe law parameters.
 FY2020: Investigate and process license applications within licensing timeframe law parameters.

Performance Measures	FY 2018 Actual	FY 2019 Estimate	FY 2020 Estimate
Number of applications for licensure received	95	94	95
Explanation:	This measure is used to assess future revenues.		
Average number of days between receipt of complete application and Board action	15	25	15
Explanation:	This performance measure determines if the Board is meeting the licensing time frames required in law.		
Number of new licenses issued	78	75	75
Explanation:	This measure identifies a trend that impacts revenue, staffing and resources planning		
Number of licenses issued prior to undisclosed conviction being identified	0	0	0
Explanation:	This performance measure is related to the Board's mission to protect the health, welfare and safety of the public.		
Number of licenses eligible for	2580	2370	2400
Percent of license renewal applications processed within 15 business days	100	95	95

- ◆ **Goal 2** To investigate promptly complaints filed against licensees throughout the state and to proactively identify risks to the consumer public. To timely and knowledgeably determine if a matter should be dismissed or proceed to hearing, to conduct formal interviews and hearings in a timely manner, and to impose appropriate sanctions on those found to have violated the public trust.

- Objective:** 1 FY2018: Investigate complaints thoroughly and conclude hearings and formal interviews timely within the timeframe recommended by the Office of the Auditor General.
 FY2019: Investigate complaints thoroughly and conclude hearings and formal interviews timely within the timeframe recommended by the Office of the Auditor General.
 FY2020: Investigate complaints thoroughly and conclude hearings and formal interviews timely within the timeframe recommended by the Office of the Auditor General.

Performance Measures	FY 2018 Actual	FY 2019 Estimate	FY 2020 Estimate
Number of new complaints filed	66	110	100
Percent of complaints resolved within 180 days of receipt with no hearing required	48	50	50
Average number of months to resolve an administrative hearing	2	4	4
Total number of investigations conducted	98	110	110

- ◆ **Goal 3** To ensure Board and staff competence and knowledge.

- Objective:** 1 FY2018: measure staff performance for knowledge and customer service.
 FY2019: measure staff performance for knowledge and customer service.
 FY2020: measure staff performance for knowledge and customer service.

Performance Measures	FY 2018 Actual	FY 2019 Estimate	FY 2020 Estimate
Percent of survey responses which indicate that staff was knowledgeable and courteous in public communications or that the measure was not applicable.	100	97	97
Administration as a percent of total cost	9.7	12	10

- ◆ **Goal 4** To increase public awareness of agency functions, resources, and public records accessibility.

- Objective:** 1 FY2018: Expand resources to maintain public education and access to public information.
 FY2019: Expand resources to maintain public education and access to public information.
 FY2020: Expand resources to maintain public education and access to public information.

Performance Measures	FY 2018 Actual	FY 2019 Estimate	FY 2020 Estimate
Self assessment surveys returned.	10	30	30
Percent of complaint investigations that the Board found to be outside of its jurisdiction.	0	1	1

Agency 5-Year Plan

Issue 1 Secure adequate revenues to address the Board's declining fund balance.

Description: Current licensure and renewal fees have not been adjusted since 2002. Despite efforts to minimize expenditures; declining numbers of new applicants as well license renewals had made it impossible to collect revenues in excess of expenditures since FY 2007. The Board addressed changes and has worked to increase the licensing base by providing an easier path to licensure here in Arizona. The changes the Board made in FY14 and FY 15 has reflected and increasing trend in the licensing base. Currently, due to the expanded growth of Arizona in FY 15 and FY 16, the Board is seeing an increase in the numbers of Chiropractic Physicains returning to practice in Arizona. The Board has adjusted its fees and the change in fees will provide increased revenue in FY19.

Solutions:

The Board of Chiropractic Examiners has made several savings, both one time and ongoing, to reduce expenditures from the Chiropractic Examiners Board Fund. While the Board continues to make efficiencies everywhere possible there are costs that continue to rise outside of the control of the Board. It is for this reason that the Board submitted an Omnibus Bill in the 2015 Legislative Session which included language authorizing the Board to adjust fees on an annual basis. Through this legislation the Board obtained the ability to adjust some licensure fees in modest amounts to ensure that the Board can begin each fiscal year with a healthy fund balance. The Board is considering the first modification to its fees in nearly 20 years. As previously stated the Fee increase will occur in FY18 and the Board received an increase in revenue as expected.

Issue 2 Improve the timelines to complete investigations, formal interviews and formal hearings.

Description: While FY2014 resulted in the Board's ability to increase the percentage of complaints resolved within 180 days of receipt with no hearing required as well as the average number of months to resolve administrative hearings; the Auditor General's Office recommends that cases be concluded within 180 days.

Solutions:

The Board made changes to the personnel structure, separating the duties of the Deputy Director from that of the Investigator, allowing the Investigator to focus his/her full attention to the receipt, analysis, presentation and processing of all complaints through final adjudication.

The Board approved the establishment of an Interagency Service Agreement with the Attorney General's office to provide for the appointment of a dedicated Assistant Attorney General to represent the Board, prevent the risk of interrupted services, and enhance the timely completion of Formal Interviews and Formal Hearings.

The Board is continuing to reduce the amount of time involved in a case by streamlining the complaint process and having a qualified and trained investigator review and process complaints.

The Board has conducted a AZLEAN process on the complaint process and throught the use of new tools like Google Suite has streamline the initial complaints process. FY 19 and FY20 should see a reduced timeframe for complaints processing.

Issue 3 Update information technology to ensure capable tracking of licensure and complaint activities.

Description: The Board's previous Access database had been in use for over 10 years and did not possess adequate capabilities for the integration and tracking of all the above-referenced processes. There was concern the system would have begun to disintegrate or lose critical data.

Solutions:

The Board is engaging with Deloitte who is on the statewide contract for providing an online cloud-based database. Deloitte has provided a quote for the migration of the Board's existing database to a cloud-based model. The plan requires ongoing software licensing costs or per user cost. The estimated cost for this software licensing of BasicGov and Salesforce would be \$25,311. The Board is asking for an increase in the 8581 expenditures category of \$25,311 to cover ongoing software licensing costs for this online cloud-based model. (This Salesforce database is a part of the Board's ASET Strategic Plan as well as part of the Governor's Goal Council 5 Online Services Recommendation Plans) The Board plans to onboard and work with other agencies to reduce the cost of data migration by Deloitte.

Issue 4 Provide access to the Board's jurisprudence examination, completion of which is required for licensure.

Description: Previously applicants for licensure in Arizona were required to be physically present at the Board's office in order to take the required exam. Many applicants do not reside in Arizona and must make travel arrangements in order to complete this step of the licensure process.

Solutions:

Board staff established an online exam for out of state applicants through a secure testing process. In FY 18 the Board has moved to the entirely online jurisprudence examination. Staff has recieved very positive feedback regarding the online exam. Staff continues to find ways to increase the access to online services for the licensees and applicants.

Issue 5 Establish the capability of accepting licensure and payment for services in electronic formats.

Description: The Board previously only accepted hard copy applications for renewal and payments in the form of check or money order.

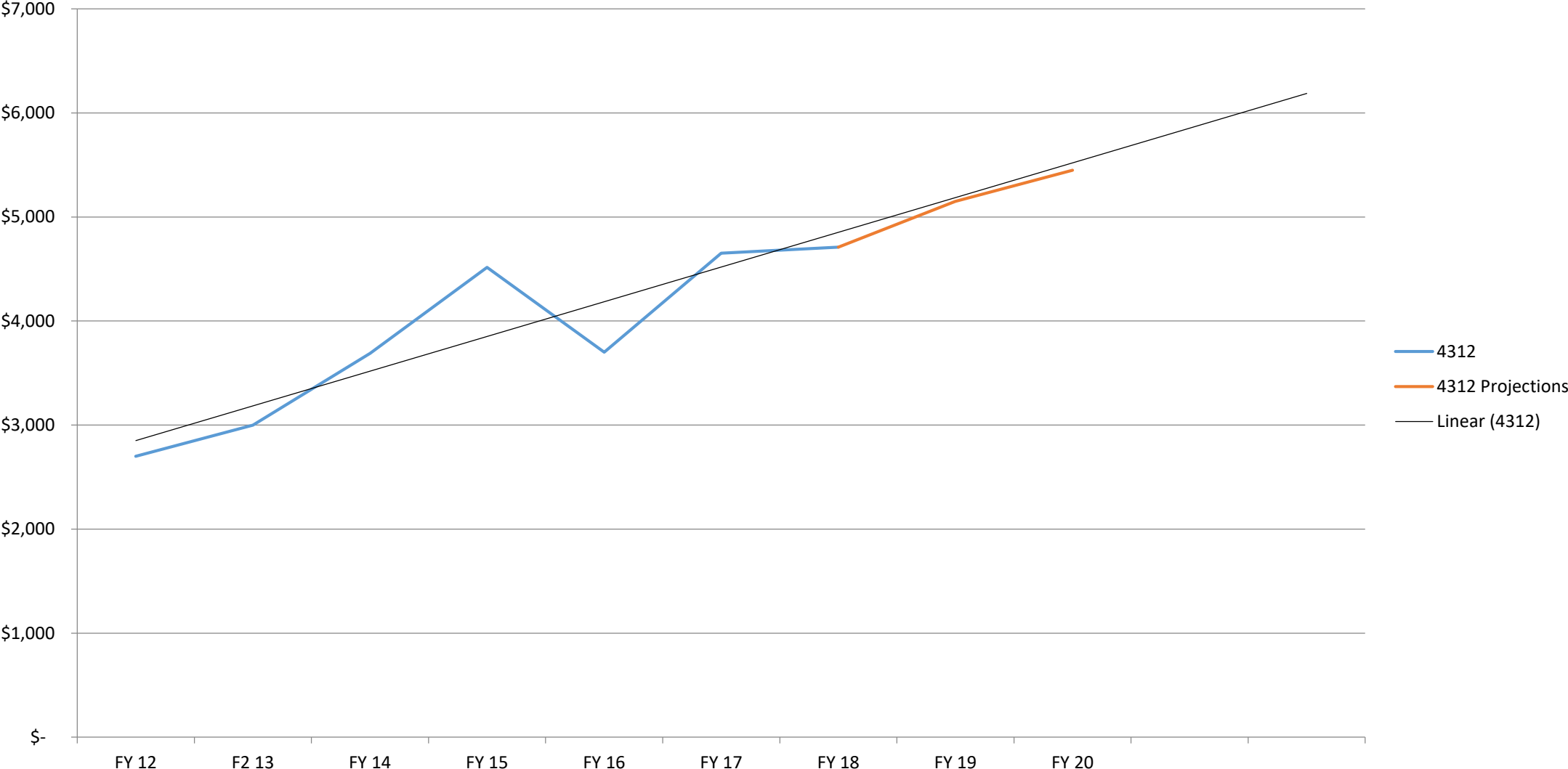
Solutions:

The Board has worked with ADOA ASET and Dept. of Treasury to implament an online credit card payment portal. The portal opened in August of 2018. The Board has began accepting credit card payments and expects that the number of payments will increase due to increased workflow and time saving.

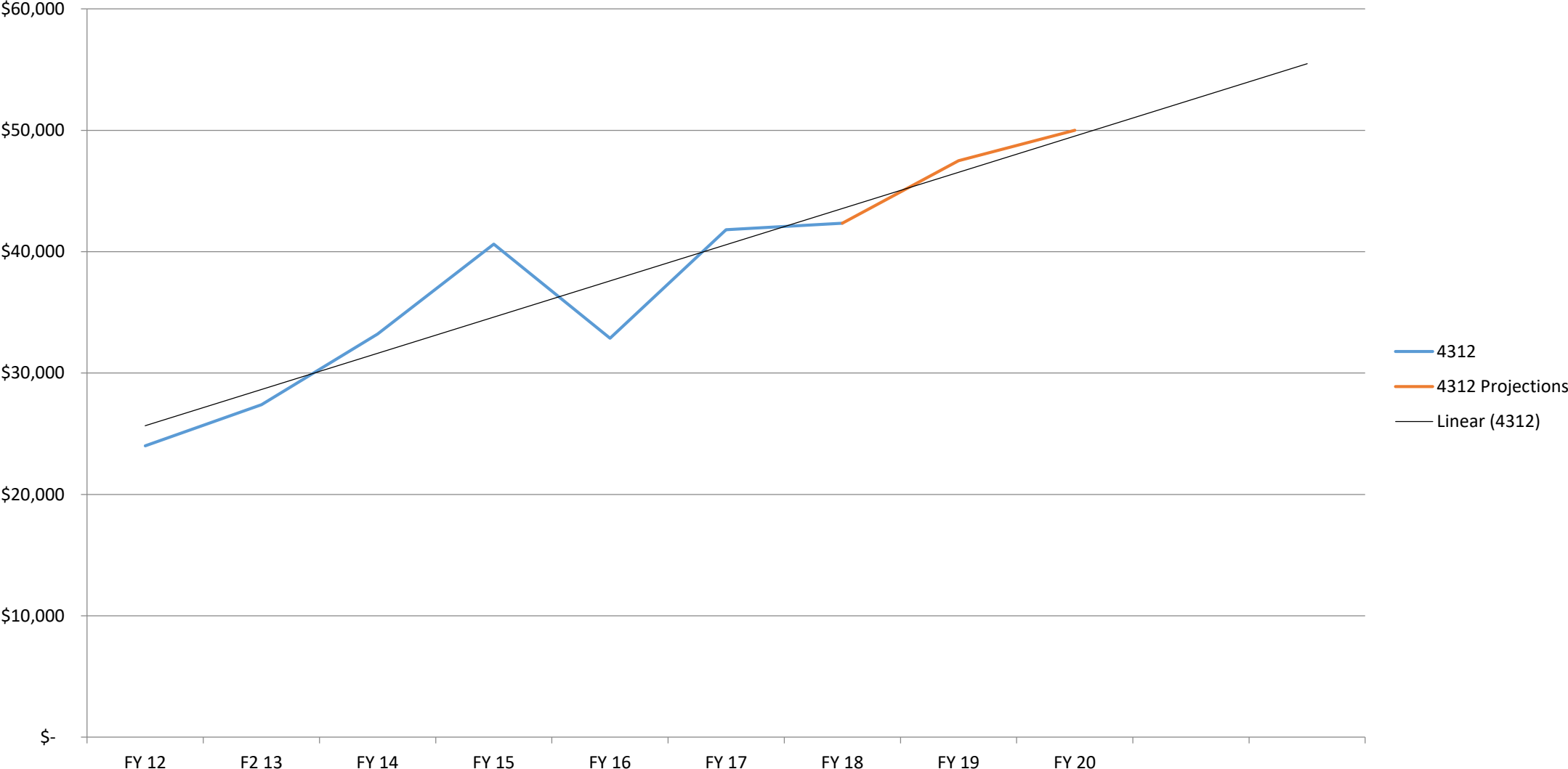
Resource Assumptions

	FY2021 Estimate	FY2022 Estimate	FY2023 Estimate
Full-Time Equivalent Positions	5.0	5.0	5.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	458.5	458.5	458.5
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

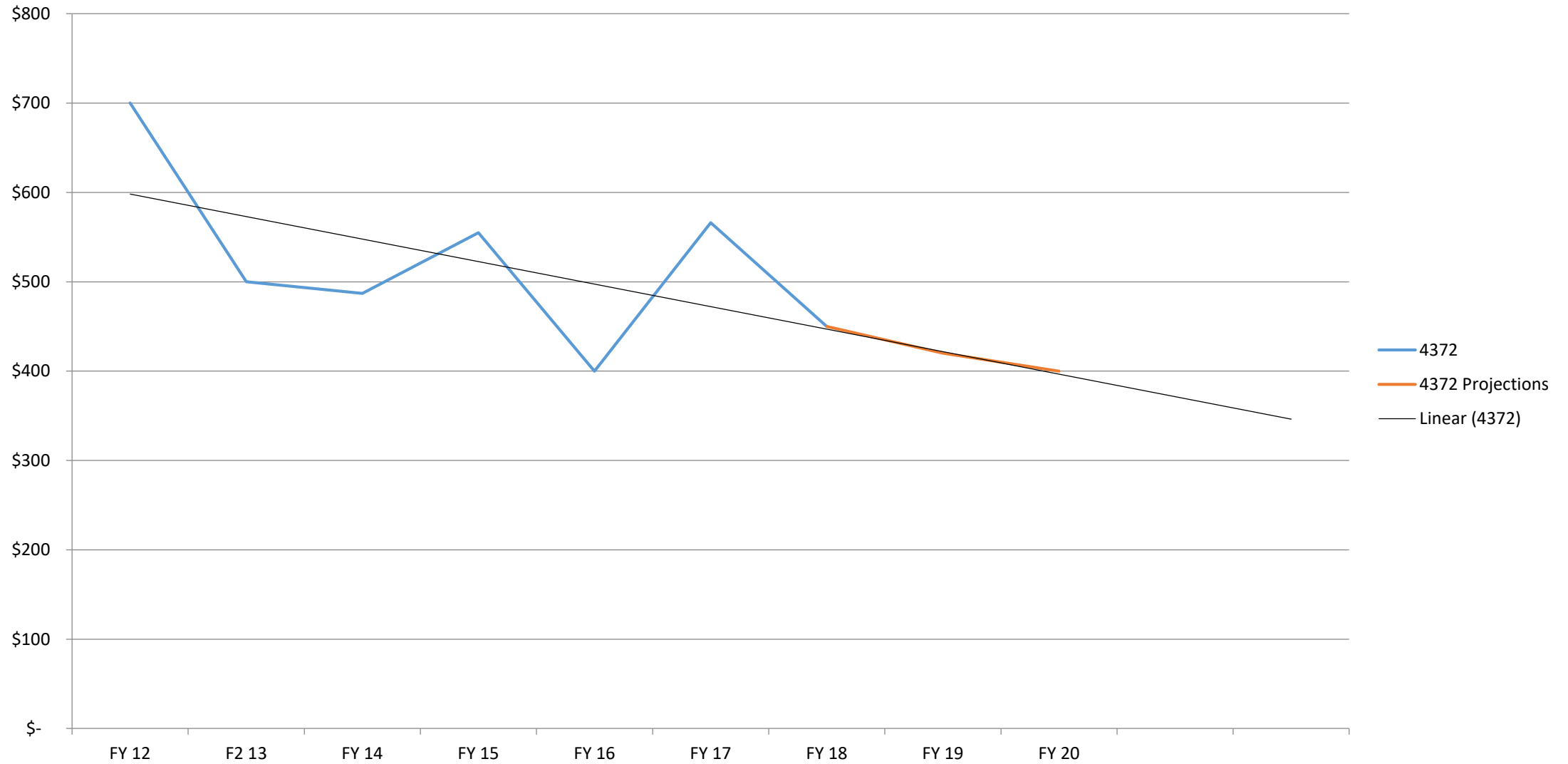
Fund 1000 – 4312 Examination Fees



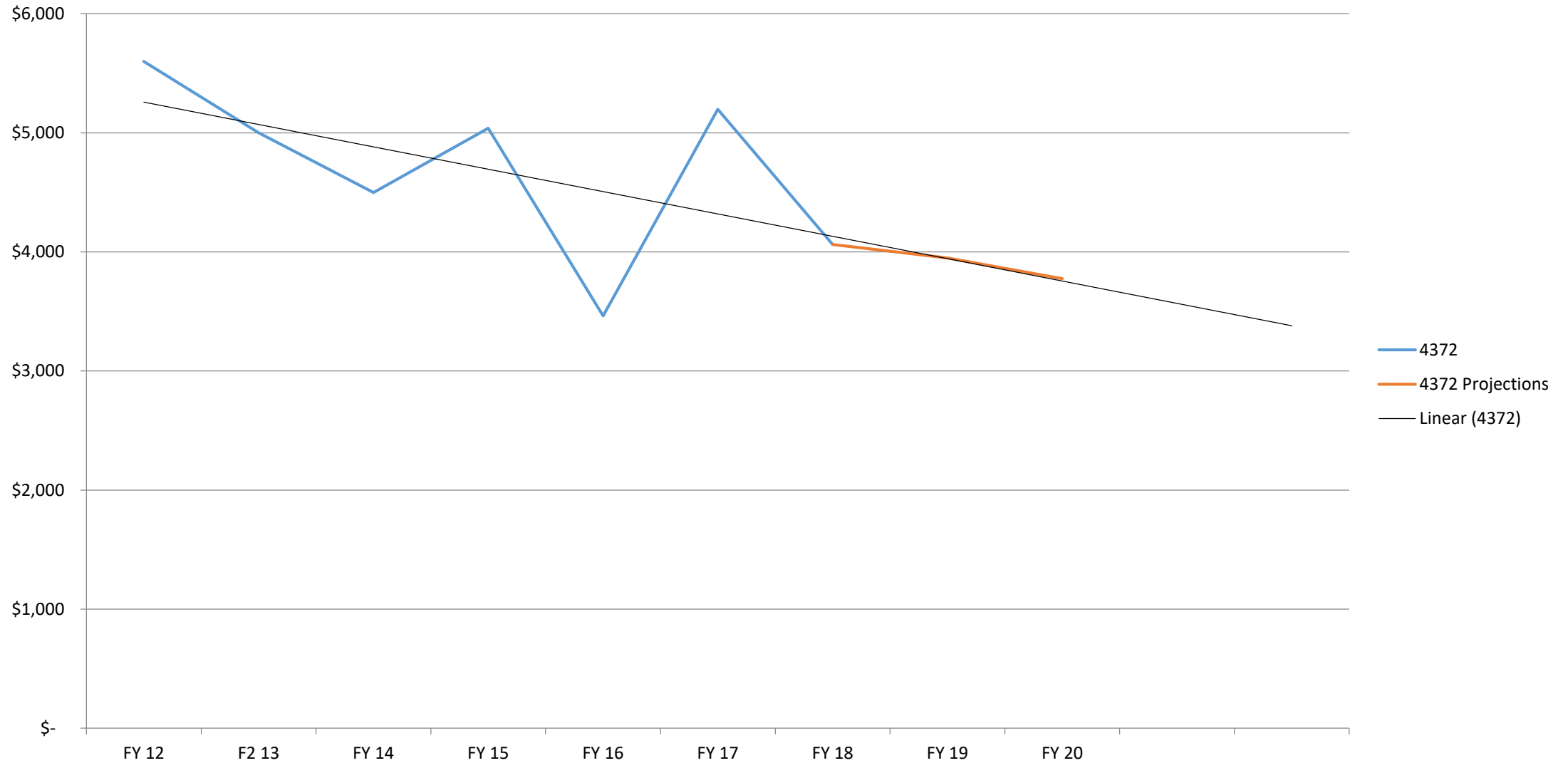
Fund 2010 – 4312 Examination Fees



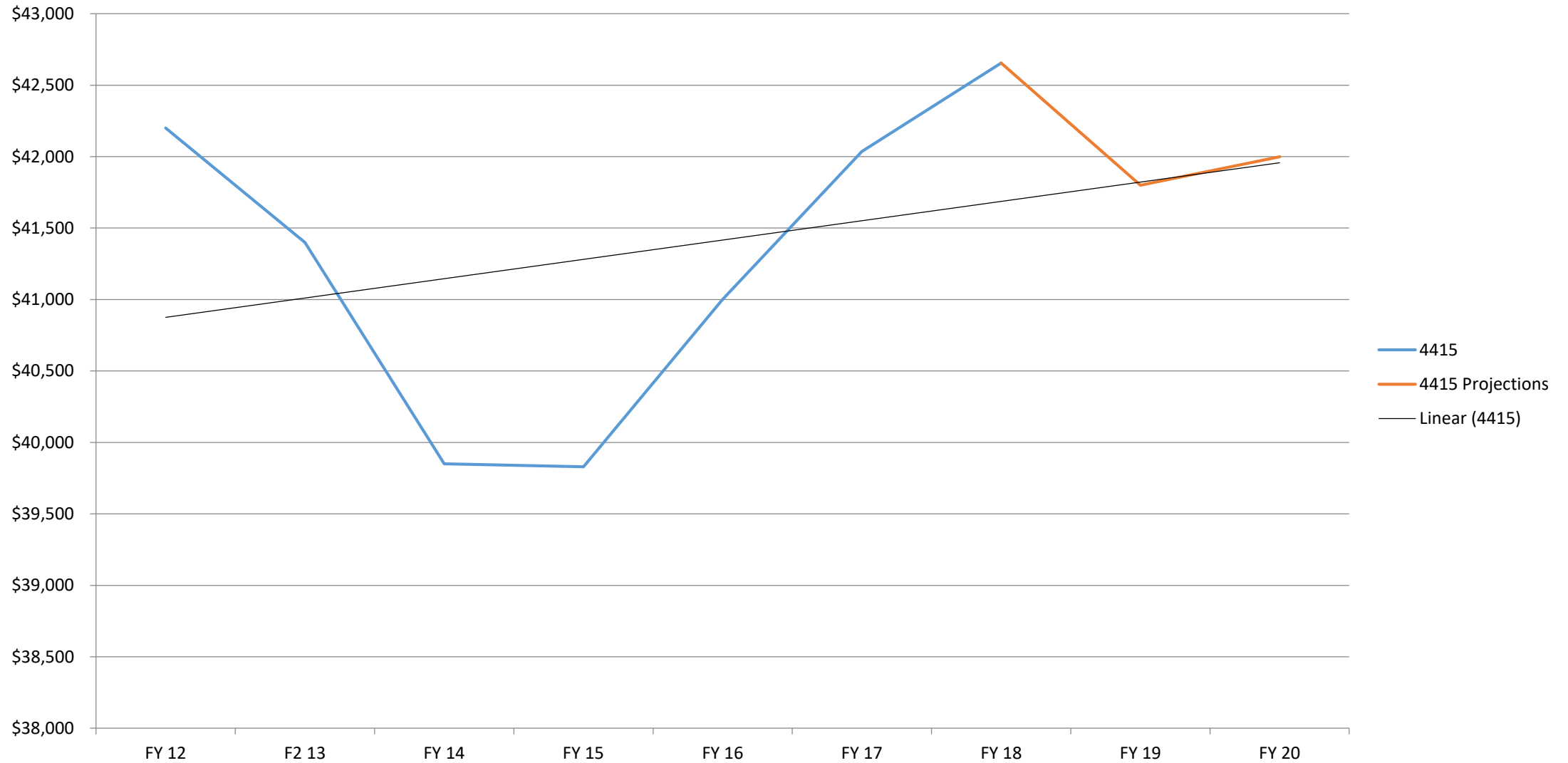
Fund 1000 – 4372 Publication & Reproductions



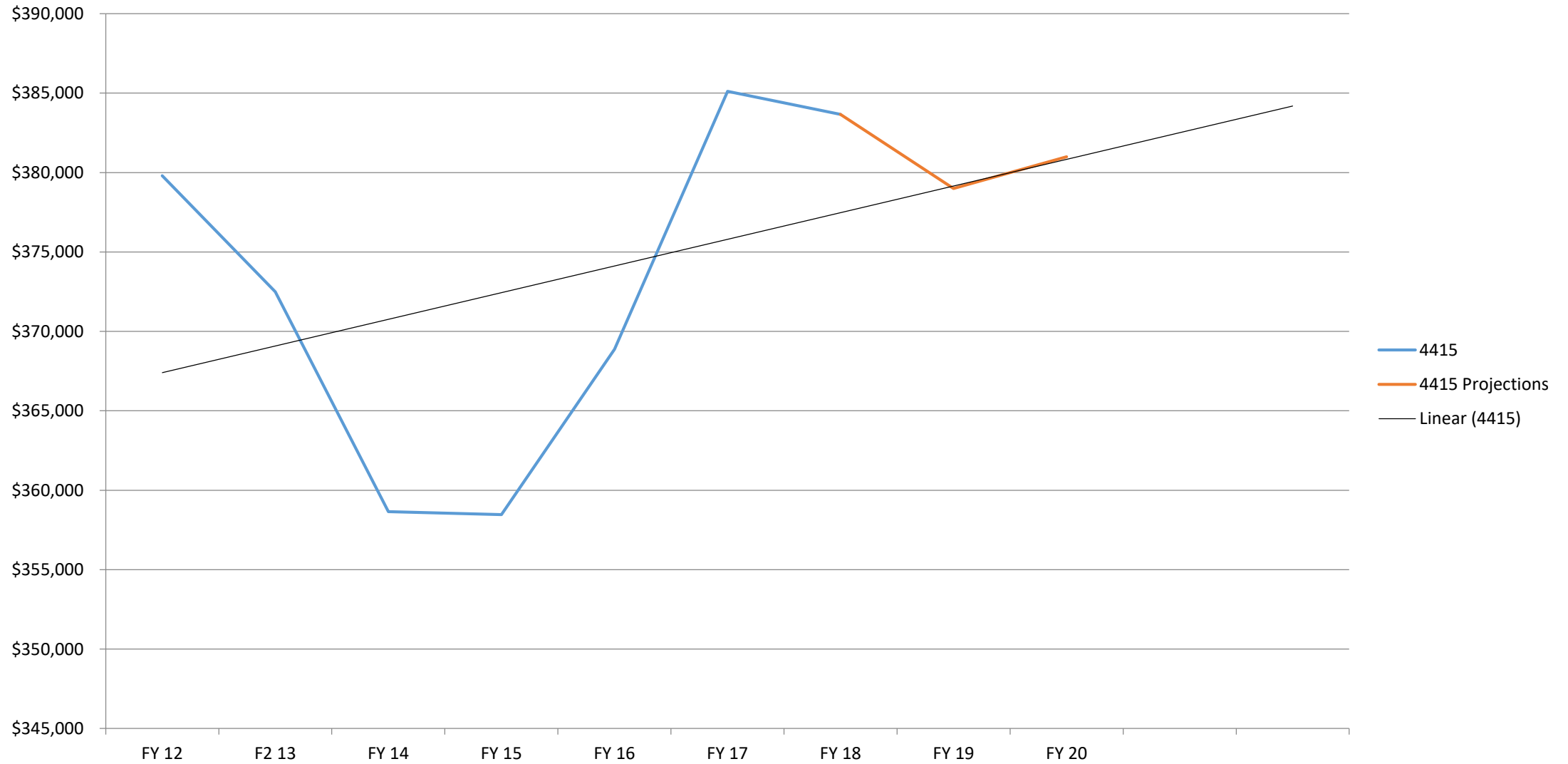
Fund 2010 – 4372 Publication & Reproductions



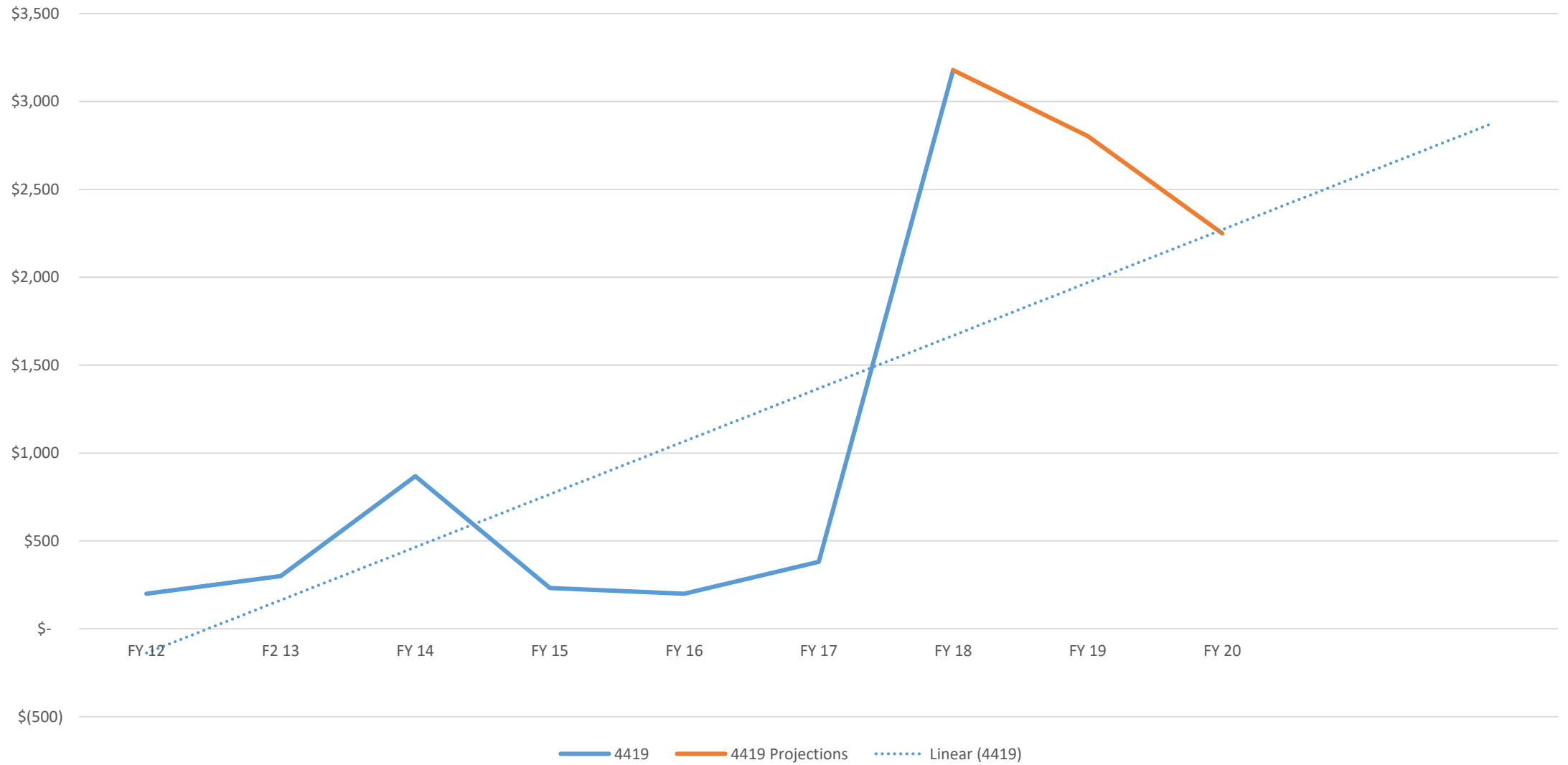
Fund 1000 – 4415 Occupational & Professional Licenses



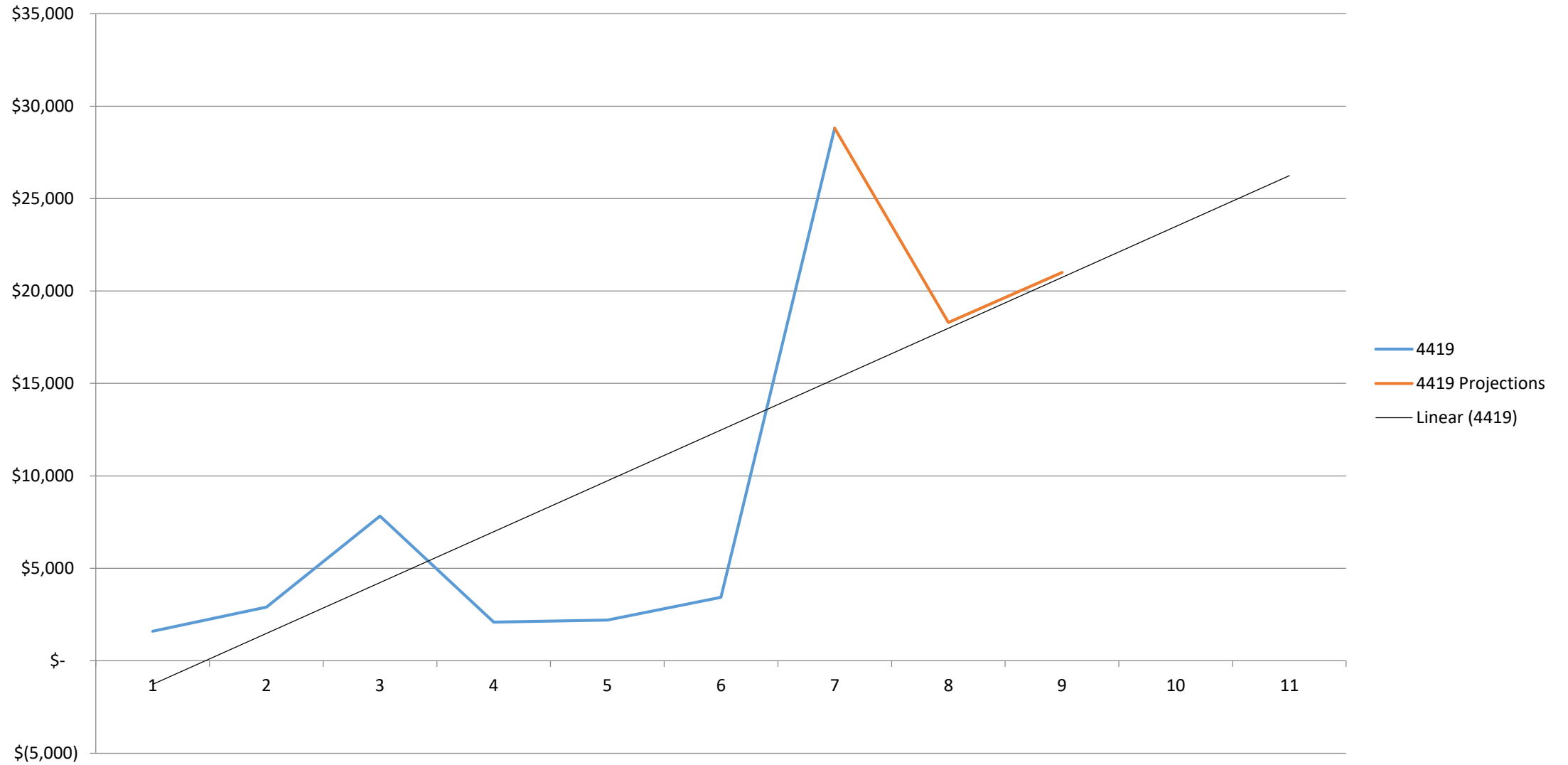
Fund 2010 – 4415 Occupational & Professional Licenses



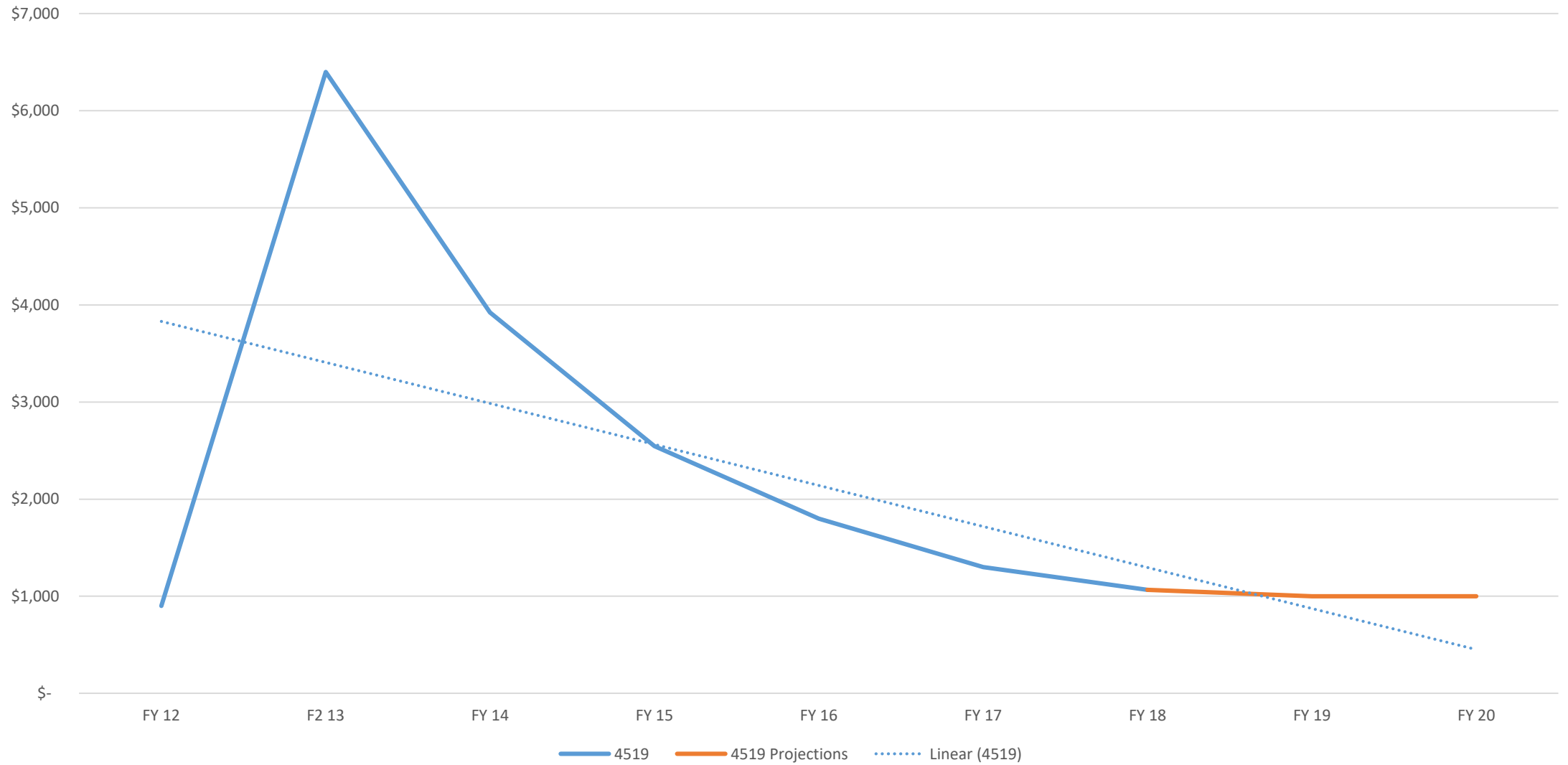
Fund 1000 – 4419 Other Licenses



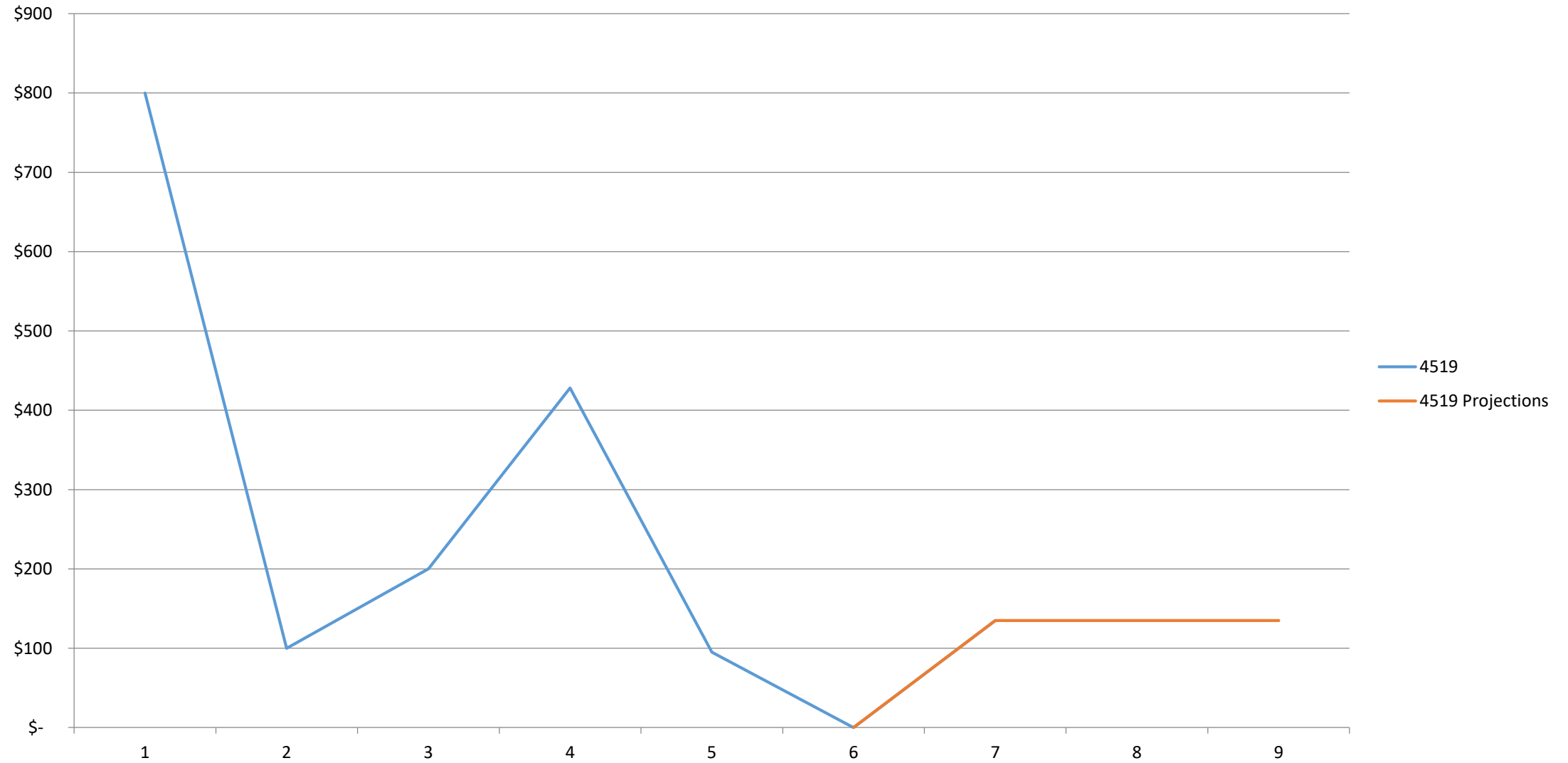
Fund 2010 – 4419 Other Licenses



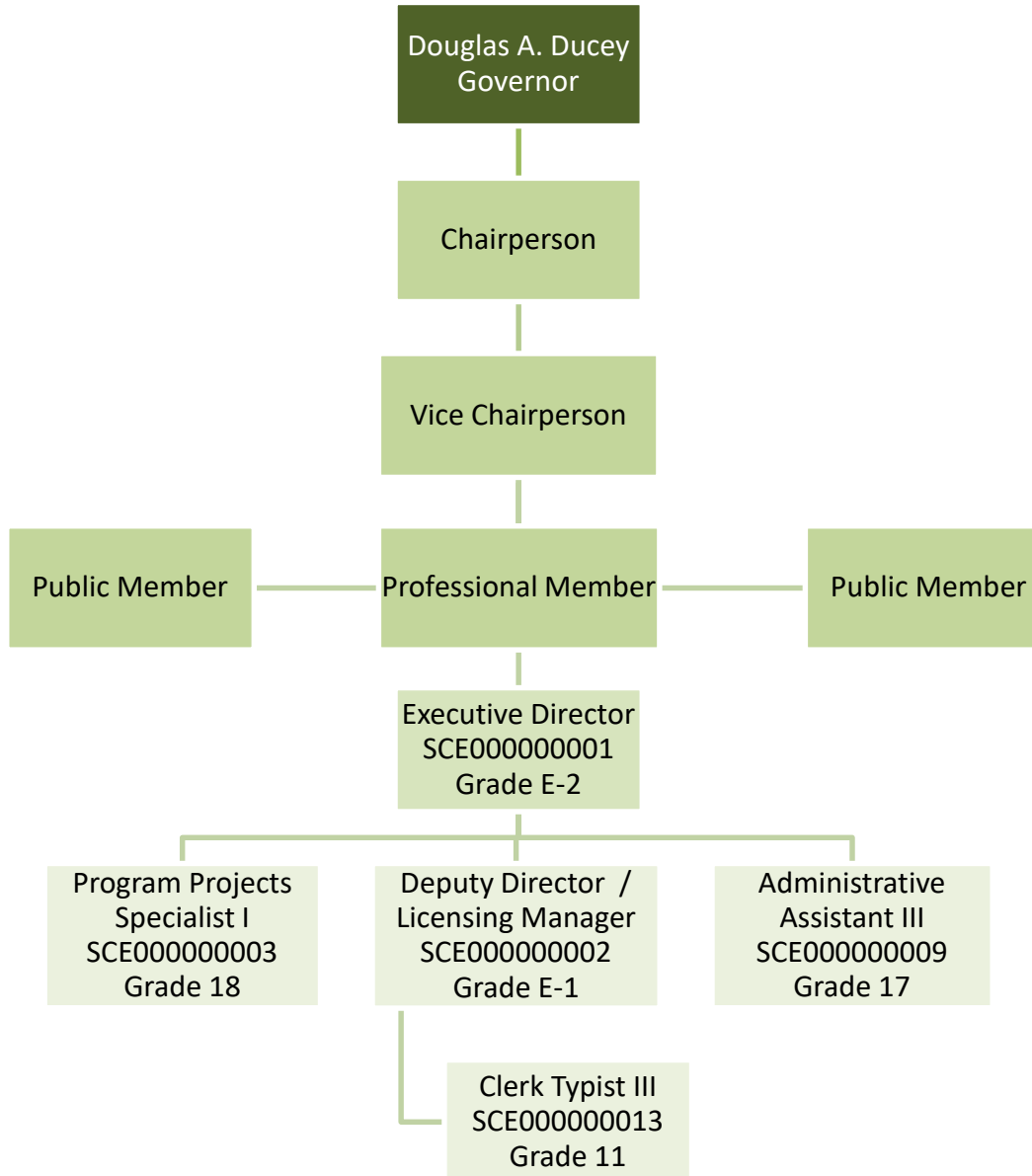
Fund 1000 – 4519 Other Fines



Fund 2010 – 4519 Other Fines



State of Arizona
Board of Chiropractic Examiners
Organizational Chart



- Governor
- Board Members
- Executive Director
- Executive Staff