

Secretary of State Audit Report

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Boards and Commissions: Common Risks, Needed Oversight, and Steps to Manage Them

Summary

State boards, commissions, councils, and similar entities (boards) provide an opportunity to incorporate subject matter expertise and diverse stakeholder views in fulfilling important governmental functions. They also engage the public in the administration of state government. As public entities, boards must exercise proper stewardship of the resources entrusted to them and ensure they are accountable and transparent.

The objectives of our audit were to provide an overview of the structure, operations, and functions of state boards in Oregon, and to identify opportunities for improvements in the governance and operations of boards to promote accountability.

Boards are generally created either through enabling legislation or executive order. The governor appoints most board members, with many appointments requiring confirmation by the Oregon Senate. Boards direct state agencies, set policy for programs, regulate the issuance of professional licenses, and conduct hearings to resolve disputes. For example, boards determine how dollars for highway projects will be distributed, oversee state investments, and direct the Oregon Lottery.

State leaders have at various times tried to manage the creation and elimination of boards. Governors in office from 1897 to the present have made public declarations to eliminate boards. In 1913 various boards and commissions were consolidated into the new State Control Board. In 1959 Governor Hatfield proposed a major restructuring of boards. The 1977 Legislature enacted a sunset law and reviewed many boards before the law was repealed in 1993. Despite these efforts, the number of boards has increased steadily over time. Currently, there are over 250 boards compared to just 100 boards in 1955.

Boards are susceptible to certain problems depending on their size, structure, and responsibilities. Boards with three or fewer staff face challenges in segregating critical functions, especially financial tasks, and

may not have the full range of needed administrative and technical skills. As a consequence, errors, fraud or abuse could go undetected without substantial involvement of the board in these situations. In fact, past audits performed by our office have identified these weaknesses as contributors to misappropriation of board funds.

Audits in Oregon and other states have also found that board members may not understand their role in creating and upholding the agency's system of internal controls. Insufficient training and unclear expectations were just some of the weakness noted. Boards also need to assess their performance and ensure that the public is receiving efficient and effective services. About 65% of boards surveyed reported they tracked key measures of performance. In addition, several audits noted that boards have delegated broad authority to agency directors without adequate oversight of their decisions or performance. Without an understanding of proper controls or adequate board oversight responsibilities, there is greater risk of theft, misappropriation, noncompliance and underperformance problems.

In examining Oregon's boards, we found that there is no single source listing all the boards, and not all boards have readily accessible information about their current membership, contact information, activity, and results. We identified over 250 boards, though there may be more.

Unlike most government agencies and staff, accountability for boards and board members can be ambiguous. For example, the Governor's Office of Executive Appointments described difficulties in following up on complaints against appointed board members when those members did not think they were accountable to the Governor's Office. In contrast, other states provide explicit avenues for filing and resolving complaints against board members.

Many states, Oregon among them, have undertaken efforts to manage the creation and elimination of boards. One such strategy is a "sunrise requirement." Before a board is approved, the proposed board is reviewed to determine the need, other related boards that might serve the need, expected benefits, costs and other factors. States have also imposed sunset laws on boards to periodically consider whether to continue the board. Texas, Alaska, Colorado and Washington have sunset laws, and for a period of time, Oregon did as well.

Interrelated and overlapping board duties have been a basis for board consolidation. For example, in 1999 the Legislature created the Health Licensing Office, renamed Oregon Health Licensing Agency in 2005, as an oversight entity for some health professional licensing boards. Creating temporary committees for specific assignments rather than statutory boards can also help limit the number of boards.

We recommend the governor work with the Legislature and the Department of Administrative Services to compile a comprehensive listing of boards; clarify or establish laws and practices to better report the efforts and results of all Oregon boards; expand training of board members,

specifically in the areas of state rules and internal controls; improve oversight of and by board members, including handling complaints; and consider other states' strategies and past efforts in Oregon to manage the creation and elimination of boards.

Governor's Response

The governor's response is attached at the end of the report.

Background

"I have pledged to maintain a system that is both transparent and held accountable to the citizens of Oregon, and you are on the frontlines of that commitment."

-2011 Handbook for Oregon Board Members, Governor Kitzhaber's cover letter

State boards, commissions, and councils (hereafter referred to as boards) incorporate subject matter experts and diverse stakeholder views to fulfill governmental functions and engage interested citizens in Oregon government. Boards offer varying perspectives and expertise that can help government be more effective in specialized areas. Like government in general, boards help protect the health, welfare, and safety of the public.

Boards are generally established through enabling legislation; although some boards are created by the governor through Executive Order. Boards are often intended to help address concerns raised by special interests or a particular elected official. For example, the Construction Contractor's Board, which licenses commercial and residential contractors, serves contractors by ensuring good practices and consumers by investigating and adjudicating complaints filed against contractors. Likewise, in 2011 the Task Force on Military Families was created to help fill military families' needs that are separate and distinct from the needs of veterans.

Temporary boards are sometimes created to address immediate needs. For example, during 2011 the Legislature created the nine-member Court Appointed Special Advocate (CASA) Task Force that will automatically sunset in June 2013. The task force was directed to perform research and report to appropriate interim committees with recommendations for providing court appointed special advocate services.

Some boards are created to comply with a federal mandate. The Independent Living Council is a federally mandated state board that works in conjunction with the Department of Human Services' Office of Vocational Rehabilitation to administer federal funds received under the Title VII grant.

History of Boards

The Board of Pilot Commissioners, Oregon's first board, was created in 1846 when Oregon was under Provisional Government and George Abernethy was Governor. Another example of an early board is the State Land Board, created in 1859 and given authority to handle the acquisition and use of certain state lands.

Research indicates that boards became more common in the United States after the Civil War. Since then, numerous boards have been established to manage various programs, provide advice to state governments and regulate professional licenses. Concerns about boards emerged in the late 1800s. For example, an article published by the Academy of Political Science in 1903 stated, "It seems hardly possible that the present system of almost independent commissions can be permanent. They fail to work in harmony, to cooperate, to give each other the benefit of experience that might be helpful. In the absence of a central control, there is no way to coordinate the duties of the several boards." One of the earliest Governors

"The board system contributes to the success of Oregon state government. It is key to bringing local citizens' talent and interest to the state level, keeping government innovative and responsive and improving state performance."

-Handbook for Oregon board members

of Oregon to take on the issue of boards was Governor William Lord. In his 1897 message to the Legislature, he solicited their support for abolishing unnecessary boards.

Oregon leaders have tried to improve the efficiency and effectiveness of boards. One early strategy introduced by the Legislature in 1913 was to consolidate the duties and authority of various boards and commissions in the newly formed Board of Control. The Board of Control continued to operate until 1969 when it was abolished and many of its duties were transferred to the newly created Department of General Services.

In 1959, Governor Hatfield recommended the abolition or consolidation of several boards and called for a review of all boards to help ensure equity of per diem payments to the volunteer board members.

Then in 1977, the Legislature enacted the Sunset Law. While the law required the review of 49 boards, and the review committee recommended many for consolidation or dissolution, by 1987 the state had spent over \$850,000 and eliminated or consolidated just four boards. Two of those eliminated boards were recreated at subsequent legislative sessions. The Sunset Law was repealed in 1993.

Governor Roberts spent the early 1990's promoting legislation to eliminate or consolidate many boards in an effort to make Oregon government more efficient. Further, legislation passed in 2006 required some boards to complete a risk assessment and submit the results to the Oregon Progress Board. The risk assessment was intended to more fully engage board members in the management of their boards and provide some structure for expectations and reporting outcomes. While the Oregon Progress Board is no longer operating, several of these same boards still report the percentage of benchmarks they have met to the Legislature.

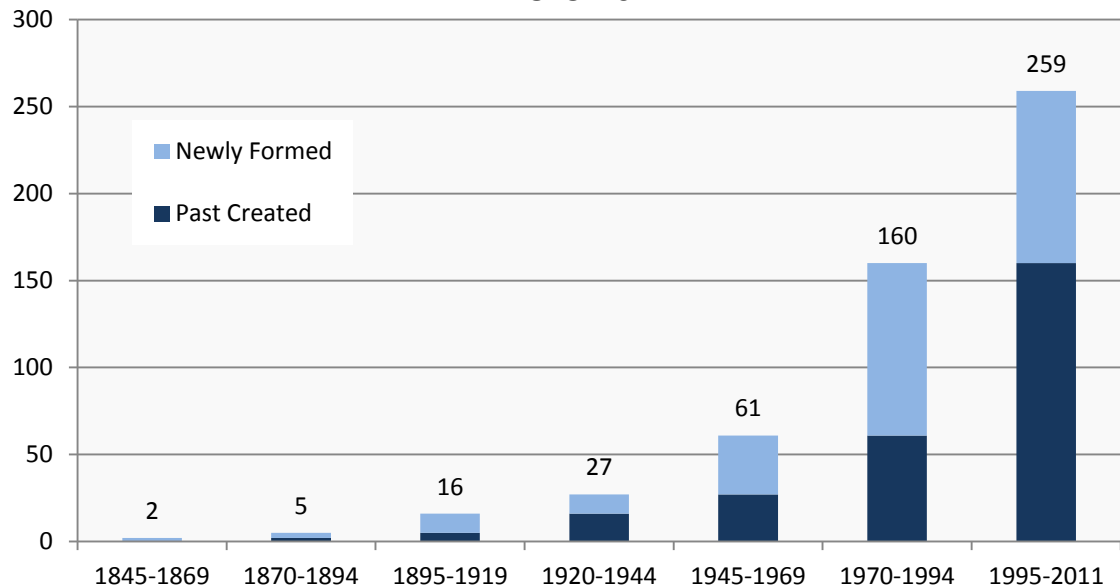
More recently, in 2009, Governor Kulongoski proposed to the Legislature eliminating, consolidating, or suspending over 60 boards. However, only three boards were eliminated.

Despite state leaders' efforts, the number of boards has continued to increase. Of the 100 boards identified in 1955, only about half are still in existence today. However, the total number of boards has continued to grow. We identified over 250 boards authorized under Oregon law, but arriving at a firm number is difficult, and it is likely there are many more.

The chart below shows the establishment dates for the boards currently listed in the Oregon Blue Book as well as others identified as having governor appointed members.

Oregon Boards and Commissions

1845-2011



**Chart does not include federally mandated or multi-state boards.*

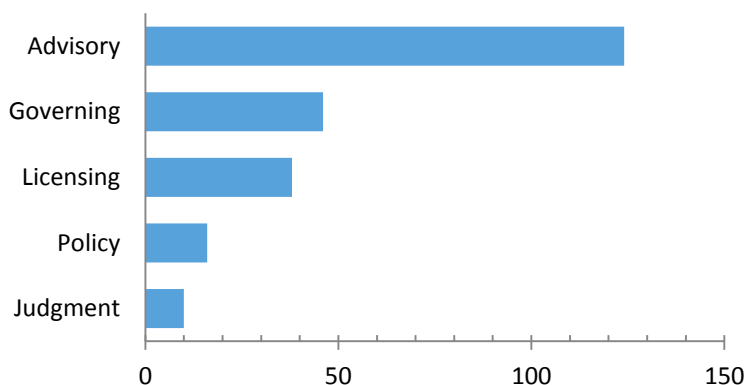
Functions and Types of Boards

Some of Oregon's boards have considerable power, distributing dollars for highway projects, deciding how state money will be invested, and overseeing the state pension-fund system and the Oregon Lottery.

Some boards oversee agencies with thousands of employees. Others have no staff and depend upon agency personnel to perform the necessary administrative duties. For example, the Oregon Transportation Commission oversees the Oregon Department of Transportation and its approximately 4,500 employees, while the Board of Direct Entry Midwifery uses employees of the Oregon Health Licensing Agency to support its operations. Other boards, such as the State Bond Committee, set policy for governmental programs but do not oversee state employees.

While boards vary in the functions they perform, Oregon has basically five types: advisory, policy making, governing, licensing and judgment boards. In practice, a single board may perform the duties of more than one board type. About half of Oregon's boards are advisory, charged with providing guidance, advice or information to the Legislature, state agencies or other boards. About 25 % of the boards are policy or governing boards, and 15 % are licensing boards. Below are more detailed descriptions of each board type.

Current Number of Each Board Type



Licensing Boards examine and license members of a profession or occupation to practice in Oregon. Some also have the power to discipline members of the regulated profession or occupation, and to suspend or revoke licenses. Examples of licensing boards include the Board of Accountancy, the Board of Nursing and the Board of Licensed Professional Counselors and Therapists.

Policy Making Boards have statutory power to make policy decisions and enforce regulations. Members of policy making boards are generally final decision makers. For example, the Oregon Criminal Justice Commission provides statewide policy and planning for state and local criminal justice systems, and administers Oregon's felony sentencing guidelines.

Governing Boards are Policy Making Boards that also are responsible for directing a state agency and/or appointing the agency director. For example, the Oregon Watershed Enhancement Board promotes education and public awareness about watershed enhancement, provides technical assistance, and administers a grant program. The Columbia River Gorge Investment Board is another example, granting federal funds for economic development in the Columbia River Gorge National Scenic Area.

Advisory Boards provide advice on policy matters to their appointing authority or other entity responsible for the management and administration of the policy. These boards study existing policy and make recommendations for change or implementation. For example, the Oregon Public Health Advisory Board advises the director of the Oregon Health Authority on statewide public health issues and on policy matters related to operating the Authority. The board also participates in public health policy development.

Advisory boards may advise other boards. For example, the Juvenile Justice Advisory Commission advises the Juvenile Crime Prevention Advisory Committee on issues related to the state's use of federal funds provided through the Juvenile Justice and Delinquency Prevention Act. In turn, the Juvenile Crime Prevention Advisory Committee provides advice and

recommendations to the Governor and the Legislature on high risk juvenile justice and crime prevention policies.

"While the elimination and/or consolidation of boards and commissions is a common focus of government efficiency and government reorganization initiatives, they still play a prominent role in state government, providing opportunities to address the concerns of special interests and to reward political supporters."

-National Governor's Association

Judgment Boards conduct hearings and rule on individual cases. The decisions most of these boards make may be appealed to a higher court, as are decisions made by the other types of boards. For example, the Employment Appeals Board reviews administrative law judge decisions in contested unemployment insurance claims cases. Also, the Psychiatric Security Review Board has jurisdiction over persons found guilty of a crime "except for insanity." The board reviews the progress of these individuals through treatment, including determining their appropriate placement in a state hospital, a community-based program or conditional release with close monitoring and supervision. Another example is the Workers' Compensation Board, which resolves disputes arising under the Workers' Compensation Law and the Oregon Safe Employment Act.

Board Funding and Structure

The State's 2011-2013 budget analysis published by the Legislative Fiscal Office includes 36 boards with separately approved biennial budgets (see Appendix A, Stand-Alone Boards for more detailed information). Three of those boards oversee general fund appropriations that collectively total \$397.5 million, which represents about 3% of all general fund appropriations. However, according to the Governor's Handbook for boards and commissions, most boards are not funded primarily by taxpayers through the General Fund, but rather with other funds such as license or permit fees, fines, federal grants, sales of services or commodities, or donations.

Boards' operating costs are generally minimal. Most board members are part-time volunteers and are not compensated except for travel costs to meetings and other minor expenses. In some cases, these part time board members do all necessary work, including scheduling meetings and making meeting minutes available to the public.

Some boards rely on the Department of Administrative Services (DAS) to provide administrative services such as accounting, fleet management, payroll, publication and distribution, and procurement. For other boards, especially advisory boards, an agency may provide staffing to assist with board activities. For example, the Governor's Commission on Senior Services has no distinct budget, but is supported by Department of Human Services (DHS) staff and board expenses are included in the DHS budget. Governing and licensing boards may also utilize agency staff to accomplish the board's mission. For example, the Oregon Transportation Commission oversees, and is funded through, the Oregon Department of Transportation (ODOT) and all ODOT staff are available to assist with fulfilling the board's mission.

Other Oregon boards function independent of any state agency; they perform their own administrative functions and their budgets are not subject to legislative oversight. Examples include the Board of

Commissioners of the Oregon International Port of Coos Bay and the semi-independent Oregon Tourism Commission. The budgets of such independent boards are approved by the board members. Semi-independent boards are required by law to submit periodic reports to the Legislature that include budget information. However, other Oregon boards not classified as semi-independent and not required to have their budgets reviewed by the Legislature may not have any other reporting requirements specified in statute or rule.

Funding Considerations for Newly Created Boards

Consideration of fiscal impact is required for all proposed legislation, including the creation of a new board. Over half of the boards created by the 2011 Legislature were created with the expectation of fiscal impact and a fiscal impact statement was prepared. However, those statements did not always include an estimate of the costs. In most cases, the costs of these new boards were expected to be absorbed by the affected agencies and those agencies were also expected to reprioritize duties and responsibilities of existing staff to allow participation on the board and/or support the board's operations.

Overlooking such absorbed costs could have a negative effect on agencies. For the 25 new boards created in 2011, 16 were created with fiscal impacts determined to be minimal or unknown. Seventeen agencies were impacted by more than one of the newly created boards. Over time, boards with minimal fiscal impacts could combine to create a burden on an agency's budget and workforce. Though many would not dispute the public benefits boards provide, the state would benefit from legislators having sufficient information when making decisions.

Board Member Appointments and Expectations

The governor appoints more than two-thirds of state board members, many of whom require Senate confirmation. Other board members are appointed by the Speaker of the House or Senate leader, or by other government executives. According to the Governor's Office of Executive Appointments (Appointments Office), board members are selected based on ability, experience and interest in serving. The Appointments Office has two staff, the Director and a Program Representative, and is responsible for filling over 1,900 positions for more than 200 state boards. Boards may have as few as three members or as many as 30 or more.

An individual may be nominated or may submit a letter of interest to the Governor's Office. Occasionally, several interested persons must be considered for filling only one board position. In some cases, there may be no applications of interested persons on file with the Appointments Office when a vacancy needs to be filled. When there are no applicants the Appointment's Office solicits volunteers.

To retain institutional knowledge, terms of board members are usually staggered. Also, some boards include ex-officio members who serve by

virtue of their position. For example, the Oregon Short Term Fund Board includes the State Treasurer as an ex-officio member.

Once appointed, Board members are encouraged to read the Governor's Membership Handbook, which is available on the Governor's Boards and Commissions website (www.oregon.gov/Gov/boards.shtml). The manual provides advice on being an effective board member, includes relevant laws, and discusses where to get information and help. It also includes a self-assessment questionnaire that covers topics such as representation of the public interest, efficient board operations, monitoring agency spending and compliance with policies and procedures.

Previously, the Oregon Department of Administrative Services (DAS) offered training for new and returning board members. DAS told us the training is no longer offered because budget cuts have left no staff to update the training materials and administer the classes. The training, which was not mandatory, was intended to introduce board members to the workings of government, provide explanations of relevant laws and rules (e.g. Public Records and Meeting Laws, contracting rules), and to provide references to resources the members were likely to need. The training also elaborated on information from the Governor's Membership Handbook.

Many boards provide their own training to incoming members. Training can be robust, including information about how the state works, the board's administrative processes and policies, the expectations of board members and the role of the board within their particular industry. One board noted bringing in someone from the Oregon Department of Justice to discuss the Public Records and Meetings laws. However, some board members are not provided with any training and must learn as they go from the other tenured members, or rely heavily on board staff to help ensure they are following state rules and performing as expected.

Audit Results

The objectives of our audit were to provide an overview of the structure, operations, and functions of state boards in Oregon, and to identify opportunities for improvements in the governance and operations of boards to promote accountability. We studied issues related to boards in Oregon and other states, interviewed representatives of the governor and some boards, studied relevant laws and rules, and surveyed the chairs of 61 randomly selected boards.

Boards and Their Staff Are Susceptible to Certain Types of Problems

Government officials, including volunteer board members, have fundamental responsibilities for carrying out government functions. A key responsibility is to use government resources appropriately to achieve the purposes of the program. To do this, board members must be familiar with and operate within their board's governing statutes and bylaws, and applicable state and federal laws. They must also ensure that staff and agency activities comply with established policies and procedures and that appropriate efforts are undertaken to achieve the board's objectives. These can be difficult things to accomplish for volunteer board members who usually have limited time to fulfill broad ranging responsibilities.

While Oregon board members may receive some training, it is generally voluntary or related specifically to the subject area of the board. Without an understanding of proper controls and oversight responsibilities, there is greater risk that boards will experience theft, misappropriation, non-compliance, and underperformance.

Limited Staffing

Some boards are supported by employees of another state agency. Those agencies are generally larger organizations with established controls to ensure compliance with laws and rules regarding procurement, personnel, financial, and other administrative matters. However, many boards hire their own staff to carry out their work.

Boards with three or fewer employees face challenges in segregating critical functions, especially financial tasks. Office coverage during vacations or unanticipated absences can affect day-to-day operations unless temporary help can be hired. Acquiring or developing the full range of administrative and technical skills needed to operate a board, or utilizing appropriate external resources, may be limited by budget levels. Further, there are increased risks of errors, fraud or abuse that could go undetected without substantial involvement by the board members. When boards have one or less full-time equivalent staff position, these challenges increase substantially.

"A board is a mischievous administrative instrumentality, because its effect is to divide responsibility, destroy the symmetry of our governmental system, trench on the prerogatives of the executive, and injuriously affect the management of the institutions.

To avoid further enumeration in detail, I earnestly recommend that you abolish all boards, commissions, and offices that do not serve a useful public purpose, and thus cut off the unnecessary expense of their longer continuance."

-Oregon Governor William
Lord, 1897

As an example, our prior audit of Oregon's Landscape Architecture Board revealed nearly \$140,000 in misappropriated board funds directly resulting from inadequately segregated duties and insufficient oversight. Also, our prior audit of the Oregon Tourism Commission revealed over \$230,000 misappropriated from the commission's bank account as a result of inadequately segregated cash and accounting functions. Similar situations have been identified in other audit reports and articles around the country.

Though segregating duties of board staff with no financial responsibilities may not be as critical as segregating the functions involving revenue and expenditures, it may still be important. Of the 50 boards responding to our survey, 31 reported having three or fewer full-time staff, and 24 of those had one or no full time staff. Additionally, several of the boards with one or fewer staff received cash or were responsible for spending. In these cases, board members may be the only means of segregating administrative functions, such as co-signing checks, to mitigate the risks caused by having few staff.

Controls and Monitoring

An effective control structure helps protect board assets and ensure funds are used to the best advantage of a board's clients or licensees and the general public. Conversely, inadequate controls can lead to non-compliance with state laws and rules, lost or impaired assets, or poor performance in meeting the board's mission. Depending on the board's mission, members collectively may need expertise in personnel management, fiscal management, contracting, procurement, administrative procedures, operations, collaboration and dispute resolution, as well as subject matters relevant to the board's programs. However, without sufficient training and communication of expectations, board members may not understand their roles in creating and upholding the agency's system of internal controls.

Several of our past audits have noted weaknesses in controls such as inadequate segregation of duties, incomplete inventory listings, access to check stock by persons who perform the bank reconciliation, inadequate security of undeposited receipts, cost overruns related to poor contract management, and inadequate review of supporting documentation prior to signing checks or when an electronic signature approval is used. Audits from other states provide examples of these common situations as well.

Likewise, a board is at increased risk when insufficient monitoring occurs. For example, poor performance can result in inefficiencies that add unnecessary costs or delays to a licensing process or public service function. In the case of the licensing boards, many have established mechanisms for complaints or appeals of staff activities and decisions, which can help identify performance problems that need attention. To avoid potential conflicts of interest, appropriate board oversight is

necessary for complaints involving executive management or staff reporting directly to the board.

Performance measures provide another means of monitoring boards. About 65 % of the boards we surveyed track key measures of their performance. These measures provide critical information to help the board determine whether their outcomes are helping them fulfill their mission.

"Legislatures of which I have been a member have for many years in good faith endeavored to consolidate the state departments only to meet with opposition from those specially interested. The time has come when the interests of the few must give way to the welfare of the many and I earnestly recommend that a law of wide scope be enacted consolidating many commissions and departments and abolishing others altogether."

*-Oregon Governor Walter Pierce,
1923*

Inadequate Oversight of the Director and Board Activities

A board is at increased risk of errors, fraud, and poor performance when significant authority is delegated to executive directors without adequate oversight of their activities. Board members may not raise necessary questions, or may lack the collective expertise to fully identify all the potential errors, fraud or poor performance.

Several audits have found problems when the director acted independently of the board and the board members did not exercise the proper oversight of the director. An audit of the Physical Therapist Licensing Board in 2003 found that "the agency oversight board delegated significant authority to the director without providing adequate review of her activities." Insufficient oversight allowed for inadequate controls over financial transactions. For example, the director increased her salary without board approval. In addition, a 2002 audit of the Hispanic Affairs Commission also found inadequate oversight of its executive director resulted in a loss of about \$5,000 and about \$50,000 of uncollected accounts receivable. Similar situations can be found in past Oregon audits of boards as well as other states' audits.

Boards may be unaware of the need to discuss audit findings with financial or program auditors, the option of contracting for an independent assessment of operational issues, or the possibility of seeking assistance from other state resources. As a result, the board may not become aware of financial, compliance, or performance problems in a timely manner.

Information about Boards Not Always Complete or Readily Available

Incomplete or Missing Information about Boards

The state lacks a complete list of all boards, member contact information and other basic reference items. In addition, the information that is available is sometimes outdated. Combining information from various sources we identified over 250 state boards, but we cannot provide assurance that the list is complete. Without complete information and transparency, the citizens of the state are less able to know about board activities and to ensure the boards are fulfilling their duties.

The Governor's Office uses a database to manage board member appointments. However, the database is incomplete and out of date. Further, the Governor's Office Boards and Commissions Book identifies 218 governor appointed boards and a separate list posted to the governor's website includes only 193 boards. These lists are also incomplete and out of date. For example, the lists do not include the Oregon Commission on Autism Spectrum Disorder.

We also found that Board Chair contact information was frequently outdated or missing. As a result, the Governor's Office is not always aware of boards that need member appointments, often cannot identify current board chairpersons, and does not have complete or current contact information for all board members.

We intended to survey all Oregon boards to identify opportunities for improvement in their governance and operations. However, because of a lack of readily obtainable contact information, we limited our survey to a random and representative sample of 61 boards (or about 25 % of the boards listed in the Appendices). Even with this smaller group, it was difficult to gather contact information. Not all of the 61 boards had a public website and some websites included outdated information. For example, one board's website contact phone number went to a voicemail of an employee that had not worked for the agency for several months.

Other states use various methods to foster transparency. Many states have a central office that creates and maintains a listing of boards and some make information available on boards' operations and outcomes. For example, the Alaska Governor's Office maintains a list, with links for each board to a fact sheet, roster and board website. The fact sheet includes board authority, term of members and who appoints them, function, compensation and meeting requirements. The Secretaries of State for Georgia, Mississippi and Rhode Island maintain lists as well. Maryland also maintains lists of active and defunct boards. The Iowa Governor's Office has an on-line searchable database of boards with pertinent board facts. Illinois recently passed a law to make information regarding Boards and Commissions more available to the public.

Not All Board Activities Are Known and Accessible to the Public

Access to information about a board's operations allows the public to learn about the board's efforts and results and can help the board improve the level of service it provides. In addition, boards are required to abide by Public Records and Meeting Laws, which require all board meetings to be open to the public and meeting minutes made available to the public.

Many boards take steps towards transparency, but some survey responses indicate improvements could be made. For example, boards generally responded that meeting minutes were made available and most boards reported seeking public input in determining their mission and goals. However, six boards reported meeting two or fewer times during the past

year. Although the number of meetings held each year may not necessarily indicate a board's level of effort or transparency, a board that does not meet or rarely meets may indicate the board is underperforming or that its activities are no longer considered necessary or critical to insure the health, welfare and safety of Oregonians.

Gathering and reporting information about performance measures helps an organization focus on its mission and accomplishments, and promotes accountability. Many survey respondents stated their board had key performance measures, but several did not know if they were reported to the public.

One example of public reporting on performance is the Oregon Liquor Control Commission's Annual Performance Progress Report that addresses each of the commission's key performance measures and the outcomes associated with those measures. Another example of reporting on outcomes is The Oregon Beef Council that has its financial statements and related internal controls verified by an independent accountant and made available to the public via the internet.

Some boards do not always report operational or financial information publicly. Thirty eight of the respondents said they provide financial or operations reports to at least one of the following: the Governor's Office, the Legislature, DAS, or another state or federal agency. However, six did not know whether reports were provided to anyone outside their organization. When we followed up with some boards, many stated they assumed their revenues and expenditures were reported in the state's financial reports, but were not certain the board had individual and separate reports.

Approximately 35 % of boards reported having an independent audit or review of their financial transactions at least every two years and about 25 % did not, with many of these being smaller advisory boards where an audit might not be expected or necessary. However, approximately 40 % of respondents did not know whether or not their entity was subject to an independent audit or review. The fact that the chair of a board is not aware of whether an audit or review is conducted is indicative of inadequate oversight.

To accomplish a minimum level of transparency, some states require all boards to file a report with a state agency, such as Maine's Bureau of Corporations, Elections, and Commissions. The state of Maine tracks information on Boards and Commissions including such things as meeting attendance and expenditures. A compiled report of this information is provided to the Legislature each year and made available to the public.

To foster transparency in Nebraska, the Legislature updates and produces an annual report that lists all boards and provides basic information. Louisiana accomplishes similar transparency by preparing an extensive annual report describing each board. In addition, the Louisiana report

includes basic financial information about each board's budget. Illinois goes a step further and includes in their reporting the salary and compensation of all board members and board directors.

As in Oregon, some boards in other states may be required to undergo periodic independent financial audits or reviews. However, some other states also require budgets and strategic plans be made available. Many other states' boards help ensure easy accessibility by posting this information, and board meeting minutes, directly to their website rather than waiting for a public request.

Utilization or performance reviews is one way states can work to identify ways to trim costs and make government more efficient. Oregon currently requires only some boards to provide their budgets and performance outcomes to the Legislature. Other states have a mechanism to measure the performance and outcomes of boards, thereby providing information that can be used to assess their value. This can highlight underutilized or low performing boards that may be costing more to operate than the benefits they produce.

Confusion or a lack of understanding regarding expectations of a board's reporting responsibilities may stem from unclear or incomplete statutes governing the board. As is the case for some boards in Oregon, governing statutes do not always provide information about whom boards are accountable to, what type of reporting is required, or how the board will know whether it is meeting its obligations.

Holding Boards and Board Members Accountable

Board members, as public officials, should be accountable for the resources and authority used to facilitate government programs and the results of those programs. In Oregon, accountability for boards and board members can sometimes be ambiguous.

"With respect to Oregon's overall structure of Boards and Commissions, we need a complete re-evaluation. Without question many of such existing agencies can be regrouped on the basis of similar function and placed under the jurisdiction of existing departments. Such structural changes will tighten legislative and executive control and will unquestionably save tax dollars."

-Oregon Governor Robert Holmes,
1957

The Governor's Office appoints the majority of board members, and describes some expectations in the Board Membership Handbook. Board members are responsible for complying with the board's governing statutes and rules, and state and federal laws. Regular attendance at meetings and preparation by reading reports, proposals, and other documents prepared or distributed to them by board staff is also expected. Boards should also have by-laws or other governing rules to help in the administration of their duties.

Officials of the Governor's Office reported instances where complaints about appointed board members have been difficult to follow-up on or resolve. They also indicated some uncertainty about addressing conduct of volunteer board members who may not clearly fall under the personnel rules or other rules related to public employees. The

Governor's Executive Appointments Office consists of the director and one staff person who are responsible for managing over 1,900 appointments to over 200 boards, and have little time to monitor and advise boards, or take corrective action. In some cases, board members did not believe they were accountable to the appointing authority. Oregon statutes generally indicate that any person holding an appointive office is subject to removal at any time by the appointing authority. However, because the specified appointing authority for a board member may be one of several state officials, and some statutes describe alternate means of removal, accountability may not be clearly understood.

Other states assign each board to an agency. In Montana all boards with governor appointed members are assigned to a state agency. Iowa houses its boards within a department or agency, and has placed health related licensing boards within the Bureau of Professional Licensure. In Colorado, when boards are created, they are assigned to an agency. Assigning boards to agencies as these states do, helps clarify the lines of authority for boards, and can also help provide them with clearer direction.

Another area for improvement is Oregon's complaint resolution process. About 30 % of the boards responding to our survey said there was a formal process for filing complaints about board members and board decisions. However, we followed up with some of those and were generally told there was no formal process for board member complaints, or that the complaint processes related to licensees or board staff, not board members. When there was a process for individual board member complaints, it was usually informal and consisted of providing the complaint directly to the board, collectively. Board members commented that the board, when reviewing such complaints, would exclude the member about whom the complaint was filed.

Though individual boards may have a complaint process in place, there is no central or statewide mechanism for filing complaints about individual board members or board decisions. One avenue for complaints is calling either the Governor's Citizens Representative Hotline or the Governor's Office of Executive Appointments. However, if a board is not fulfilling its responsibilities, State officials indicated they have limited options for managing the situation, and the only recourse may be to replace a majority of its members.

In some cases the governor is not the appointive authority and a complainant may not know where to call. Without a central mechanism for reporting or filtering complaints about board members individually or collectively, accountability is diminished and opportunities are reduced to identify potential problems, including poor management and fraud.

In contrast, New York has a central website for filing complaints about state employees and officials including board members. Instructions are

included for how to file a complaint and an online complaint form is included. Illinois also has a formal process with the Special Inspector General for filing complaints regarding boards. Such central processes help ensure there is a feedback mechanism to promote accountability.

Strategies to Manage Boards

Managing the creation and dissolution of boards has been a challenge for Oregon historically, as well as for other states. Some states have sunrise requirements, where boards must meet specific criteria prior to being established. Also, in Oregon and other states, various efforts have been introduced to eliminate boards that may be no longer necessary. However, our research indicates that boards often continue to operate despite initiatives to eliminate or consolidate them.

Sunrise Requirements Unlike Oregon, some states have formal sunrise policies to ensure boards meet specific criteria before they can be established. For example, Colorado has a sunrise review provision that requires it to assure the following:

- there is a significant need for the board related to the public's health, safety or welfare;
- the board can reasonably be expected to provide a benefit related to the need; and
- there is no other more cost-effective manner in which the public can be adequately protected from the risk.

Maine also has sunrise criteria for creating new boards. Maine statute requires specific information be provided the Legislature as it evaluates the necessity for a new board. There are over a dozen requirements including a description of the professional group, why regulation is needed, lists of who and how many would be subject to the regulation, names of affiliate organizations, the nature and extent of public harm without regulation, descriptions of prior efforts, list of other states regulating the profession and any evidence from those states of the effect of the regulation, existing laws and why they are inadequate to prevent or redress the kinds of harm potentially resulting from non-regulation, and the proposed method of financing and whether it is sufficient to cover the costs of regulation.

Information about the particular public need to be served by a new board would enhance the Legislature's ability to make fully informed decisions about how to best serve the public in the most effective and fiscally responsible manner.

Sunset Reviews In addition, about half of the states have a sunset review requirement, another mechanism Oregon currently lacks. Texas stipulates licensing boards undergo sunset reviews every 12 years. As a result, Texas conducts 20 to 30 reviews every two years and considers whether each board is still needed and whether the current structure is appropriate.

This Task Force was shocked to learn that fewer than 20 of the nearly 120 state agency administrators report directly to the Governor. The rest report to policy setting boards and commissions. If they choose to protect narrow interests, these policy makers can thwart the administration and, as a result, the electorate.

-A report to Governor Barbara Roberts by the Governor's Task Force on State Government, 1992

Based on the review, a recommendation is made to maintain the board, consolidate it with another entity, or abolish it. Alaska and Colorado also require sunset reviews of boards. These are used by the Legislature, along with testimony, to determine whether there is a continued need for the board.

The Governor of Washington is required to review all boards and commissions every odd numbered year and recommend to the Legislature which boards should be terminated or consolidated. A report is issued presenting the governor's findings. Washington statutes specify the following questions be used in the evaluation.

"Well, every state agency, board and commission has its loyal supporters too. I get that. But the money simply isn't there anymore. Some government functions have to go at least for the foreseeable future. Oregon state government can no longer be all things to all people. That's why I am asking the Legislature to suspend a wide variety of agencies, boards and commissions."

-Oregon Governor Ted
Kulongoski 2009

- Has the mission of the board or commission been completed or ceased to be critical to effective state government?
- Does the work of the board or commission directly affect public safety, welfare, or health?
- Can the work of the board or commission be effectively done by another state agency without adverse impact on public safety, welfare, or health?
- Will termination of the board or commission have a significant adverse impact on state revenue because of loss of federal funds?
- Will termination of the board or commission save revenues, be cost neutral, or result in greater expenditures?
- Is the work of the board or commission being done by another board, commission, or state agency?
- Could the work of the board or commission be effectively done by a nonpublic entity?
- Will termination of the board or commission result in a significant loss of expertise to state government?
- Will termination of the board or commission result in operational efficiencies that are other than fiscal in nature?
- Could the work of the board or commission be done by an ad hoc committee?

Using this process, the Washington Governor's Office eliminated or consolidated 143 boards and recently proposed to eliminate 36 more and assign 16 boards and the appointment of their members to state agencies.

One Oregon example of where such oversight and sunset review would be beneficial is the Jobs Plus Advisory Board. The board ceased meeting in 2007 and when the board member terms expired in 2009 no new members were appointed. Similarly, the Employee Suggestions Awards Commission was created in 1957, suspended in 1967 and re-established in 1980. The commission is not currently staffed due to budget cuts. Even though these

boards are no longer active, their statutes have not been revised or repealed.

Oregon has made attempts at sunseting boards. In 1977 the Legislature passed a sunset law requiring a sunset review be performed on a specified list of boards. That sunset law expired in 1993 and resulted in the consolidation or dissolution of only four boards. Most recently, Senate Bill 1590 was introduced in the 2012 legislative session. The bill would have created a sunset advisory committee to perform evaluations of agencies and several boards based on specified criteria and make recommendations to the Governor and Legislative assembly relating to abolition, continuation, or reorganization of agencies and other matters. The committee would have been charged with considering whether agencies and boards were duplicative or inefficient. The bill died in committee.

Consolidating Board Functions

Interrelated and overlapping board duties have been a basis for board consolidations in other states. In Washington and California, proposals have been advanced to consolidate boards by combining those with similar scopes and functions. In Oregon, there are areas of interest and expertise that have been assigned to several boards, highlighting potential opportunities for consolidation.

The 1999 Legislature recognized this when it created the Health Licensing Office, renamed Oregon Health Licensing Agency in 2005, to provide a uniform structure and accountability for 9 health professional licensing boards. In 2009, Governor Kulongoski recommended another 13 health related licensing boards be consolidated with the Health Licensing Agency. However, none of these boards were consolidated.

As another example, there are at least seven state boards, with about 65 board members, that have missions or programs related to the recognition, preservation, public education, or promotion of Oregon's history. In addition, the Parks and Recreation Department oversees the management of state historic sites and properties and has a State Historic Preservation Office to manage programs to protect the state's historic and cultural resources. Further, the state financially contributes to the Oregon Historical Society, which promotes Oregon history. Also, at the local level, there are several county historical societies with similar missions. It is likely there is an opportunity to consolidate some of these existing boards or organizations to help make the preservation of Oregon's history more efficient and effective. Yet, the 2011 Legislature created an additional board with 14 members to review state funding of county historical societies and other heritage organizations and make recommendations to encourage coordinated efforts at the state, county and city levels.

Much lip-service has been given to the unwieldiness of Oregon's 100 plus boards and commissions. I propose that the hydroelectric Commission be abolished and its duties absorbed by the Water Resources Board; that the State Engineer's office be amalgamated with the Water Resources Board; that the Governor no longer be chairman or a member of the State board of Forestry but that the Board instead select its own chairman from [sic] those especially suited for the position; that the State Forester be empowered to proclaim emergency closure of forests for the deer hunting season; that the State Board of Forestry assume the duties of the Forest Protection and Conservation Committee and the forest Products Research Advisory Committee; that the Inheritance Tax and Gift Tax administration be transferred from the Treasurer to the Tax commission; that the administration of the weight mile tax be transferred from the Public Utility Commissioner to the Department of motor [sic] Vehicles; that the duties of the State Boxing Commission be transferred from the Governor and the Secretary of State And vested solely in the Attorney General; that regulations for parking in the Capitol area be drawn up and administered by the State Police department rather than the Secretary of State; that Capitol guide functions, now under the Secretary of State, be assumed by the Travel Information Division of the State Highway Department; that the position of State Fire Marshal be made separate from and independent of the State Insurance Commissioner; that the Livestock Auction Markets Committee and the Livestock Advisory Committee be combined; that the Sanitary Authority, Air Pollution Authority and Radiation Advisory Committee be combined into a single agency and given broader powers; that the Commission on Uniform State Laws be combined with the Legislative Counsel Committee; that the Labor Elections Division be abolished; that the collection Agency Advisory Board be abolished and its duties transferred to the Corporation Commissioner; that the Rogue River Coordination Board be abolished; that the McLaughlin Home Board of Trustees be abolished and duties transferred to the Oregon Historical Society; that the Flax and linen Board be abolished; that the Americanization Commission be abolished; and that a complete review be conducted [sic] on the remuneration of all ally[sic] board and commission to bring about equity in per diem payment among those citizens who lend their time and talent to state service.

-Governor Mark Hatfield, 1959

Replacing Boards with Ad Hoc Committees

Some states have found that boards continue to operate after the necessary tasks are completed. California proposed that the Credit Union Advisory Committee be eliminated because the Secretary of the Department of Commerce could appoint ad hoc advisory committees when the need arises. Creating temporary committees for specific assignments rather than statutory boards can also reduce the proliferation of boards. Oregon already uses temporary task forces to address specific needs within the state. Task forces have been created and charged with providing advice or reports by a specific date, after which they automatically sunset.

Combining functions of proposed boards with existing boards or agencies, or creating ad hoc committees to fill the need, could provide a structure for better managing the creation of boards and holding them accountable. For example, House Bill 3391, passed by the 2011 Legislature, established a Task Force on Military Families. This task force was charged with educating the public about the needs of military families and identifying resources to assist them throughout the state. However, a sunset review date was not stipulated and the fiscal impact statement notes the bill's full impact to the state as indeterminate. The Department of Veterans' Affairs and the Oregon Military Department are charged with providing support for the task force and reimbursing board members' claims for expenses. The expectation is that those agencies and their staff will reprioritize their duties and responsibilities to accommodate the needs of this new task force.

Recommendations

In order to facilitate a more deliberate and cohesive governance structure for Oregon's diverse boards, some general practices should be considered and standardized. We recommend the Governor work with the Legislature and the Department of Administrative Services to clarify or establish appropriate laws and practices that accomplish the following:

- Compile and maintain a comprehensive listing of all Oregon boards that includes current and complete information relating to board members and the chairperson.
- Consider the strategies of other states and past efforts in Oregon to address the creation of boards. Specifically, implement sunrise requirements to ensure there is a public need and the mission cannot be economically and reasonably fulfilled by an existing entity. Such consideration should include all costs and resource requirements associated with the new board. Also, develop a standard template for drafting board statutes that includes, at a minimum, mission, board authority, membership requirements, accountability, required reports or outcomes, and consideration of a mandatory sunset review period.
- Ensure all board members receive adequate training regarding administrative and state rules. Training of members on boards with operational duties should cover expectations for adequate oversight regarding internal controls, compliance and performance.
- Consider whether statutes currently governing Oregon boards are clear as to the authority and expectations of each board, and the appointive authority's powers to address performance issues. Revise the statutes where they are found to be unclear or silent.
- Require periodic fiscal and operational reports describing the board mission, objectives, resources, activities and results. These reports should be appropriate for the size and mission of the board and made readily available to the public.
- Implement a clearly defined process for complaints about board members, individually or the board collectively. This may also include a dispute resolution process for when disagreements over board decisions arise. Create a formalized, central process for submitting and taking action on complaints against board members and removal of nonperforming board members. Ensure the process is made readily available to the public.
- Implement a periodic and systematic monitoring and reporting structure to help identify underutilized boards, and boards whose functions could be eliminated or transferred to another existing board or agency.

Objectives, Scope, and Methodology

The objectives of our audit were to provide an overview of the structure, operations, and functions of state boards in Oregon, and to identify opportunities for improvements in the governance and operations of boards to promote accountability.

The scope of our audit included all board types in Oregon: licensing, policy, governing, advisory and judgment boards. We specifically identified over 250 boards currently listed on the Governor's website or in the 2011/2012 Oregon Blue Book published by the State Archives Division. However, this likely does not represent the entire population.

We included in our scope the smaller entities in state government that have been the subject of recent audits. However, rather than conduct a series of individual reviews of Oregon boards, we reviewed the overall structure in which boards operate, looking for any structural or other problems that, if corrected, could improve board operations.

To answer our audit objectives, we read reports from the Department of Administrative Services, reviewed Oregon Revised Statutes and Oregon Laws, examined individual board websites and operational reports, reviewed relevant information from the Oregon Blue Book, and surveyed board members. Furthermore, we interviewed key personnel from the Department of Administrative Services and the Governor's Office. We also considered publications from those entities, including the Board Membership Handbook, listing of boards and commissions, administrative rules and former training materials.

To identify common practices, risks, and relevant criteria, we interviewed other states and reviewed other state auditor websites, academic and board member training literature, literature from other states, and journals and articles related to government boards and internal controls. We also reviewed prior audits from Oregon and other states to identify common issues and risk factors.

To determine whether Oregon has a comprehensive and consistent structure for establishing and managing boards, and to identify any expectations placed on them and/or their board members, we also reviewed House and Senate bills from the 2011 legislative session and Oregon Revised Statutes.

Because information on all Oregon boards was not readily available, we surveyed board chairpersons to collect comparable and pertinent information. It was not feasible for us to survey every board due to the difficulty of obtaining contact information for each board's chair or other contact. Consequently, we selected a random sample of 61 boards in a manner that ensured proportionate representation of each type of board.

For example, about half of the board population is advisory, so half of the boards we sampled were advisory boards.

We developed two surveys: one shorter survey sent to boards we identified as advisory and judgment boards and a longer survey including more fiscal-related questions sent to boards we identified as licensing, governing and policy making boards. Since many advisory boards do not have a separate budget or receive revenues, we excluded questions related to these subjects from the survey we sent to them. We followed a standard survey methodology, including pretesting, and administered the survey using Survey Monkey, an on-line application.

We sent the survey to the board chair when we could identify one. When we could not or when the chair's seat was vacant, we sent the survey to another appropriate board member. The survey included basic questions about the board's structure, operations and responsibilities. We used the responses to the survey to corroborate information we already obtained about the boards, individually and collectively, and to identify specific Oregon boards that have some of the risk characteristics identified above.

We analyzed the survey responses using SPSS, a statistical software package. When the survey results were used in our conclusions or as the basis for recommendations, we performed follow-up interviews with some boards to ensure respondents had not misinterpreted our survey questions and we had not misinterpreted their responses.

The results of our survey should not be projected to the entire population. Specifically, we did not always present the survey results in relation to the population in such a way that they could be reliably projected. Moreover, the results presented here are based on the responses received, and not all survey respondents answered all the questions.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

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The courtesies and cooperation extended by officials and employees of the Governor's Office of Executive Appointments during the course of this audit were commendable and sincerely appreciated. We also want to extend our appreciation to the staff at the Oregon State Library who provided hours of invaluable research, specifically Alice LaViolette.

Appendix A

This listing of Oregon's boards, commissions, councils and similar entities (boards) was compiled from information contained in the Secretary of State's 2011/2012 Oregon Blue Book and from the governor's listing of boards on the Boards and Commissions portion of the governor's website. This is not a comprehensive listing of Oregon's boards.

Appendix A is separated into four sections; Main, Semi-Independent, Multi-State or Federal, and Stand-Alone boards. The Main section includes all boards not belonging in one of the other three sections. Semi Independent boards are those entities as defined in Oregon Revised Statute 182.454. Semi-independent board budgets are not subject to review and approval by the Legislative Assembly. Multi-State boards are included here as those required by federal regulation and/or are in cooperation with other states such that Oregon is not the sole participant on the board. Stand Alone boards, for the purpose of this listing, are boards that have a separate and individual budget that are subject to review and approval by the Legislative Assembly. These budgets are included in the State's biennial budget and are not blended with the budgets of another entity (though they may be under the purview of another entity).

Where readily available/determinable, we have included the type of board, authorizing statute or executive order, year established, and number of board members and how they were appointed. For boards with individual, legislatively approved budgets we have also included information from their 2011-2013 legislatively adopted budgets.

There are five different types of boards identified in this appendix. The definitions of each type are as provided by the Governor's Office in the Membership Handbook published to their website.

1. Licensing boards examine and license members of a profession or occupation to practice in Oregon. Some also have the power to discipline members of the regulated profession or occupation, and to suspend or revoke licenses.
2. Policy Making Boards are given statutory power by the legislature to make policy decisions and enforce regulations. Members of policy making boards are generally final decision makers, accountable directly through the governor to the public.
3. Some policy making boards are also Governing Boards, responsible for directing a state agency and/or appointing the agency director.

4. Advisory Boards may be created by the governor, the legislature, state agencies or existing boards. They serve as advisors on policy matters to their appointing authority who is responsible for the management and administration of the policy. These boards study existing policy and make recommendations for change or implementation. Although they do not have final authority to make or enforce rules, their research and advice to decision makers contribute to effective changes in state government.

5. Judgment Boards are created by the legislature as review and appeals boards which hear and rule on individual cases. The decisions made by most of these and all other boards may be appealed to a higher court. Some boards share responsibility for policy making with their appointing authority or another state agency, even though they are called advisory boards.

Board Type: L= Licensing P= Policy Making G= Governing A= Advisory J= Judgment

Board Name	Mission	Board Type	Total Members	Members Appointed By:				Appointed Members Subject to Senate Confirmation	Year Established	Enabling Statute or Executive Order	Website
				Governor	Senate	House	Other				
Access and Habitat Board	To foster a partnership between landowners and hunters for the benefit of the wildlife they all value.	A	7	0	0	0	7	No	1993	ORS 496.228	http://www.dfw.state.or.us/lands/AH/
Administrative Hearings Advisory Group	An advisory group for the purpose of adopting model rules of procedure for contested case hearings conducted by administrative law judges assigned from the Office of Administrative Hearings.	A	5	2	0	0	3	No	2009	ORS 183.630	N/A
Administrative Hearings Oversight Committee, Office of	Oversight of the administrative hearings process.	A	9	2	2	2	3	No	1999	ORS 183.690	http://www.employment.oregon.gov/EMPLOY/OAHOC/index.shtml

Board Name	Mission	Board Type	Total Members	Governor	Senate	House	Other	Appointed Members Subject to Senate Confirmation	Year Established	Enabling Statute or Executive Order	Website
Agriculture: Commodity Commissions	To conduct promotional, educational, production and market research projects. The commissions are authorized by ORS chapters 576, 577 and 578. They are funded by assessments on the producers of the commodities.										
Albacore Commission		A	9	0	0	0	9	No	1999	ORS 576.062	http://www.oregonalbacore.org/
Alfalfa Seed Commission		A	5	0	0	0	5	No	2003	ORS 576.062	http://forages.oregonstate.edu/organizations/seed/alfalfa-com/default.cfm
Beef Council, Oregon		A	5	0	0	0	5	No	1959	ORS 577	http://www.orbeef.org/
Blueberry Commission		A	9	0	0	0	9	No	1986	ORS 576.062	http://www.oregonblueberry.com/
Clover Seed Commission		A	10	0	0	0	10	No	1991	ORS 576.062	http://www.oregonclover.org/
Dairy Products Commission		A	8	0	0	0	8	No	1943	ORS 576.062	http://www.dairyfarmersor.com/
Dungeness Crab Commission		A	8	0	0	0	8	No	1977	ORS 576.062	http://www.oregondungeness.org/
Fine Fescue Commission		A	9	0	0	0	9	No	1955	ORS 576.062	http://www.oregonfinefescue.org/
Hazelnut Commission		A	8	0	0	0	8	No	1951	ORS 576.062	http://www.oregonhazelnuts.org/
Hop Commission		A	9	0	0	0	9	No	1964	ORS 576.062	http://oregonhops.org/
Mint Commission		A	7	0	0	0	7	No	1984	ORS 576.062	N/A

Board Name	Mission	Board Type	Total Members	Governor	Senate	House	Other	Appointed Members Subject to Senate Confirmation	Year Established	Enabling Statute or Executive Order	Website
Potato Commission		A	10	0	0	0	10	No	1949	ORS 576.062	http://www.oregonspuds.com/
Processed Vegetable Commission		A	11	0	0	0	11	No	1985	ORS 576.062	N/A
Raspberry and Blackberry Commission		A	9	0	0	0	9	No	1981	ORS 576.062	http://www.oregon-berries.com/
Ryegrass Growers Seed Commission		A	9	0	0	0	9	No	1965	ORS 576.062	http://www.ryegrass.com/
Salmon Commission		A	9	0	0	0	9	No	1984	ORS 576.062	N/A
Sheep Commission		A	8	0	0	0	8	No	1977	ORS 576.062	N/A
Strawberry Commission		A	7	0	0	0	7	No	1967	ORS 576.062	http://www.oregon-strawberries.org/
Sweet Cherry Commission		A	12	0	0	0	12	No	1974	ORS 576.062	www.cherrymkt.org or http://www.nwcherries.com/
Tall Fescue Commission		A	8	0	0	0	8	No	1969	ORS 576.062	http://www.oregontallfescue.org/#
Trawl Commission		A	8	0	0	0	8	No	1962	ORS 576.062	http://www.ortrawl.org/
Wheat Commission		A	8	0	0	0	8	No	1947	ORS 578.030	http://www.owgl.org/
Orchardgrass Seed Producers Commission		A	9	0	0	0	9	No	1962	ORS 576.062	http://www.orchardgrass.org/

Board Name	Mission	Board Type	Total Members	Governor	Senate	House	Other	Appointed Members Subject to Senate Confirmation	Year Established	Enabling Statute or Executive Order	Website
Agricultural Research Board, Center for Applied	The purpose of this division of rules is to provide criteria and procedures for administration of the Center for Applied Agricultural Research Fund. The Board administers grants and is responsible for making available to the public, the results of the research project.	P	10	10	0	0	0	No	1990	EO-90-11/OAR 603-085	N/A
Agriculture, Board of	The board represents various sectors and commodity groups within the agricultural industry as well as consumers. The board reviews policy and advises the department on its programs to ensure food safety and protect natural resources and promote economic development.	G	12	9	0	0	3	No	1931	ORS 561.372	http://oregon.gov/ODA/boardoverview.shtml
Alcohol and Drug Policy Commission	Charged with planning for the funding and effective delivery of alcohol and drug treatment and prevention services.	P	23	16	1	1	5	Yes	2009	ORS 430.240	http://www.oregon.gov/OHA/mentalhealth/tools-policymakers/adpc/main.shtml
Apprenticeship and Training Council, State	Sets policy for apprenticeship training and registers individual training programs.	P	9	8	0	0	1	Yes	1931	ORS 660.110	http://www.oregon.gov/BOLI/ATD/A_Council.shtml
Arts Commission, Oregon	Fosters the arts in Oregon and assures their excellence; assists and strengthens arts programs and activities to promote public benefit while maintaining high artistic and scholarly standards; recognizes and gives opportunities to individual Oregon artists.	P	9	9	0	0	0	No	1967	ORS 359.020	http://www.oregonartscommission.org

Board Name	Mission	Board Type	Total Members	Governor	Senate	House	Other	Appointed Members Subject to Senate Confirmation	Year Established	Enabling Statute or Executive Order	Website
Asian Affairs, Commission on	Advocates for the development of economic, social, political and educational opportunities for Asian Americans within Oregon; identifies and examines the needs of Asian American residents of Oregon; develops and sponsors programs to inform Asian American residents of this state of services and resources available to them; supports the Economic and Community Development Department in its efforts to promote trade, tourism and economic development among Oregon, the United States, Asian and Pacific Rim countries.	A	11	9	1	1	0	Yes	1995	ORS 185.610	http://www.oregon.gov/OCAPIA/about_us.shtml
Asset Forfeiture Oversight Advisory Committee	Monitors seizures made under civil and criminal asset forfeiture laws and the use of proceeds. Makes recommendations to increase the fairness, effectiveness and efficiency of the acts.	A	10	3	2	2	3	No	2009	ORS 131a.460	http://www.oregon.gov/CJC/Forfeiture/Index.shtml
Autism Spectrum Disorder, Oregon Commission on	The mission for the Oregon Commission on Autism Spectrum Disorder is to develop appropriate, collaborative and timely supports and services across the lifespan.	A	13	11	1	1	0	No	2009	EO 09-07	http://www.orcommissionasd.org/
Aviation Board, State	Provides policy direction to the Director of the Department of Aviation in administering the laws of the state related to the development, management, education and promotion of Oregon's aviation system.	G	7	7	0	0	0	Yes	1999	ORS 835.102	http://www.oregon.gov/Aviation/board.shtml
Bicycle and Pedestrian Advisory Committee, Oregon	Advises the Oregon Department of Transportation regarding the regulation of bicycle and pedestrian traffic and the establishment of bikeways and pathways. OBPAAC members help guide ODOT in developing long-term policies and strategies for the accommodation of pedestrians and bicyclists. Members act as a liaison between ODOT and their communities.	A	8	8	0	0	0	No	1973	ORS 366.112	http://www.oregon.gov/ODOT/HWY/BIKEPED/obpac.shtml

Board Name	Mission	Board Type	Total Members	Governor	Senate	House	Other	Appointed Members Subject to Senate Confirmation	Year Established	Enabling Statute or Executive Order	Website
Black Affairs, Commission on	Works for the implementation and establishment of economic, social, legal and political equality for Blacks in Oregon.	A	11	9	1	1	0	Yes	1983	ORS 185.410	http://www.oregon.gov/OCBA/index.shtml
Boiler Rules, Board of	Assists in adopting, amending and enforcing rules, certifications and minimum safety standards for boilers, pressure vessels and pressure piping.	P	11	11	0	0	0	Yes	1961	ORS 480.535	http://www.bcd.oregon.gov/boards/boiler/boiler.html
Bond Committee, Oregon State	Reviews state bond policies and improves interagency communication and planning regarding the management and coordination of the issuance of state bonds, certificates of participation and other state financial obligations.	A	10	10	0	0	0	No	1983	EO 83-17	http://www.ost.state.or.us/About/StateBond/
Bond Committee, Private Activity	Allocates to local governments a portion of the state private activity bond limit pursuant to ORS 286.625 and the 1986 Tax Reform Act.	P	3	1	0	0	2	No	1985	ORS 286a.615	http://www.ost.state.or.us/About/PAB

Board Name	Mission	Board Type	Total Members	Governor	Senate	House	Other	Appointed Members Subject to Senate Confirmation	Year Established	Enabling Statute or Executive Order	Website
Broadband Advisory Council, Oregon	Encourage coordination between existing organizations and sectors that can leverage broadband to their advantage; State agencies to utilize broadband telecommunications; the development and support of digital inclusion and education programs to encourage broadband adoption and provide citizens with institutions to teach digital skills necessary for success in the workplace; efforts to provide cost-effective quality workforce development training using telecommunications infrastructure and facilities to access distance learning opportunities; schools, education service districts and local education agencies in unserved areas to promote broadband access for the surrounding community; public and private entities to seek opportunities for partnership with educational institutions that will stimulate the use of broadband technologies through community projects and public education; the use of broadband communications technologies for telehealth and telemedicine; and public and private organizations to work together in partnership to promote the use of telecommunications infrastructure and new technology.	A	14	12	1	1	0	No	2009	ORS 285A.070, Note 1	http://www.oregon4biz.com/The-Oregon-Advantage/Telecommunications/oregon-broadband-council/
Building Codes Structures Board	Assists the Director of the Department of Consumer and Business Services in the administration of the structural, mechanical, prefabricated structures and energy programs described in ORS chapter 445 and the accessibility to persons with physical disabilities program described in ORS 447.210 to 447.280	A	9	9	0	0	0	Yes	1993	ORS 455.132 & 455.144	http://www.bcd.oregon.gov/boards/bcsb/bcsb.html

Board Name	Mission	Board Type	Total Members	Governor	Senate	House	Other	Appointed Members Subject to Senate Confirmation	Year Established	Enabling Statute or Executive Order	Website
Business Development Commission, Oregon	Establishes policy and approves Industrial Development Revenue Bonds, Oregon Business Development Fund loans, Stabilization and Conversion Fund projects, port loans and formation; advises the Governor and the department regarding barriers to/opportunities for development, specific policies and proposals promoting economic and community development; allocates lottery resources to programs within the Oregon Community Development Program.	G	9	7	1	1	0	Yes	1993	ORS 285A.040	http://www.oregon4biz.com/Contact-us/Oregon-Business-Development-Commission/
Business Stationary Source (Technical/Environmental Compliance Assistance Program), Advisory Panel for Small	Advises the Department of Environmental Quality on program to help small businesses comply with air quality standards established under the Clean Air Act.	A	8	2	0	0	6	No	1991	ORS 468A.330	http://www.deq.state.or.us/eq/bap/panel.htm
Capitol Planning Commission	Shall adopt and implement plans for the development for the areas described associated with the State Capitol and the mall and shall recommend to the Legislative Assembly any legislation necessary to effectuate the plan, adopt standards for the development of state buildings and grounds, consult with state agencies, transit districts and other local government agencies that have jurisdiction within the areas and coordinate with the Oregon State Capitol Foundation on all activities of the commission relating to the State Capitol, State Capitol grounds and the Capitol Mall.	P	9	4	0	0	5	No	2009	ORS 276.055	http://www.oregon.gov/DAS/FAC/CPC_Index.shtml

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Charitable Checkoff Commission	Determines if organizations qualify for listing on the individual income tax return or tax booklet listing to receive contributions by means of a checkoff. Develops legislation to further the goals of the Charitable Checkoff Program.	P	7	5	1	1	0	No	1989	ORS 305.695	http://www.oregon.gov/DOR/PERTAX/charitable.shtml
Child Care, Commission for	Advisory board to the Governor on the issues, concerns and alternative solutions critical to the development of accessible, affordable and quality child care. Seeks to increase awareness of how child care serves the needs of Oregon's present and future work force, and how it affects the health, safety and welfare of children.	A	18	8	4	6	0	No	1985	ORS 657A.600	http://egov.oregon.gov/EMPLOY/CCC/index.shtml
Columbia River Gorge Investment Board	Grants federal funds for economic development in the Columbia River Gorge national scenic area.	G	7	7	0	0	0	No	1992	PL 99-663	http://www.mcedd.org/OIB/OIB_about.htm
Columbia River Highway Advisory Committee, Historic	Advises the Department of Transportation and the Parks and Recreation Department in developing programs to manage the Historic Columbia River Highway in the Columbia River Gorge. Advises on the restoration of historic features including the development of abandoned sections into a multi-use recreational trail.	A	10	3	0	0	7	No	1987	ORS 366.553	http://www.oregon.gov/ODOT/HWY/HCRH/adcom.shtml
Community Development Incentive Advisory Board	Develops program guidelines, project criteria and financing mechanisms; reviews applications seeking funding from the Community Development Incentive Project Funds and makes recommendations for funding approval to the Director of the Housing and Community Services Department; reviews proposals for cooperative agreements or joint projects between the Housing and Community Services Department and other agencies to facilitate the goals of the fund.	A	14	9	0	0	5	No	1999	ORS 458.710	N/A

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Construction Industry Energy Board	The Construction Industry Energy Board may evaluate and approve or disapprove proposed state building code standards relating to the energy use and energy efficiency aspects of the electrical, structural, prefabricated structure and low-rise residential specialty codes. The proposed standards evaluated by the board may include, but need not be limited to, standards regarding energy-conserving technology, construction methods, products and materials. The board shall forward any proposed standards recommended by the board to the Director of the Department of Consumer and Business Services for adoption or rejection by the director.	A	7	0	0	0	7	No	2009	ORS 455.492	http://www.bcd.oregon.gov/boards/energy/energy.html
Corrections Population Forecasting Advisory Committee	Assists the Department of Administrative Services in preparing computations and estimates of criminal offender populations.	A	10	10	0	0	0	No	1990	EO 95-06	http://www.oea.das.state.or.us/DAS/OEA/corrections.shtml#Advisory_Board
Council on Court Procedures	Council promulgates rules governing pleading, practice and procedure in all civil proceedings in the circuit courts of the state.	P	23	0	0	0	23	No	1977	ORS 1.725 - 1.750	http://www.counciloncourtprocedures.org/
Cultural Development Board, Trust for	The Trust is a statewide cultural plan to raise significant funds to invest into Oregon's arts, humanities and heritage. Funds will be distributed to counties and tribes to support local cultural projects and collaborations through competitive grants that support cultural projects of regional and statewide significance, and through additional funds to Oregon's cultural agencies to support collaborative partnerships and ongoing statewide efforts.	P	13	11	1	1	0	Yes	2001	ORS 359.410	http://www.culturaltrust.org/

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Debt Policy Advisory Commission, State	Advises the Governor and the Legislative Assembly regarding policies and actions that enhance and preserve the State's credit rating and maintains the future availability of low-cost capital financing.	A	5	1	1	1	2	No	1997	ORS 286a.250	http://www.ost.state.or.us/About/SDPAC/
Developmental Disabilities, Oregon Council on	Advocates for the independence, self-determination, productivity, community integration and inclusion of people with developmental disabilities. Receives an annual federal grant to increase the capacities of individuals and communities, and to promote a comprehensive system of services that are centered on consumers and families. Recommends policy changes and new legislation to the Governor, the Legislature and state administrators.	A	30	30	0	0	0	No	1975	PL 106-402 & EO 02-24	http://ocdd.org/
Disabilities Commission, Oregon	Identifies and publicizes the needs and rights of individuals with disabilities; advises the Legislature, the Governor, state, public and private agencies on disability issues; coordinates interagency delivery of disability related services; promotes rehabilitation and employment of the disabled.	A	15	15	0	0	0	No	1983	ORS 185.130	http://www.oregon.gov/DHS/spd/adv/odc/index.shtml
DUII, Governor's Advisory Committee on	Formulates administrative and legislative objectives for reducing the incidence of driving under the influence of intoxicants (DUII); monitors their implementation; heightens public awareness of the DUII problem and educates the public on the dangers.	A	unlimited	All	0	0	0	No	1983	EO 83-20	http://www.oregon.gov/ODOT/TS/gac.shtml#GAC_on_DUII
Early Childhood Matters Advisory Council	Give Oregon a way to approach early childhood issues in a unified and comprehensive manner; give direction and oversight for interagency coordination; assist the State in implementing statutory early childhood guidelines; and provide valuable guidance and advice to the Governor regarding the early childhood system and services.	A	>=25	>=23	1	1	0	No	2010	EO 10 - 06	N/A

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Economic Advisors, Governor's Council of	Provides advice on relevant economic issues and verifies methodology used for quarterly economic forecasts.	A	12	12	0	0	0	No	1980	EO 80-21	http://www.oregon.gov/DAS/OEA/economic.shtml
Economy, Governor's Council on Oregon's	Related to economic development and improving the economy in Oregon by discussing and recommending methods for creating certainty to the Legislative Assembly.	A	Min 4	Any	0	0	any	No	2003	ORS 284.540	N/A
Education, State Board of	Sets education policies and standards for Oregon's 199 public school districts, 17 community college districts and 21 educational service districts. Required to 1) implement statewide standards for public schools, 2) adopt rules for the general governance of public kindergartens, public elementary/secondary schools and public community colleges, 3) distribute basic school support funds to districts which meet all legal requirements, 4) implement Oregon's Educational Act for the 21st Century.	G	9	7	0	0	2	Yes	1951	ORS 326.021	http://www.ode.state.or.us/search/results?id=144
Educator Professional Development Commission, Oregon	For the purpose of providing statewide collaborative leadership for prekindergarten through post-secondary education in the areas of school improvement.	A	16	14	1	1	0	No	2009	ORS 329.822	http://pd.oregonk-12.net/
Educators Benefit Board, Oregon	Studies all matters connected with the provision of adequate benefit plan coverage for eligible employees on the best basis possible with regard to the welfare of the employees and affordability for the districts. The board shall design benefits, prepare specification, analyze carrier responses to advertisements for bids and award contracts. The board shall prepare specifications, invite bids and take actions necessary to award contracts for health and dental benefit plan coverage.	G	10	10	0	0	0	Yes	2007	ORS 243.862	http://oregon.gov/OHA/OEBB/index.shtml

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Electrical and Elevator Board	Assists the Director of the Department of Consumer and Business Services in administering the electrical and elevator programs prescribed in Oregon Revised Statutes.	A	15	15	0	0	0	Yes	1993	ORS 455.138	http://www.cbs.state.or.us/bcd/boards/electelv/electelv.html
Electronic Government Portal Advisory Board	Advises the Oregon Department of Administrative Services concerning the needs, layout, content and usability in the development of electronic government portals, the fees that an electronic government portal collects, the priority of new services provided by electronic government portals, the terms, conditions & accountability of contracts between agencies and providers and the rules necessary to implement electronic government portals.	A	13	6	2	2	3	No	2008	ORS 182.128	http://www.oregon.gov/EPAB/
Employment Appeals Board	Reviews administrative law judge decisions in contested unemployment insurance claims cases. Issues decisions, including precedential policy decisions, to affirm, set aside or remand.	J	3	3	0	0	0	Yes	1959	ORS 657.685	http://www.oregon.gov/EMPLOY/EAB/index.shtml
Employment Department Advisory Council	Advises the Director of the Employment Department in developing or revising program policies and ensuring impartiality and fairness in the implementation of those policies; promotes adequate administrative funding and wide use of agency programs; assists the director in developing strategies for the solution of workforce problems within the state; assists the director in developing a legislative agenda and gaining approval by the Legislature; promotes greater understanding and acceptance of Employment Department programs by the public; and promotes cooperation with other state agencies and organizations concerned with workforce problems.	A	12	12	0	0	0	No	1969	ORS 657.695	http://www.employment.oregon.gov/EMPLOY/EAC/index.shtml

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Energy Facility Siting Council	Represents the state's authority for siting, monitoring and regulating the location, construction and operation of major energy facilities, disposal of naturally occurring radioactive waste, transport of radioactive materials.	P	7	7	0	0	0	Yes	1975	ORS 469.450	http://www.oregon.gov/ENERGY/SITING/index.shtml
Energy Planning Council, Oregon	To move the state toward clean, renewable energy, while also addressing the immediate issues of price stability and supply certainty for Oregon families and businesses.	A	11	11	0	0	0	No	2008	EO 08-26	http://oregon.gov/ENERGY/RENEW/OEPC/index.shtml
Environmental Justice Task Force	Advise the Governor on environmental justice issues; advise natural resource agencies on environmental justice issues, including community concerns and public participation processes; identify, in cooperation with natural resource agencies, minority and low-income communities that may be affected by environmental decisions made by the agencies; meet with environmental justice communities and make recommendations to the Governor regarding concerns raised by these communities; and define environmental justice issues in the state.	A	12	12	0	0	0	No	2007	ORS 182.538	http://archivedwebsites.sos.state.or.us/Governor_Kulongoski_2011/governor.oregon.gov/Gov/GNRO/environmental_justice.shtml
Environmental Quality Commission	Develops policy and rule making for the Department of Environmental Quality. Adopts administrative rules; issues orders and judges appeals of fines or other department actions; hires the DEQ director.	G	5	5	0	0	0	Yes	1969	ORS 468.010	http://www.deq.state.or.us/about/eqc/eqc.htm
Fair Dismissal Appeals Board	Hears appeals of school board dismissals filed by permanent teachers.	J	20	20	0	0	0	Yes	1971	ORS 342.930	N/A

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Family Services Review Commission	Advises and consults with the Director of Human Services in carrying out the functions of the department relating to programs and services to persons who, as a result of the person's or the person's family's economic, social or health condition, require medical assistance, financial assistance, institutional care, rehabilitation, vocational rehabilitation or other social or health services.	A	16	16	0	0	0	No	1969	ORS 411.075	http://www.oregon.gov/DHS/children/committees/fsrc.shtml
Fire Service Policy Council, Governor's	Advises the Governor and the Superintendent of State Police on fire policy issues and serves in an advisory capacity to the State Fire Marshal on strategies for the implementation of fire and life safety issues. The council may initiate advice to the State Fire Marshal, the Superintendent of State Police and Governor on any matter related to the mission of the council. The council may not participate in the discussion of traditional labor relations issues. Provides a biennial report to the Governor and the Superintendent of State Police on the overall performance of the office of the State Fire Marshal.	A	2-12	10	0	0	<= 2	No	2001	ORS 476.680	http://oregon.gov/OSP/SFM/GFSPC.shtml
Fish and Wildlife Commission, State	Formulates general state programs and policies concerning management and conservation of fish and wildlife resources and establishes seasons, methods and bag limits for recreational and commercial take.	G	7	7	0	0	0	Yes	1975	ORS 496.090	http://www.dfw.state.or.us/agency/commission/
Forestry, State Board of	Makes policy and provides vision to management and protection of 11 million acres of state owned and private forest land. Sets forest policy for the state; authorizes an Oregon forestry program to ensure an adequate future wood supply with favorable effects on society, the economy and the environment.	G	7	7	0	0	0	Yes	1907	ORS 526.009	http://oregon.gov/ODF/BOARD/index.shtml

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Geology and Mineral Industries, Governing Board of the Department of	Oversees the Department of Geology and Mineral Industries in areas of budget policy, information resources, geologic hazards policy on mineral resource exploration, production, environmental protection and reclamation, resource regulation, etc.	G	5	5	0	0	0	Yes	1937	ORS 516.080	http://www.oregongeology.org/sub/default.htm
Global Warming Commission, Oregon	To reduce greenhouse gas emissions and to prepare Oregon for the effects of global warming.	A	25	11	2	2	10	No	2007	ORS 468A.215	http://www.keeporegoncool.org/
Governor's Re-Entry Council	The council is established as a statewide leadership group to work collaboratively on improving the success and safety of incarceration to community transition.	A	19	9	0	0	10	No	2007	EO-07-05	http://www.oregon.gov/Gov/governor_reentry_council/rec_index.shtml
Ground Water Advisory Committee	Advises Water Resources Commission on rules, legislation and public policy for development, securing, use and protection of ground water; licensing of well constructors, including examination of such persons for license; and reviewing proposed expenditure of all revenues generated under ORD 537.762(5).	A	9	0	0	0	9	No	1977	ORS 536.090	http://www.oregon.gov/OWRD/GW/gwac.shtml
Growth Account Board, Oregon	Governs the investment of funds in the Oregon Growth Account which earns returns for the Education Endowment Fund by making investments in emerging growth businesses in key industries, including affordable housing, in Oregon. Selects and oversees a management company to manage the funds.	P	7	6	0	0	1	No	1995	ORS 348.707	http://www.ost.state.or.us/About/OGA/About.asp
Hanford Cleanup Board, Oregon	Serves as the focus for Oregon's major policy decisions relating to the Hanford site. Major environmental review and policy initiatives dealing with Hanford's impact on Oregon are the board's main responsibilities.	A	20	10	3	3	4	No	1987	ORS 469.571	http://oregon.gov/ENERGY/NUCSAF/HCB/hwboard.shtml

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Health Advisory Board, Oregon Public	Advises the Director of Human Services on statewide public health issues and on policy matters related to the operation of the Department. Participates in public health policy development.	A	15	15	0	0	0	No	1983	ORS 431.195	http://public.health.oregon.gov/PROVIDERPARTNERRESOURCES/LOCALHEALTHDEPARTMENTRESOURCES/Pages/ophab.aspx
Health and Science University Board of Directors, Oregon	Oversees the Oregon Health and Science University, a public corporation. Determines policies for the organization, administration and development of the university; appoints and employs personnel to carry out the missions of the university; creates, develops, supervises, controls and adopts academic programs.	G	10	9	0	0	1	Yes	1995	ORS 353.040	http://www.ohsu.edu/xd/about/vision/board.cfm
Health Care Interpreters, Oregon Council on	Works in cooperation with the Department of Human Services to: develop testing, qualification and certification standards for health care interpreters for persons with limited English proficiency; coordinate with other states to develop and implement education and testing programs for health care interpreters; examine operational and funding issues, including but not limited to the feasibility of developing a central registry and annual subscription mechanism for health care interpreters.C94	A	25	20	0	0	5	No	2001	ORS 409.619	http://www.oregon.gov/OHA/omhs/intrprtr/council.shtml
Health Coordinating Council, Rural	Advises ORH on matters related to the health care services and needs of rural communities and develops general recommendations to meet the identified needs. Reviews applications and recommends to the ORH which communities should receive assistance, grant or loan amounts and the ability of the community to repay a loan.	A	18	5	0	0	13	No	1979	ORS 442.490	http://www.ohsu.edu/xd/outreach/oregon-rural-health/about/coordinating-council/
Health Information Technology Oversight Council	Set health information technology goals and develop a strategic health information technology plan for the state.	A	11	11	0	0	0	Yes	2009	ORS 413.301	http://www.oregon.gov/OHA/OHPR/HITOC/index.shtml

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Health Licensing Agency, Oregon											
Athletic Trainers, Board of	Advise the Oregon Health Licensing Agency about the adoption of rules, determine training and education requirements, determine qualifications and documentation required for registrations, permits, temporary registrations and waivers, determine requirements for reciprocity and equivalency, establish a code of professional responsibility and standards of practice for registered athletic trainers, develop, approve or recognize a written examination to test an applicant's knowledge of the basic and clinical sciences relating to athletic training techniques and methods and any other subjects the board may determine to be necessary to assess an applicant's fitness to practice athletic training, establish standards, continuing education requirements for renewal of registration and policies and criteria for the assessment of the quality of the practice of athletic trainers.	L	5	5	0	0	0	No	1999	ORS 688.705	http://www.oregon.gov/OHLA/AT/index.shtml
Cosmetology, Board of	Determines professional qualifications and examines and issues licenses to qualified individuals practicing hair design, barbering, facial technology or nail technology; regulates the practice of licensees; adopts rules establishing and enforcing standards for safety, sanitation, and professional conduct; investigates alleged violations and complaints against licensees.	L	7	7	0	0	0	No	1977	ORS 690.155	http://www.oregon.gov/OHLA/COS/index.shtml
Denture Technology, State Board of	Establishes policies and criteria for the assessment of the quality of the practice of denture technology based on practice standards; establishes fees; prescribes examinations; determines continuing education requirements etc.	L	7	7	0	0	0	Yes	1991	ORS 680.556	http://www.oregon.gov/OHLA/DT/index.shtml

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Dietitians, Board of Examiners of Licensed	Determine the qualifications and fitness of applicants for licensure, renewal of license and reciprocal licenses, adopt rules that are necessary to conduct its business, examine, approve, issue, deny, revoke, suspend and renew licenses of dietitian applicants, establish standards of professional responsibility and practice for persons, establish continuing education requirements, and provide for examination.	L	7	7	0	0	0	Yes	1989	ORS 691.485	http://www.oregon.gov/OHLA/LD/index.shtml
Environmental Health Registration Board	Sets rules and standards required for qualification as registered sanitarian and sanitarian trainee. Conducts examinations; issues, denies, suspends or revokes registration.	L	7	7	0	0	0	No	Amended by 1967	ORS 700.210	http://www.oregon.gov/OHLA/EHS/How_to_Get_Licensed.shtml
Hearing Aids, Advisory Council on	Prepares written and practical examinations subject to the approval of the Health Licensing Office; provides advice on the adoption of administrative rules, applicant's training and experience requirements; approves continuing education courses etc.	L	7	7	0	0	0	No	1959	ORS 694.165	http://www.oregon.gov/OHLA/HAS/index.shtml
Midwifery, State Board of Direct Entry	Advises the Health Licensing Office in its role to: determine whether applicants meet qualifications; conduct examinations and grant licenses to qualified applicants; adopt rules; and establish fees. The board also develops practice standards.	L	8	8	0	0	0	Yes	1993	ORS 687.470	http://www.oregon.gov/OHLA/DEM/index.shtml
Nursing Home Administrators Board	Develops and enforces licensing standards for nursing home administrators. Administers licensing examinations; issues, revokes or suspends licenses. Investigates complaints regarding licensees; implements continuing education program for licensees.	L	9	9	0	0	0	Yes	1971	ORS 678.800	http://egov.oregon.gov/OHLA/NHAB/index.shtml

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Respiratory Therapist Licensing Board	Advises the Health Licensing Office in its role to: determine qualifications and fitness of applicants for licensure; adopt rules; and to examine, approve, issue, deny, revoke, suspend and renew licenses. The board establishes standards of practice and professional responsibility for persons licensed by the office; selects licensing examinations; establishes continuing education requirements; and establishes fees.	L	5	5	0	0	0	Yes	1997	ORS 688.820	http://www.oregon.gov/OHLA/RT/index.shtml
Sex Offender Treatment Board	Determine the qualifications and fitness of applicants for certification as clinical sex offender therapists or associate sex offender therapist. Establish standards of practice and professional responsibility for persons certified by the Oregon Health Licensing Agency. Adopt standards for training and continuing education. Advise the agency on all matters related to administering and recommend rules, standards and guidelines necessary for the administration of sections 1-12 of this 2007 Act.	L	7	7	0	0	0	No	2007	ORS 675.395	http://www.oregon.gov/OHLA/SOTB/index.shtml
Health Policy Board, Oregon	Policy-making and oversight body for the Oregon Health Authority.	G	9	9	0	0	0	Yes	2009	ORS 413.006 and 007	http://www.oregon.gov/OHA/OHPB/index.shtml
Heritage Commission, Oregon	Prepares and adopts an Oregon Heritage Plan to address coordination for the identification, curation, restoration and interpretation of heritage resources; coordinates a comprehensive inventory of state owned cultural properties; in conjunction with the Economic & Community Development Department, encourages tourism activities relating to heritage resources; coordinates statewide anniversary celebrations.	A	18	9	0	0	9	No	1995	ORS 358.570	http://www.oregon.gov/OPRD/HCD/OHC/commission.shtml

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Higher Education, State Board of	As the governing body to the Oregon University System, the board appoints a Chancellor as its chief executive officer. The board oversees the hiring and subsequent performance of institution presidents, establishes System wide policy, sets institutional guidelines, approves curricular programs, reviews and approved budgets, and manages property and investments.	G	12	12	0	0	0	Yes	1932	ORS 351.010 & 020	http://www.ous.edu/state_board/
Hispanic Affairs, Commission on	Works for the implementation of economic, social, legal and political equality of Hispanics in Oregon.	A	11	9	1	1	0	Yes	1983	ORS 185.320	http://www.oregon.gov/Hispanic/index.shtml
Historic Assessment Review Committee	This Committee is called upon in the event of an appeal based on a decision handed down from the State Historic Preservation Office regarding an owner's status for the Historic Property Special Assessment Tax deferral program.	J	5	5	0	0	0	No	1995	ORS 358.511	N/A
Historic Cemeteries, Commission on	Coordinates with the Oregon Commission on Historic Cemeteries (OCHC) to maintain a list of historic cemeteries and gravesites in Oregon and to promote public education on the significance of historic cemeteries and provide financial and technical assistance for restoring, improving and maintaining their appearances.	A	7	0	0	0	7	No	1999	ORS 97.774	http://www.oregon.gov/OPRD/HCD/OCHC/index.shtml
Historic Preservation, State Advisory Committee on	Reviews nominations to the National Register of Historic Places pursuant to the National Historic Preservation Act of 1966 and advises the State Historic Preservation Officer on matters of policy, programs and budgets.	A	9	9	0	0	0	No	1983	ORS 358.622	http://www.oregon.gov/OPRD/HCD/NATREG/nrhp_sachphome.shtml

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Historic Trails Advisory Council, Oregon	Serves as an advisory body for activities and policies involving Oregon's historic trails as listed in ORS 358.057, particularly as they concern the State of Oregon; promotes public awareness of the historical significance of the trails; makes recommendations about activities and policies that relate to the history of the trails and associated sites; serves as Oregon's official liaison with other states, associations, federal departments, etc. to plan and coordinate activities which foster state and national recognition of the significance of Oregon's historic trails.	A	9	9	0	0	0	No	1998	EO 98-16	http://www.oregon.gov/OPRD/HCD/oh tac.shtml
Home Care Commission	Ensures the quality of home care services by establishing qualifications for home care workers; providing training opportunities; establishing and maintaining a registry of qualified home care workers; providing routine, emergency and respite referrals; entering into contracts to obtain or develop training materials and curriculum or other services as may be needed by the commission; and working cooperatively with area agencies and state and local agencies.	G	9	9	0	0	0	Yes	2000	ORS 410.602	http://www.oregon.gov/DHS/spd/adv/hcc/
Homeland Security Council	Created within the Office of Emergency Management. The council shall receive briefings on security matters for which the office is responsible at least annually from state agencies and organizations as determined by the council; and advise state agencies with responsibility for security matters on the future direction of the office's planning, preparedness, response and recovery activities.	A	min 20	12	2	2	4+	No	2005	ORS 401.109	N/A

Board Name	Mission	Board Type	Total Members	Governor	Senate	House	Other	Appointed Members Subject to Senate Confirmation	Year Established	Enabling Statute or Executive Order	Website
Housing Council, State	Develops policies to aid in stimulating the supply of housing for persons and families of lower income; advises the Governor, the Legislative Assembly, state agencies and local governments on actions that may affect the cost or supply of housing; reviews all loans and grants proposed by the department which are in excess of \$100,000.	P	7	7	0	0	0	Yes	1971	ORS 456.567	http://www.ohcs.oregon.gov/OHCS/OSHC/index.shtml
Independent Multidisciplinary Science Team	Serve as an independent scientific peer review panel to the state agencies responsible for developing and implementing the Oregon Plan and other salmon or stream enhancement programs throughout this state.	A	<=7	all	all	all	0	No	1997	ORS 541.409	http://www.fsl.orst.edu/imst/
Infrastructure Finance Authority Board	A policy-making and advisory body within the Oregon Business Development Department to advise the Governor, the Director of the Oregon Business Development Department, the Oregon Business Development Department, municipalities, state agencies and private persons on the development and implementation of state policies and programs relating to the infrastructure needs of this state and its communities.	P	9	6	1	1	1	No	2009	ORS 285A.091	http://www.orinfrastructure.org/Contact-Us/About-Us/Infrastructure-Finance-Authority/

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Innovation Council, Oregon	Provide advice to the Governor, the Legislative Assembly, public and private post-secondary educational institutions, public agencies that provide economic development and the private sector on issues related to: Promoting agreement between public and private post-secondary educational institutions and private industry that increase technology transfer and the commercialization of research; Promoting investment in specialized research facilities and signature research centers; Stimulating seed and start-up capital investment and entrepreneurial capacity that will promote economic growth in Oregon traded sector industries; Developing the entrepreneurial and management capacity critical to the competitiveness of Oregon trades sector industries and rapidly growing global markets; Enhancing the international competitiveness of Oregon traded sector industries; and identifying workforce issues for occupations critical to the competitiveness of Oregon traded sector industries.	A	21	8	2	2	9	No	2005	ORS 284.706	http://www.oregon4biz.com/Innovation-in-Oregon/Oregon-Innovation-Council/
Interagency Coordinating Council, State	Advises the State Superintendent of Public Instruction and the State Board of Education of the needs of infants, toddlers and preschool children with disabilities; reviews any related administrative rules proposed by the State Board; comments on the distribution of funds for early intervention and early childhood special education programs; and assists the state in developing and reporting data and evaluations of these programs.	A	>=16	All	0	0	0	No	1993	ORS 343.499	http://www.ode.state.or.us/groups/advisorycouncils/sicc/

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Interoperability Executive Council, State	Shall work with public safety agencies in the state to develop a Public Safety Wireless Infrastructure Replacement Plan. Recommend strategies to improve wireless interoperability among state and local public safety agencies; Develop standards to promote consistent development of existing and future wireless communications infrastructures; Develop long-term technological and policy recommendations to establish a statewide public safety radio system to improve emergency response and day-to-day public safety operations; and Develop recommendations for legislation and for the development of state and local policies to promote wireless interoperability in Oregon.	A	>=20	12	7	7	0	No	2002	ORS 403.450	http://www.oregon.gov/SIEC/
Invasive Species Council	Conducts coordinated and comprehensive efforts to keep invasive species out of Oregon and to eliminate, reduce, or mitigate the impacts of invasive species already established in Oregon.	P	15	0	0	0	15	No	2001	ORS 570.770	http://www.oregon.gov/DAS/OPB/index.shtml
Investment Council, Oregon	Responsible for the investment of all State of Oregon funds. Monies are invested in accordance with the "Prudent Investor Rule": to achieve the investment objectives of the various funds and to make the monies as productive as possible.	G	6	4	0	0	2	Yes		ORS 293.706	http://www.ost.state.or.us/About/OIC/
JOBS Plus Advisory Board	Advises the Department of Human Services in the direction and administration of the JOBS Plus Program.	A	7	7	0	0	0	No	1995	ORS 411.886	N/A
Juvenile Correction Population Forecasting Advisory Committee	Assists the Department of Administrative Services in preparing projections of juvenile offender populations.	A	<=7	ALL	0	0	0	No	1998	EO 98-06 & 04-02 & 08-15	N/A

Board Name	Mission	Board Type	Total Members	Governor	Senate	House	Other	Appointed Members Subject to Senate Confirmation	Year Established	Enabling Statute or Executive Order	Website
Juvenile Crime Prevention Advisory Committee	Reviews budgets; reviews plans for children and families that address local high-risk juvenile crime prevention; recommends high-risk juvenile justice and crime prevention policies to the Governor and the Legislative Assembly; reviews data and outcome information; establishes review and assessment criteria for the local plans; works to ensure broad-based citizen involvement in the planning and execution of juvenile crime prevention plans at the state and local levels; develops funding policies; oversees and approves funding and policy recommendations of the state advisory group; works with tribal governments to develop tribal high-risk juvenile crime prevention plans	A	>=25	>= 12	1	1	any	No	1999	ORS 417.845	http://www.oregon.gov/OCCF/Mission/Progs/progjcp/miprogjcp.shtml
Juvenile Justice Advisory Committee	Advises the Juvenile Crime Prevention Advisory Committee on issues related to the state's use of funds from the federal Juvenile Justice and Delinquency Prevention Act; serves as the state advisory group required by federal law. Members use their training, experience or special knowledge concerning the prevention and treatment of juvenile delinquency or the administration of juvenile justice to develop and review the state's juvenile justice plan and to review grant applications.	A	15-33	All	0	0	0	No	1999	EO 99-02	http://www.oregon.gov/OCCF/Mission/Progs/progjcp/miprojjdp.shtml
Korean American Day Commission	Shall promote, organize and coordinate Korean American Day celebrations.	A	9	9	0	0	0	No	2007	ORS 187.215	N/A
Land Board, State	Manage lands under its jurisdiction to obtain the greatest benefit for the people of Oregon, consistent with resource conservation and sound land management.	G	3	0	0	0	3	No	1859	ORS 273.051	http://oregonstatelands.us/dsl/slb/index.shtml
Land Conservation and Development Commission	Adopts state land-use goals and implements rules, assures local plan compliance with the goals, coordinates state and local planning, and manages the coastal zone program.	G	7	7	0	0	0	Yes	1973	ORS 197.030	http://www.lcd.state.or.us/LCD/lcdc.shtml

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Lane Transit District Board	Sets policy; finances and operates Lane County's transit system. Oversees designation of district boundaries, budget planning, levies taxes, sets user fees, hires general manager.	G	7	7	0	0	0	Yes	1970	ORS 267.090	http://www.ltd.org/search/showresult.html?versionthread=6b081b62580a7134ae42e987804a388e
Law Commission, Oregon	Conducts a continuous substantive law revision program. Reviews the common law and statutes of the state and current judicial decisions to discover defects and anachronisms and suggests needed reforms. Recommends changes in the law to modify or eliminate antiquated and inequitable rules of law and to bring the law of Oregon into harmony with modern conditions.	A	15	1	2	2	10	No	1997	ORS 173.315	http://www.willamette.edu/wucl/olc/
Law Enforcement Contacts Policy and Data Review Committee	Receives and analyzes demographic data to ensure that law enforcement agencies perform their missions without inequitable or unlawful discrimination based on race, color or national origin.	A	11	11	0	0	0	No	2001	ORS 131.906	N/A
Law Enforcement Medal of Honor	Adopt rules establishing qualifications for nomination as a recipient and to nominate candidates for the Law Enforcement Medal of Honor.	A	5	5	0	0	0	No	2005	ORS 176.262	N/A
Library, Trustees of the State	Appoints the state librarian; formulates general policies, reviews and approves budget requests; adopts long range plans for development and coordination of library service in consultation with libraries, state and local governments and the people of Oregon; advises the Governor and Legislative Assembly on new programs or legislation; designates the depository libraries for state publications; controls the State Library Donation Fund.	G	7	7	0	0	0	Yes	1905	ORS 357.010	http://www.oregon.gov/OSL/2bdinfo.shtml

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Long Term Care Advisory Committee	Monitors and advises the Governor and the Legislative Assembly on the Office of the Long Term Care Ombudsman which responds to the concerns of residents of nursing facilities, adult foster care homes, assisted living and residential care facilities.	A	7	3	2	2	0	Yes	1985	ORS 441.137	http://www.oregon.gov/LTCO/index.shtml
Lottery Commission, Oregon State	Sets policy framework for Oregon State Lottery through the adoption of administrative rules initiating and governing its games and operations; approval of annual budgets, major contracts and/or expenditures; and approval of monthly financial statements. The commission must take into account the sensitive nature of the lottery and shall act to promote and ensure integrity, security, honesty and fairness in state lottery operations and administration.	G	5	5	0	0	0	Yes	1984	ORS 461.100	http://oregonlottery.org/About/CommissionDirector/
Maritime Pilots, Oregon Board of	Promotes public safety by providing for competent pilotage service on the Columbia and Willamette Rivers, Columbia River Bar, Coos Bay and Yaquina Bay. Establishes requirements for maritime pilots; administers examinations; licenses, disciplines and regulates. Establishes pilotage fees through rate hearings	L	9	9	0	0	0	Yes	1846	ORS 776.105	http://www.oregon.gov/PUC/BMP/index.shtml
Mechanical Board	Assist the Director of the Department of Consumer and Business Services in administering the code adopted pursuant to ORS 455.020 for mechanical devices and equipment.	A	9	9	0	0	0	Yes	2003	ORS 455.140	http://www.cbs.state.or.us/external/bcd/boards/mechanical/mechanical.html
Medicaid Advisory Committee	Advises the Department of Human Services on medical care, including mental health and alcohol and drug treatment and remedial care, and the operation and administration of programs provided under ORS chapter 414.	A	<=15	All	0	0	0	No	1995	ORS 414.211	http://www.oregon.gov/OHA/OHPR/MAC/MACwelcomepage.shtml

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Medicaid Long Term Care Quality & Reimbursement Advisory Council	Acts in an advisory capacity to the Senior and Disabled Services Division on matters pertaining to quality of long term care facilities and community based care facilities and reimbursement for long term care services and community based care service.	A	12	2	4	3	3	No	1995	ORS 410.550	N/A
Medical Examiner Advisory Board, State	Develops policy and recommends a proposed budget to the Department of State Police for administration of the state death investigation program.	A	10	8	0	0	2	No	1973	ORS 146.015	http://egov.oregon.gov/OSP/SME/
Military Council	Advises the Governor in all matters of military interest to the state.	A	7-11	6-10	0	0	1	No	1961	ORS 396.145	N/A
Motorcycle Safety, Governor's Advisory Committee on	Advises the Transportation Safety Division and the Governor's Highway Safety Representative on safety for motorcycling in Oregon.	A	8	8	0	0	0	No	1999	EO 99-09 & EO 07-06	http://www.oregon.gov/ODOT/TS/gac.shtml#GAC_on_Motorcycle_Safety
Municipal Debt Advisory Commission, Oregon	Assists local governments in the issuance of municipal debt and provides information on such debt. Promotes methods of reducing the cost of issuing municipal bonds.	A	7	6	0	0	1	No	1975	ORS 287.030	http://www.ost.state.or.us/About/MDAC/
New Crops Development Board	Identifies, endorses, and promotes worthy new and alternative crops for Oregon and acts as the clearinghouse for new ideas and resources in the development of new crops.	A	9	0	0	0	9	No	1983	ORS 561.700	N/A

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Ocean Policy Advisory Council	Periodically review the Territorial Sea Plan and submit recommendations for the plan to state agencies; Provide a forum for discussing ocean resource policy, planning and management issues and, when appropriate, mediating disagreements; Recommend amendments to the Oregon Ocean Resources Management Plan as needed. Recommend amendments related to marine reserves or marine protected areas to the State Fish and Wildlife commission for review and approval; Offer advice to the Governor, the State Land Board, state agencies and local governments on specific ocean resources management issues; Encourage participation of federal agencies in discussion and resolution of ocean resources planning and management issued affecting Oregon.	A	25	15	0	0	10	Yes	1991	ORS 196.438	http://www.oregon.gov/LCD/OPAC/
Outdoor Youth Program Advisory Board	Provides advice to the State Office for Services to Children and Families on licensing outdoor youth programs as child-caring agencies. The office consults with the board on the licensure of outdoor youth programs as childcaring agencies prior to the adoption of rules and on a regular basis.	A	6	6	0	0	0	Yes	2001	ORS 418.243	http://www.oregonjobs.org/DHS/children/committees/oyp/oyp.shtml
Parks and Recreation Commission, State	Promotes state's outdoor recreation policy; establishes Parks' operations policies; purchases, leases and sells property; sets fees for park use.	G	7	7	0	0	0	Yes	1989	ORS 390.114	http://www.oregon.gov/OPRD/commission.shtml
Performance Excellence, Committee on	Assist state agencies in reaching performance excellence by providing policy review, recognition and recommendations for funding of proposals that advance performance excellence in state government.	A	9	7	1	1	0	No	2008	ORS 182.560	http://www.oregon.gov/DAS/BAM/CommPerfExcel.shtml

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Physical Fitness and Sports, Governor's Council on	Encourages the involvement of every Oregonian in physical activities, proper nutrition and sports programs. Raises awareness of the values and benefits of preventive programs. Serves as a resource for health and fitness information.	A	20	20	0	0	0	No	1994	EO 94-05	http://fitoregon.org/
Plumbing Board, State	Advises on plumbing code formulation; reviews staff determinations involving plumbing installations and products; and examines plumbers and issues certificates of competency.	L	7	7	0	0	0	Yes	1981	ORS 693.115	http://www.cbs.state.or.us/external/bcd/boards/plumbing/plumbing.html
Port of Coos Bay, Board of Commissioners of the Oregon International	Represents the port district; adopts policy for staff implementation; directs port activities; oversees budget; hires director.	G	5	5	0	0	0	Yes	1987	ORS 777.925	http://www.portofcoosbay.com/commstaff.htm
Port of Portland, Board of Commissioners of the	Governing body for the Port of Portland, which encompasses Clackamas, Multnomah and Washington Counties. Operates five marine terminals, four airports, seven industrial parks and the Portland Shipyard for the purpose of promoting the maritime, shipping, aviation, commercial and industrial interests of the state.	G	9	9	0	0	0	Yes	1901	ORS 778.205-215	http://www.portofportland.com/Comm_Info.aspx
Post-Secondary Quality Education Commission	To help direct the work necessary to complete a Post-secondary Quality Education Model to be used by state policymakers.	A	No # sited	All	0	0	0	No	2007	EO 07-13	http://www.ous.edu/factreport/initiative/psqec
Public Employees Benefit Board	Determines policy; evaluates and contracts for health, dental, life/disability and other insurance benefit plans for state employees under its jurisdiction.	G	10	6	1	1	2	Yes	1997	ORS 243.061	http://www.oregon.gov/DAS/PEBB/index.shtml
Public Employees Retirement Board	Administers resources and employee contributions in a manner that will meet the obligations of the Public Employees Retirement Fund to issue benefits.	G	5	5	0	0	0	Yes	1945	ORS 238.630	http://mypay.oregon.gov/PERS/about_us.shtml

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Public Lands Advisory Committee	Advises the Department of Administrative Services on the management of public service land.	A	7	7	0	0	0	No	1971	ORS 270.120	http://oregon.gov/DAS/FAC/Real_Property/PLAC.shtml
Public Officials Compensation Commission	Review and make recommendations as to the amount of the annual salary to be paid to each elective officer subject to ORS 292.907 and to each member of the Legislative Assembly for the succeeding biennium.	A	11	2	1	1	7	Yes	1983	ORS 292.907	http://pocc.oregon.gov/
Public Safety Standards and Training, Board on	Establishes minimum standards for recruitment and training of city, county and state police, corrections officers, parole and probation officers, fire service personnel, emergency telecommunicators and private security, and makes determinations on waiver requests. The board operates in close partnership with the Department of Public Safety Standards and Training, which conducts public safety training throughout Oregon and at the central academy at Western Oregon University. The department certifies qualified officers at various levels, from basic through executive, certifies qualified instructors, and inspects and accredits training programs throughout the state based on the standards established by the board. Six members of the board also serve on the Public Safety Memorial Fund Board.	L	25	25	0	0	0	Yes	1961	ORS 181.620	http://www.oregon.gov/DPSST/index.shtml

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Quality Education Commission	Each biennium the commission determines the amount of moneys sufficient to ensure that the state's system of kindergarten through grade 12 (K-12) public education meets the quality goals. In determining the necessary funding level, the commission identifies best practices that lead to high student performance and the costs of implementing those best practices in the state's K-12 public schools. Issues a report each even-numbered year to the Governor and the Legislative Assembly.	A	11	11	0	0	0	Yes	2001	ORS 327.500	http://www.ode.state.or.us/search/results/?id=166
Real Estate Board	Advises the Real Estate Agency on licensee examinations and waivers of experience or education for licensing.	L	9	9	0	0	0	No	1963	ORS 696.405	http://www.oregon.gov/REA/board_meeting.shtml
Rehabilitation Council, State	Partners with the Office of Vocational Rehabilitation Services (OVRs) in essential planning and services delivery to meet the employment potential of Oregonians with disabilities. Reviews, analyzes program effectiveness; creates, analyzes consumer satisfaction materials; renders concerns, recommendations to OVRs derived from performance standards and measurements of rehabilitation services. Advises the Governor, state agencies on OVRs performance regarding: eligibility, program effectiveness and effect on individuals with disabilities. Coordinates work, activities with other disability-related councils in Oregon.	A	20-30	19-29	0	0	1	No	1989	ORS 344.735 (Title I, Rehabilitation Act 1973 as amended)	http://www.oregon.gov/DHS/vr/oregonrehabcncl/
Residential and Manufactured Structures Board	Assist the Director of the Department of Consumer and Business Services in administering the low-rise residential dwelling program described in this ORS chapter 455.	A	11	11	0	0	0	Yes	2003	ORS 455.135, 455.144	http://www.bcd.oregon.gov/boards/rmsb/rmsb.html
Restoration & Enhancement Board	To undertake a comprehensive program to restore state owned fish hatcheries, enhance natural fish production, and provide additional public access to fishing waters.	A	7	0	0	0	7	No	1989	ORS 496.286-496.291	http://www.dfw.state.or.us/fish/re/

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Road User Fee Task Force	A task force to seek and develop a design for revenue collection for Oregon's roads and highways that will replace the current system for revenue collection.	A	12	6	2	2	2	No	2001	ORS 184.843	http://www.oregon.gov/ODOT/HWY/OIPP/rufft.shtml
Salmon and Trout Enhancement Program Advisory Committee	Reviews policies and makes recommendations to the State Fish and Wildlife Commission concerning the implementation of citizen volunteer fishery projects associated with the STEP program.	A	13	13	0	0	0	No	1981	ORS 496.460	http://www.dfw.state.or.us/fish/STEP/STAC.asp
School for the Deaf, Board of Directors of the	Periodically conduct a comprehensive review, in conjunction with the Department of Education, and make recommendations to the Superintendent of Public Instructions of policies and procedures of the Oregon School for the Deaf and of the state that relate to programs, services and employment of staff for the school. Establish an interview committee as necessary to provide advice to the Superintendent of Public Instruction on the hiring of a director for the school. Make recommendations to the superintendent about candidates for the director position. Make recommendations to the department about the school's budget and funding request and about the expenditure of private donations and grants received by the department on behalf of the school.	A	7	7	0	0	0	No	2007	ORS 346.085	http://www.ode.state.or.us/search/results/?id=374

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School Safety Board of Directors, Center for	The board governs the Center for School Safety whose mission is to serve as the central point for data analysis; conduct research; disseminate information about successful school safety programs, research results and new programs; and provide technical assistance for improving the safety of schools in collaboration with the Department of Education and others. The board shall develop a plan identifying processes and timelines for an assessment of public school safety and student discipline and related procedures.	G	>=15	9	0	0	re ma ini ng	No	2001	ORS 339.333	N/A
Search and Rescue Policy Commission	Shall consider search and rescue issues that are state-wide in scope and make recommendations as to any changes to the laws, administrative rules and related policies of the State of Oregon that are necessary to ensure proper coordination and communications between federal, state and local authorities in search and rescue operations.	A	14-17	All	0	0	0	No	2007	EO 07-23 and 10-02	N/A
Seismic Safety Policy Advisory Commission	Advises the Governor and the Legislature on seismic hazard activities and proposals in order to improve public understanding of earthquake hazards, reduce such hazards and mitigate the possible effects of potentially damaging earthquakes. The commission's mission is to reduce exposure to earthquake hazards in Oregon by developing and influencing policy and by supporting research, mitigation, response and recovery.	A	18	13	0	0	5	No	1991	ORS 401.915	http://www.oregon.gov/OMD/OEM/ospac/ospac.shtml
Senior Services, Governor's Commission on	Advises the Governor and the Director of Human Services on needs of the elderly; recommends action; advocates for the elderly.	A	23	21	1	1	0	No	1975	ORS 410.320	http://www.oregon.gov/DHS/spd/adv/gccs/home.shtml

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Short Term Fund Board, Oregon	In seeking to best serve local governments in Oregon, the Oregon Legislature established the Oregon Short Term Fund Board. The purpose of the board is to advise the Oregon Investment Council and the Oregon State Treasury in the management and investments of the Local Government Investment Pool.	A	7	3	0	0	4	No	1973	ORS 294.885	http://www.ost.state.or.us/About/OSTF/
Small Business Advisory Council, Oregon	Organizes conferences at which Oregon small business people may provide ongoing input to the Oregon Economic and Community Development Department and other state agencies regarding state policies affecting the climate for small business in Oregon; makes recommendation to the Governor regarding policies to support the advancement and success of the small business sector; recommends changes in state programs, laws, policies and services for the more efficient development of small business throughout Oregon.	A	11	11	0	0	0	No	2008	EO 08-13	http://www.oregon4biz.com/SBACouncil/
Soil & Water Conservation Commission	To advise and develop policy with the department in the administration of its duties. To assist with this advisory role, the chair of the commission, by statute, is also a member of the State Board of Agriculture. The commission also has a major role in overseeing the grant programs to districts, including the technical assistance and administrative assistive funds.	A	7	0	0	0	7	No	1981	ORS 561.395	http://www.oregon.gov/ODA/SWCD/sfcc.html
South Slough Estuarine Research Reserve Management Commission	Provides management oversight for the South Slough National Estuarine Research Reserve.	G	9	8	0	0	1	No	1974	ORS 273.554	http://www.oregon.gov/DSL/SSNERR/management_commission.shtml

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State Accident Insurance Fund Corporation, Board of Directors of the	Governs the state owned, independent public corporation that provides workers' compensation insurance to Oregon employers.	G	5	5	0	0	0	Yes	1979	ORS 656.751	http://www.saif.com/aboutsaif/leadershipteam_board.aspx
State Hospital Advisory Board, Oregon	Periodically conducts a comprehensive review of federal and state laws concerning, and administrative rules, policies, procedures and protocols of the Oregon State Hospital related to, the safety, security and care of patients.	A	16	14	1	1	0	Yes	2009	ORS 179.560	N/A
Sustainability Board	Identifies, evaluates and proposes incentives and the removal of negative incentives for the purposes of encouraging activities that best sustain, protect and enhance the quality of the environment, economy and community for the present and future benefit of Oregonians.	A	11	11	0	0	0	Yes	2001	ORS 184.427	http://www.sustainableoregon.net/DAS/FAC/SUST/osb_home.shtml
Tax Supervising and Conservation Commission for Multnomah County	Monitors the financial affairs of the 36 Multnomah County local governments. Certifies the legality of budgets and tax levies; conducts hearings on budgets, tax levies and bonding proposals. Provides local government staff with technical advice and assistance. Communicates local government financial information to the general public.	A	5	5	0	0	0	No	1919	ORS 294.610	http://www.co.multnomah.or.us/orgs/tsc/index.php
Transparency Oregon Advisory Commission	The Commission shall advise and make recommendations to the Oregon Department of Administrative Services regarding the creation, contents and operation of, and enhancements to, the Oregon transparency website.	A	9	1	3	3	2	Yes	2009	ORS 184.486	http://oregon.gov/transparency/adv_omm.page

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Transportation Commission, Oregon	The Oregon Transportation Commission establishes transportation policy for the state. The commission guides planning, development and management of an integrated transportation network providing efficient and safe access, and enhanced statewide economy and livability. The commission oversees Oregon Department of Transportation activities.	G	5	5	0	0	0	Yes	1973	ORS 184.612	http://www.oregon.gov/ODOT/COMM/otc_main.shtml
Transportation Safety Committee, Oregon	Advises on long range highway traffic safety planning; approves grant funding and oversees the Traffic Safety Education Program.	A	5	5	0	0	0	No	1983	ORS 802.300	N/A
Tri-Met Board	Sets policy for the tri-county transit system, appoints the general manager, enacts legislation pertaining to system operations and reviews and approves certain contracts. (Multnomah, Washington and Clackamas Counties).	G	7	7	0	0	0	Yes	1969	ORS 267.090	http://www.trimet.org/about/board.htm
Umatilla Depot Citizens Advisory Commission	Advises the US Army and other state and federal agencies on the disposal of lethal chemical agents and munitions at the Umatilla Army Depot.	A	9	9	0	0	0	No	1993	EO 93-10	http://www.cma.army.mil/umatilla.aspx
Utility Notification Center Board of Directors, Oregon	Operates the Oregon Utility Notification Center, through which a person shall notify operators of underground facilities of proposed excavations and request the underground facilities be marked.	G	>=18	All	0	0	0	No	1995	ORS 757.547	http://digsafelyoregon.com/ounc-board.asp
Veterans' Affairs, Advisory Committee to the Director of	Advises the director on all federal and state laws affecting veterans and their dependents and survivors in Oregon.	A	9	9	0	0	0	No	1945	ORS 406.210	http://www.oregon.gov/ODVA/advisory.shtml

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Voluntary Action & Service, Oregon Volunteers Commission for	In compliance with the National and Community Service Trust Act of 1993 which established a national corporation to coordinate community service programs and provide participants with education vouchers, health and child care benefits and stipends; the state commission develops Oregon's community service priorities plan; competes for federal grants; provides technical assistance to service programs; recruits Oregonians to participate.	A	15-25	All	0	0	0	Yes	1994	ORS 458.555	http://www.oregonvolunteers.org/
Wage & Hour Commission	The Wage and Hour Commission administers, executes and carries out provisions of the child labor laws.	P	3	3	0	0	0	Yes	1931	ORS 653.505	http://www.oregon.gov/BOLI/WHD/W_Whcomm.shtml
Water Resources Commission	Establishes policies for use and control of water resources to minimize conflicts, protect the public interest and preserve state sovereignty. Administers state laws and policies relating to the diversion and appropriation of surface and ground water; issues and records permits, licenses and certificates authorizing use of public waters, including the generation of hydroelectric power; establishes in-stream water rights for recreation, protection of fish and wildlife, and to reduce pollution; and determines critical groundwater areas.	G	7	7	0	0	0	Yes	1985	ORS 536.022	http://www.oregon.gov/OWRD/PUBS/aquabook_summary.shtml

Board Name	Mission	Board Type	Total Members	Governor	Senate	House	Other	Appointed Members Subject to Senate Confirmation	Year Established	Enabling Statute or Executive Order	Website
Weed Board	The primary mission of the OSWB is to guide statewide noxious weed control priorities and to award noxious weed control lottery funds. The OSWB provides direction to control efforts at the county and local levels. Priorities are developed, in part, through the state noxious weed control policy and classification system. The OSWB is also responsible for awarding noxious weed control grants to assist cooperators in noxious weed control efforts throughout the state. The OSWB invites you to apply for grant funding for noxious weed control projects related to the protection and enhancement of watersheds and fish and wildlife habitat.	A	7	0	0	0	7	No	1985	ORS 569.600	http://www.oregon.gov/ODA/PLANT/WEEDS/oswb_index.shtml
Women, Commission for	Works for the implementation and establishment of economic, educational, legal, political and social equality for women through legislative advocacy and to maintain a continuing assessment of the needs and issues affecting women of all ages in Oregon.	A	11	9	1	1	0	Y	1983	ORS 185.520	http://www.oregon.gov/Women/index.shtml
Workers' Compensation Board	The board's mission is to provide timely and impartial resolution of disputes arising under the Workers' Compensation Law and Oregon Safe Employment Act. The board, through its Hearings Division, handles the adjudication and the provision of alternative dispute resolution (including mediation) for workers' compensation matters as well as for occupational safety and health matters. The board serves as the appellate body that reviews workers' compensation orders on appeal and reviews claim disposition agreements. The board also exercises own-motion jurisdiction and administers Victim of Crimes Compensation Law.	J	5	5	0	0	0	Yes	1965	ORS 656.712	http://www.wcb.oregon.gov/contents/mission.htm

Board Name	Mission	Board Type	Total Members	Governor	Senate	House	Other	Appointed Members Subject to Senate Confirmation	Year Established	Enabling Statute or Executive Order	Website
Workers' Compensation Management-Labor Advisory Committee	The Management-Labor Advisory Committee provides a forum for business and labor to come together to explore and resolve issues involving workers' compensation - a system intended to benefit these two parties. This committee is charged by law with studying the workers' compensation system in areas such as decisions of the courts which have a significant impact, the adequacy of benefits, medical and legal costs, the adequacy of assessments paid into the department's reserve programs, and the operation of programs funded by the Workers' Benefit Fund. The committee also reviews the standards regarding evaluation of permanent disability and advises the department on proposed changes in programs.	A	11	10	0	0	1	Yes	1990	ORS 656.790	http://www.oregon.gov/DCBS/MLAC/
Workforce Investment Board, Oregon	The membership of the board shall be in accordance with the requirements of section 2821(b) of the federal Act. Assists in the development of the State Unified Workforce Plan which outlines a five-year strategy, with quantitative goals, for the statewide workforce investment system for the State of Oregon in accordance with section 112 of the Workforce Investment Act of 1998; assists in the development of Oregon's workforce investment system; develops allocation formulas for the distribution of funds; provides for the development, accountability and continuous improvement of comprehensive workforce performance measures to assess the effectiveness of the workforce investment activities in the state.	A	>=32	>=28	2	2	0	Yes	1999	ORS 660.321	http://www.worksourceoregon.org/index.php?Itemid=49&id=127&option=com_content&sectionid=5&task=category

Board Name	Mission	Board Type	Total Members	Governor	Senate	House	Other	Appointed Members Subject to Senate Confirmation	Year Established	Enabling Statute or Executive Order	Website
Youth Conservation Corps Advisory Committee, Oregon	Provides program leadership, guidance and policy advice to the program director. The program was established to provide job skills, work ethic and education to youth through conservation work on public lands.	A	9	3	3	3	0	No	1987	ORS 418.653	http://www.oregon.gov/CCWD/OYCC/

Stand-Alone Boards (Separate Legislatively Adopted Budget)

Revenue Source: GF= General Fund OF= Other Funds FF = Federal Funds LF= Lottery

Revenue Source obtained from the 2011-2013 Legislatively Adopted Budget

Board Name	Mission	Budget	Revenue Source (in thousands)	Total Members	Appointed Members Subject to Senate Confirmation	Members Appointed By:				Year Established	Enabling Statute or Executive Order	Website
						Governor	Senate	House	Other			
Accountancy, Oregon Board of (Licensing)	Establishes and enforces standards and regulations, examines applicants, and registers qualified candidates in the field of public accounting. Conducts CPA examinations.	\$ 2,048,572	OF \$2,049	7	Y	7	0	0	0	1913	ORS 673.410	http://egov.oregon.gov/BOA/
Blind, Commission for the (Governing)	Provides vocational rehabilitation and independent living services to Oregonians with severe visual impairments. Responsible for the fiscal oversight of the commission.	\$ 15,627,882	GF \$1,148 OF \$2,947 FF \$11,533	7	Y	7	0	0	0	1931	ORS 346.130	http://www.oregon.gov/Blind/index.shtml
Children and Families, State Commission on (Governing)	Promotes the wellness of children and families at the state level. Sets guidelines for the planning, coordination and delivery of services by local commissions in partnership with other planning bodies and agencies providing services for children and families. Identifies outcomes and indicators and monitors the progress of local plans; encourages the development of innovative projects; ensures that services are integrated and evaluated according to their outcomes; compiles, analyzes and distributes information that informs and supports statewide coordinated planning.	\$ 62,844,653	GF \$40,349,000 OF \$18,222,000 FF \$4,273,000	16	Y	12	1	1	2	1993	ORS 417.730	http://www.oregon.gov/OCCF/

Board Name	Mission	Budget	Revenue Source (in thousands)	Total Members	Appointed Members Subject to Senate Confirmation	Governor	Senate	House	Other	Year Established	Enabling Statute or Executive Order	Website
Chiropractic Examiners, State Board of (Licensing)	Protects and benefits the public health and safety and promotes quality in the chiropractic profession. The Board's guiding values are consistency, equity, honesty, responsibility and collaboration. Primary areas of responsibility include discipline and peer review; examination and licensing; practice and utilization guidelines/standards of practice; policy/practice questions; evaluation of chiropractic examinations, substances, treatment, devices and procedures; technology assessment; patient and public education.	\$ 1,261,261	OF \$1,261	7	Y	7	0	0	0	1915	ORS 684.130	http://www.obce.state.or.us/
Construction Contractors Board (Licensing)	Administers the Construction Contractors Board Law (ORS Chapter 701) that provides for licensing of all residential and commercial construction contractors and subcontractors; educates consumers and contractors; investigates and adjudicates complaints filed against licensees; assesses civil penalties against contractors who are not licensed or who violate other contractor licensure requirements.	\$ 15,137,443	OF \$15,137,000	9	Y	9	0	0	0	1971	ORS 701.205	http://www.oregon.gov/CCB/

Board Name	Mission	Budget	Revenue Source (in thousands)	Total Members	Appointed Members Subject to Senate Confirmation	Appointed Members Subject to Senate Confirmation				Year Established	Enabling Statute or Executive Order	Website
						Governor	Senate	House	Other			
Counselors and Therapists, Board of Licensed Professional (Licensing)	Determines professional qualifications and examines and issues licenses to counselors and marriage and family therapists; regulates the practice of licensees; enforces continuing education requirements; publishes an annual directory; investigates alleged violations and complaints against licensees.	\$ 932,509	OF \$933,000	8	Y	8	0	0	0	1989	ORS 675.775	http://www.oregon.gov/OBLPCT/index.shtml
Criminal Justice Commission, Oregon (Policy)	Established to improve the effectiveness and efficiency of state and local criminal justice systems by providing a centralized and impartial forum for statewide policy development and planning. Charged with developing a long range public safety plan. Administers Oregon's felony sentencing guidelines.	\$ 17,573,346	GF \$4,761,000 OF \$300,000 FF \$12,512,000	9	Y	7	1	1	0	1995	ORS 137.654	http://www.oregon.gov/CJC/index.shtml
Dentistry, Oregon Board of (Licensing)	Established by act of the Oregon Legislature passed February 23, 1883, the Board of Dentistry is the oldest licensing board in Oregon. The board's primary activities are examination, licensure and enforcement. The board establishes education and examination requirements for licensure of general dentists, dental specialists and dental hygienists. The board sets standards for and regulates the use of anesthesia in dental offices. The board regulates which dental procedures may be delegated to dental auxiliaries and establishes the education and training requirements for certification of dental assistants to perform expanded functions.	\$ 2,502,044	OF \$2,502,000	10	Y	10	0	0	0	1883	ORS 679.230	http://www.oregon.gov/Dentistry/

Board Name	Mission	Budget	Revenue Source (in thousands)	Total Members	Appointed Members Subject to Senate Confirmation	Appointed Members Subject to Senate Confirmation				Year Established	Enabling Statute or Executive Order	Website
						Governor	Senate	House	Other			
Employment Relations Board (Judgment)	Determines appropriate bargaining units for public employers and private companies not involved in interstate commerce; conducts elections to determine the labor organization, if any, the employees want to represent them in collective bargaining. Resolves unfair labor practice complaints. Provides mediation services to resolve collective bargaining disputes. Reviews personnel actions alleged to be arbitrary, contrary to law or rule, or taken for political reasons that affect unrepresented, classified state employees.	\$ 2,795,499	GF \$933,000 OF \$1,863,000	3	Y	3	0	0	0	1977	ORS 240.060	http://www.oregon.gov/ERB/index.shtml
Government Ethics Commission, Oregon (Judgment)	Administers government standards and practices laws, lobbying laws and executive session provisions of public meetings law. Government standards and practices laws prohibit public officials from using their public office for financial gain. Lobbying regulations require lobbyists to register and report expenditures. Executive session provisions contain the specific purposes for which public bodies may hold non-public meetings.	\$ 1,615,856	OF \$1,616,000	7	Y	7	0	0	0	1974	ORS 244.250	http://www.oregon.gov/OGEC/index.shtml
Indian Services, Commission on (Advisory)	Serves as a conduit through which concerns are channeled through the network to the appropriate entity; it serves as a point of access for finding out about state government programs and Indian communities; and it serves as a catalyst for bringing about change where change is needed.	\$ 401,701	GF \$395,000 OF \$6,000	13	N	0	all	all	0	1975	ORS 172.100	http://www.leg.state.or.us/cis/

Board Name	Mission	Budget	Revenue Source (in thousands)	Total Members	Appointed Members Subject to Senate Confirmation	Appointed Members Subject to Senate Confirmation				Year Established	Enabling Statute or Executive Order	Website
						Governor	Senate	House	Other			
Judicial Fitness and Disability, Commission on (Judgment)	Investigates complaints against judges; recommends to the Oregon Supreme Court whether disciplinary action is necessary. A judge of any court may be removed or suspended from judicial office or censured by the Supreme Court under the Oregon Constitution, Article VII, section 8.	\$ 183,353	GF \$183,000	9	Y	3	0	0	6	1967	ORS 1.410	http://courts.oregon.gov/CJFD/
Land Use Board of Appeals (Judgment)	Has exclusive jurisdiction to review all governmental land use decisions, whether legislative or quasi judicial in nature. LUBA was created to simplify the appeals process, speed resolution of land use disputes and provide consistent interpretation of state and local land use laws. The tribunal is the first of its kind in the US.	\$ 1,378,898	GF \$1,295,000 OF \$834,000	3	Y	3	0	0	0	1979	ORS 197.810	http://www.oregon.gov/LUBA/index.shtml
Liquor Control Commission, Oregon (Governing)	The commission administers Oregon statutes providing for the sale, distribution and responsible use of alcoholic beverages in order to protect Oregon's public health, safety and community livability. The agency enforces state liquor laws, and educates licensees and other constituents on those laws. The commission is also responsible for administering Oregon's "bottle bill".	\$ 133,668,473	OF \$133,668,000	5	Y	5	0	0	0	1933	ORS 471.705	http://www.oregon.gov/OLCC/

Board Name	Mission	Budget	Revenue Source (in thousands)	Total Members	Appointed Members Subject to Senate Confirmation	Appointed Members Subject to Senate Confirmation				Year Established	Enabling Statute or Executive Order	Website
						Governor	Senate	House	Other			
Marine Board, State (Governing)	Establishes statewide policy for recreational boating. Registers and titles approximately 197,000 recreational vessels. Promotes boating safety through education and uniformity of laws and regulations. Advises and assists county sheriffs and the State Police in marine law enforcement. Awards grants to develop and maintain accessible boating facilities and protect water quality.	\$ 28,703,496	OF \$22,020,000 FF \$6,683,000	5	Y	5	0	0	0	1959	ORS 830.105	http://www.boatoregon.com/
Medical Board, Oregon (Licensing)	Administers the Medical Practice Act; regulates the practice of medicine in Oregon. Examines, licenses and registers graduates of medical and osteopathic schools. Investigates and disciplines violators of the Medical Practice Act. Licenses and disciplines podiatrists, physician assistants and acupuncturists. Develops and implements a diversion program for chemically dependent licensees.	\$ 10,028,550	OF \$10,029,000	12	Y	12	0	0	0	1889	ORS 677.235	http://www.oregon.gov/OMB/
Medical Imaging, Board of (Licensing)	Administers requirements for licenses for persons who use medical imaging on human beings for diagnostic or therapeutic purposes.	\$ 749,594	OF \$750,000	12	Y	12	0	0	0	1977	ORS 688.545	http://www.oregon.gov/OBMI/index.shtml

Board Name	Mission	Budget	Revenue Source (in thousands)	Total Members	Appointed Members Subject to Senate Confirmation	Appointed Members Subject to Senate Confirmation				Year Established	Enabling Statute or Executive Order	Website
						Governor	Senate	House	Other			
Mortuary and Cemetery Board, State (Licensing)	Education and impartial oversight through regular inspections of licensed facilities. Tests, licenses funeral service practitioners, embalmers, funeral establishments, cemeteries, crematoriums and immediate disposition companies. Investigates complaints, holds hearings, imposes sanctions when necessary. Monitors and administers an apprenticeship program for practitioners entering the profession.	\$ 1,320,994	OF \$1,321,000	11	Y	11	0	0	0	1921	ORS 692.300	http://www.oregon.gov/MortCem/
Naturopathic Medicine, Oregon Board of (Advisor)	Examines, registers and licenses naturopathic physicians. Enforces compliance with the naturopathic statute through administrative procedures, revocation of licenses and court actions. Certifies doctors qualified to practice natural childbirth.	\$ 598,123	OF \$ 598,000	7	Y	7	0	0	0	1927	ORS 685.160	http://www.oregon.gov/OBNM/index.shtml
Nursing, Oregon State Board of (Licensing)	Examines, licenses qualified registered professional nurses and licensed practical nurses; certifies all nursing assistants. Establishes standards for and grants prescriptive authority to qualified nurse practitioners. Oversees pre-licensing educational programs. Investigates complaints about licensees.	\$ 13,988,205	OF \$13,988,000	9	Y	9	0	0	0	1911	ORS 678.140	http://www.osbn.state.or.us/
Occupational Therapy Licensing Board (Licensing)	Regulates occupational therapy practice. Set standards of practice, examines licensure applicants and issues licenses to qualified applicants. Investigates complaints and takes disciplinary action on persons found in violation.	\$ 363,959	OF \$364,000	5	Y	5	0	0	0	1977	ORS 675.310	http://www.otlb.state.or.us/

Board Name	Mission	Budget	Revenue Source (in thousands)	Total Members	Appointed Members Subject to Senate Confirmation	Appointed Members Subject to Senate Confirmation				Year Established	Enabling Statute or Executive Order	Website
						Governor	Senate	House	Other			
Parole and Post-Prison Supervision, State Board of (Judgment)	Establishes prison terms and release dates for inmates whose crimes were committed prior to November 1, 1989, and for all offenders sentenced as "Dangerous Offenders" and offenders sentenced for aggravated murder who are eligible for parole. Establishes conditions of community supervision for all offenders being released from prison and issues arrest warrants for absconders and sanction offenders who violate community supervision. Responds to offender appeals.	\$ 3,651,382	GF \$3641,000 OF \$10,000	4	Y	3	0	0	1	1969	ORS 144.005 & 144.015	http://www.paroleboard.state.or.us/
Pharmacy, State Board of (Licensing)	Regulates pharmacy practices, distribution of controlled substances, prescriptions and over the counter drugs. Licenses pharmacists. Registers, inspects pharmacies, drug wholesalers, manufacturers, over the counter drug outlets. Investigates complaints, disciplines violators.	\$ 5,111,603	OF \$5,112,000	7	Y	7	0	0	0	1891	ORS 689.115	http://www.pharmacy.state.or.us/
Psychiatric Security Review Board (Judgment)	Has jurisdiction over persons found "guilty except for insanity" of a crime. Protects the public through an ongoing review of the progress of these individuals and a determination of their appropriate placement, be it the state hospital, conditional release to a highly supervised program in the community, or discharge. The board consists of two five-member panels. The adult panel and the juvenile panel.	\$ 2,281,320	GF \$2,105,000 OF \$176,000	10	Y	10	0	0	0	1978	ORS 161.385	http://www.oregon.gov/PRB/index.shtml

Board Name	Mission	Budget	Revenue Source (in thousands)	Total Members	Appointed Members Subject to Senate Confirmation	Appointed Members Subject to Senate Confirmation				Year Established	Enabling Statute or Executive Order	Website
						Governor	Senate	House	Other			
Psychologist Examiners, State Board of (Licensing)	Determines qualifications, examines and licenses individuals to practice psychology in Oregon. Denies, suspends, revokes or restores licenses. Investigates statute violations, imposes sanctions. Determines continuing education requirements for licensees.	\$ 965,662	OF \$966,000	9	Y	9	0	0	0	1963	ORS 675.100	http://www.obpe.state.or.us/
Public Defense Services Commission (Governing)	The Commission's primary charge is to establish a public defense system that ensures the provision of public defense services in the most cost efficient manner consistent with the Oregon Constitution, the United States Constitution and Oregon and national standards of justice.	\$ 223,717,479	GF \$222,525,000 OF \$1,193,000	7	N	0	0	0	7	2001	ORS 151.211	http://www.oregon.gov/OPDS/PDSC Main.page?
Public Utility Commission (Governing)	Ensures that the state's utility customers receive safe, reliable service at reasonable rates, allowing regulated industries a fair return on their investments.	\$ 119,491,415	OF \$114,677,000 FF \$4,814,000	3	Y	3	0	0	0	1987	ORS 756.014	http://www.puc.state.or.us/
Racing Commission, Oregon (Governing)	Regulates the pari-mutuel racing industry. Regulates horse and greyhound racing where pari-mutuel wagering is conducted. Oversees all aspects of on and off track wagering, as well as account wagering and Multijurisdictional Wagering Hubs.	\$ 5,192,629	OF \$5,193,000	5	Y	5	0	0	0	1933	ORS 462.210	http://racing.oregon.gov/

Board Name	Mission	Budget	Revenue Source (in thousands)	Total Members	Appointed Members Subject to Senate Confirmation	Appointed Members Subject to Senate Confirmation				Year Established	Enabling Statute or Executive Order	Website
						Governor	Senate	House	Other			
Social Workers, State Board of Licensed (Licensing)	The board sets policy for the regulation of the practice of clinical social workers. Issues certificates of clinical social work associate to MSWs working toward licensure. After monitoring a two-year post-graduate Board approved plan of supervision, passing a national examination and a self-test on Oregon's laws and rules, a license is granted. Adopts rules for regulation. Has authority to discipline, deny, suspend, revoke or refuse to renew certificates and licenses.	\$ 1,244,968	OF \$1,245,000	7	Y	7	0	0	0	1979	ORS 675.590	http://www.oregon.gov/BLSW/index.shtml
Speech-Language Pathology and Audiology, State Board of Examiners for (Licensing)	Adopts rules governing standards of practice; investigates alleged violations; grants, suspends, denies or revokes licenses for speech-language pathologists, assistants and audiologists.	\$ 404,495	OF \$404,000	7	Y	7	0	0	0	1973	ORS 681.400	http://www.oregon.gov/BSPA/index.shtml
Student Assistance Commission, Oregon (Governing)	Administers state, federal and privately funded student financial aid programs for post-secondary students, and licenses college programs and degrees.	\$ 124,008,924	GF \$99,921,000 OF \$21,457,000 LF \$2,630,000	7	Y	7	0	0	0	1959	ORS 348.510	http://www.osac.state.or.us/

Board Name	Mission	Budget	Revenue Source (in thousands)	Total Members	Appointed Members Subject to Senate Confirmation	Governor	Senate	House	Other	Year Established	Enabling Statute or Executive Order	Website
Tax Practitioners, State Board of (Licensing)	Protects Oregon consumers by ensuring tax practitioners are competent and ethical in their professional activities. Examines and licenses persons and businesses who prepare, advise or assist in the preparation of personal income tax returns for valuable consideration.	\$ 1,098,646	OF \$1,099,000	7	Y	7	0	0	0	1973	ORS 673.725	http://www.oregon.gov/OBTP/
Teacher Standards and Practices Commission (Governing)	Maintains and improves performance of the education profession. Approves teacher preparation programs offered by Oregon colleges and universities. Licenses teachers, administrators and other Oregon school personnel. Disciplines educators committing crimes or violating Standards of Competent and Ethical Performance.	\$ 5,544,612	GF \$100,000 OF \$5,445,000	17	Y	17	0	0	0	1965	ORS 342.350	http://www.tspc.state.or.us/
Veterinary Medical Examining Board, Oregon State (Licensing)	Protects animal health, public health and consumers of veterinary services through examination, licensing and regulation of veterinary professions in Oregon. Resolves complaints concerning veterinary services and imposes discipline for violation of the Veterinary Practice Act.	\$ 701,629	OF \$702,000	8	Y	8	0	0	0	1903	ORS 686.210	http://www.oregon.gov/OVMEB/

Board Name	Mission	Budget	Revenue Source (in thousands)	Total Members	Appointed Members Subject to Senate Confirmation	Appointed Members Subject to Senate Confirmation				Year Established	Enabling Statute or Executive Order	Website
						Governor	Senate	House	Other			
Watershed Enhancement Board, Oregon (Governing)	Promotes education and public awareness about watershed enhancement benefits, concepts and techniques; provides technical assistance; administers a grant program; supports the work of local watershed councils.	\$ 112,049,230	OF \$1,774,000 FF \$45,479,000 LF \$64,796,000	17	Y	6	0	0	11	1999	ORS 541.360	http://www.oregon.gov/OWEB/

Semi-Independent Agencies (Boards)

Board Name	Mission	Board Type	Total Members	Members Appointed By:				Appointed Members Subject to Senate Confirmation	Year Established	Enabling Statute or Executive Order	Website
				Governor	Senate	House	Other				
Appraiser Certification Licensure Board	Regulates all licensees who provide real estate appraisals; licenses and certifies appraisers in Oregon; develops and establishes appraisal education and experience in accordance with state and federal law, guidelines and standards.	L	7	7	0	0	0	N	1991	ORS 674.305	http://oregonaclb.org/aclb_prod/index.php
Architect Examiners, State Board of	Prescribes qualifications for the practice of architecture, conducts examinations to qualify applicants prior to registration, and issues certificates to those who qualify. Revokes certificates and assesses civil penalties against unregistered individuals practicing architecture.	L	7	7	0	0	0	N	1919	ORS 671.120	http://orbae.com/
Engineering & Land Surveying, State Board of Examiners for	Establishes and maintains standards; examines applicants; registers qualified practitioners; enforces laws, rules and regulations governing engineering and land surveying, including investigations, hearings and penalties.	G	11	11	0	0	0	N	1919	ORS 672.240	http://www.oregon.gov/OSBEELS/
Geologist Examiners, State Board of	Registers and certifies geologists either by examination or reciprocity; suspends, revokes registration or certification and assesses civil penalties when warranted. The mission of the board is to help assure the safety, health and welfare of Oregonians with regard to the public practice of geology through: licensing of those engaged in the public practice of geology; response to complaints from the public and members of the profession; public education directed at appropriate regulatory communities; cooperation with closely related boards and commissions; attention to ethics; and systematic outreach to counties, cities and registrants.	L	5	5	0	0	0	N	1977	ORS 672.615	http://www.oregon.gov/OSBGE/
Landscape Architect Board, State	Registers landscape architects either by examinations or by reciprocity. Investigates consumer complaints, suspends and revokes licenses.	L	7	7	0	0	0	N	1981	ORS 671.459	http://www.oregon.gov/LANDARCH/index.shtml
Landscape Contractors Board, State	Licenses landscaping businesses and landscape contractors. Establishes fees, investigates consumer complaints, educates consumers and contractors and enforces compliance with the licensing law.	L	7	7	0	0	0	N	1972	ORS 671.630	http://www.lcb.state.or.us/

Board Name	Mission	Board Type	Total Members	Appointed Members Subject to Senate Confirmation				Year Established	Enabling Statute or Executive Order	Website	
				Governor	Senate	House	Other				
Massage Therapists, State Board of	Protects the public through the administration and establishment of rules pertaining to the practice of massage. Certifies classes, conducts examinations, issues licenses. Enforces hygienic habits and sanitary conditions for the practice of massage. Imposes fines and suspends or revokes licenses of rule violators.	L	7	7	0	0	0	Y	1971	ORS 687.115	http://www.oregon.gov/OBMT/
Optometry, Oregon Board of	Makes rules and enforces professional standards for the practice of optometry in Oregon. Examines applicants for licensure; suspends, revokes or penalizes violators of statutes.	L	5	5	0	0	0	Y	1905	ORS 683.250	http://www.obo.state.or.us/
Patient Safety Commission Board of Directors, Oregon	The mission is to improve patient safety by reducing the risk of serious adverse events occurring in Oregon's health care system and by encouraging a culture of patient safety in Oregon. Establish a confidential, voluntary serious adverse event reporting system/ establish quality improvement techniques to reduce systems' errors contributing to serious adverse events; to disseminate evidence-based prevention practice to improve patient outcomes.	A	17	17	0	0	0	Y	2003	ORS 442.830	http://oregonpatientsafety.org/
Physical Therapist Licensing Board	Regulates the practice of physical therapy; investigates complaints; licenses physical therapists and physical therapist assistants; and administers licensing exams.	L	8	8	0	0	0	Y	1971	ORS 688.160	http://www.ptboard.state.or.us/
Travel Information Council	Administers State Highway Logo Program, Tourist Oriented Directional Program, Museum Signs and General Service signs. Administers 15 Travel Information Centers, Community Kiosk Program and Historic Marker Program.	G	11	10	0	0	1	N	1972	ORS 377.835	http://www.oregontic.com/
Wine Board, Oregon	Operate for the purpose of supporting enological, viticultural and economic research to develop sustainable business practices for wine grape growing and wine making within Oregon industries. Shall create and maintain a long term strategic plan and use that plan to guide the granting and funding decisions of the board. Allocate funds and award grants in a manner that encourages coordinated, cost-effective projects that are integrated to implement the boards' strategic statewide objectives for the development of world-class wine grape growing and wine making with Oregon.	G	9	9	0	0	0	N	2003	ORS 576.753	http://oregonwine.org/Home/
Tourism Commission, Oregon	Commission and staff identify and promote an image of Oregon that is unique, exciting, natural and friendly, serving as the marketing umbrella for the statewide industry. Adheres to marketing goals set forth by the Oregon Legislature.	G	9	9	0	0	0	Y	1995	ORS 284.107	http://industry.traveloregon.com/

Board Name	Mission	Board Type	Total Members	Governor	Senate	House	Other	Appointed Members Subject to Senate Confirmation	Year Established	Enabling Statute or Executive Order	Website
Film and Video Board, Oregon	Promotes statewide growth of the film and video industry via recruitment of out of state production and building Oregon's own film and video related companies.	G	5	5	0	0	0	N	1995	ORS 284.305, 284.315	http://oregonfilm.org/

Multi-State or Federally Mandated Boards

Board Name	Mission	Board Type	Total Members	Members Appointed By:				Subject to Senate Confirmation	Year Established	Statute or Authorization	Website
				Governor	Senate	House	Other				
Columbia River Gorge Commission	Created by the states of Oregon and Washington in 1987. The commission was created in response to federal legislation that established the 285,000-acre Columbia River Gorge National Scenic Area in 1986. The purpose of the act is to protect and provide for the enhancement of the scenic, cultural, recreational and natural resources of the Columbia River Gorge and to protect and support the economy of the area by encouraging growth to occur within existing urban areas and by allowing future economic development in other areas if it is consistent with the area's important resources. The commission reviews proposed development to ensure it is consistent with the area's scenic, natural, cultural and recreational resource.	G	13	3	0	0	10	Y	1987	ORS 196.160	http://www.gorgecommission.org/
Education Commission of the States	Improves educational processes and initiatives in school finance, legal issues and governance as a participant in the Interstate Compact for Education with fifty US states and three territories.	A	7 from Oregon	3	2	2	0	N	1975	ORS 348.950	http://ecs.org/
Higher Education, Western Interstate Commission for	Helps provide high-quality, cost-effective post-secondary education programs, including scholarships and grants, through cooperation among the 15 western member states and their institutions of higher education.	G	45	3	0	0	42	N	1953	ORS 351.800	http://wiche.edu/
Historical Records Advisory Board, State	Reviews and makes recommendations on applications for funding of historical records preservation projects. Locates, identifies, and arranges for the preservation of historical records of all types: manuscripts, governmental records, private business records etc.	A	min 7	>=7	0	0	0	N	1974	PL 93-536	http://arcweb.sos.state.or.us/pages/shrab/index.html

Board Name	Mission	Board Type	Total Members	Governor	Senate	House	Other	Subject to Senate Confirmation	Year Established	Statute or Authorization	Website
Interstate Adult Offender Supervision, Oregon Council on	Advises Oregon's compact administrator regarding compact issues and Oregon's participation in a National Compact Commission. The purpose of the Interstate Compact for Adult Offender Supervision is to provide a legal and procedural mechanism for offenders to move between states for good cause without a lapse of community supervision and control. Oregon's state council will help create policy to control this movement of offenders into and out of Oregon.	A	7	3	1	1	2	N	2001	ORS 144.600	http://www.interstatecompact.org/Directory/RegionsStates/West/Oregon.aspx
Interstate Compact for Juveniles	The purpose of this compact, through means of joint and cooperative action among the compacting states, is to: Ensure that the adjudicated juveniles and status offenders subject to this compact are provided adequate supervision and services in the receiving state as ordered by the adjudicating judge or parole authority in the sending state; ensure that the public safety interests of citizens, return juveniles who have run away, absconded or escaped from supervision or control or have been accused of an offense to the state requesting their return; contract for the cooperative institutionalization in public facilities in member states for delinquent youth needing special services; provide for the effective tracking and supervision of juveniles; establish procedures to manage the movement between states of juvenile offenders released to the community under the jurisdiction of courts, juvenile departments, or any other criminal or juvenile justice agency that has jurisdiction over juvenile offenders; establish a system of uniform data collection, monitor compliance, coordinate training and education and coordinate the implementation and operation of the compact with the Interstate Compact for the Placement of Children, the Interstate Compact for Adult Offender Supervision and other compacts affecting juveniles.	P	7	3	1	1	2	N	2009	ORS.417.030	N/A

Board Name	Mission	Board Type	Total Members	Governor	Senate	House	Other	Subject to Senate Confirmation	Year Established	Statute or Authorization	Website
Interstate Juvenile Supervision, Oregon State Council for	Advises Oregon's compact administrator regarding compact issues and Oregon's participation in a National Compact Commission. The purpose of the Interstate Compact for Adult Offender Supervision is to provide a legal and procedural mechanism for offenders to move between states for good cause without a lapse of community supervision and control. Oregon's state council will help create policy to control this movement of offenders into and out of Oregon.	G	7	3	1	1	2	Y	2009	Incorporated with Interstate Compact for Juveniles ORS.417.030	N/A
Pacific Northwest Electric Power and Conservation Planning Council	Participates in and promotes the Northwest Power Act of 1980; develops a 20 year electrical power plan guaranteeing adequate, reliable, economical energy for the Northwest; develops program to protect and rebuild fish and wildlife populations in the Columbia River Basin impacted by hydroelectric development; seeks public input.	A	8	2	0	0	6	Y	1980	ORS 469.805	http://www.nwcouncil.org/
Pacific States Marine Fisheries Commission	Assists member states with cooperative marine fisheries research and management programs.	A	15	1	0	0	14	N	1947	ORS 507.050	http://www.oregon.gov/PSMFC/index.shtml
Uniform State Laws, Commission on	Works with the National Conference of Commissioners on Uniform State Laws to promote uniformity in laws among states. Drafts proposed uniform acts and lobbies for their passage in Oregon.	G	4	3	0	0	1	N	1892	ORS 172.010	http://www.nccusl.org/Narrative.aspx?title=About%20the%20ULC
Independent Living Council, Statewide	Works jointly with the Commission for the Blind and the Vocational Rehabilitation Division in the development of the Independent Living State Plan, and monitors and assists in achieving the intended outcomes of the plan. Advises and advocates with state agencies and responds to requests from the Governor and the Legislative Assembly on matters relating to the independent living needs and rights of persons with disability and their families.	A	<=21	All	0	0	0	N	1994	EO 94-12	http://www.oregon.gov/DHS/vr/silc/index.shtml

Appendix B

2011 Legislation: Boards Created and Abolished

Boards Created in 2011

1. Access Management Oversight Task Force (Senate Bill 264)
2. Board of Body Art Practitioners (House Bill 2013)
3. Citizens' Initiative Review Commission (House Bill 2634)
4. Court Appointed Special Advocate Task Force (HB 3102)
5. Task Force on Oregon Curriculum and Training Standards for Performing Clinical Breast Examinations (SB 493)
6. Early Learning Council (SB 909)
7. Health Evidence Review Commission (HB 2100)
8. Higher Education Coordinating Commission (SB 242)
9. Task Force on Higher Education Student and Institutional Success (HB 3418)
10. Interstate Insurance Product Regulation Commission (HB 2095)
11. Task Force on the McKenzie River Subbasin (HB 3451)
12. Task Force on Military Families (HB 3391)
13. National Voter Registration State Compliance Council (HB 2880)
14. Oregon Education Investment Board (SB 909)
15. Oregon Elder Abuse Work Group (HB 2325)
16. Task Force on Oregon Heritage Vitality (HB 3210)
17. Pharmacy and Therapeutics Committee (HB 2100)
18. Public Guardian and Conservator Task Force (HB 2237, recreated)
19. State and Local Government Efficiency Task Force (HB 2855)
20. Task Force on Accountable Schools (HB 2289)
21. Task Force on Shared Housing of Special Populations in County Jails (HB 2482)
22. Task Force on Virtual School Governance (SB 994)
23. Task Force on Instruction of Talented and Gifted Children (SB 330)
24. Task Force on Tuition Waivers for Spouses and Dependents of Fallen and Disabled Soldiers at Community Colleges in Oregon (SB 338)

Boards Abolished in 2011

1. Natural Heritage Advisory Council (SB 58)
2. Task Force on impact of the Oregon Opportunity Program (HB 2199)
3. Oregon Grain Commission (SB 946)
4. Oregon Highland Bentgrass Commission (SB 946)
5. Advisory Council for Electrologists and Permanent Color Technicians and Tattoo Artists (HB 2013A)
6. Health Resource Commission (HB 2100)
7. Health Services Commission (HB 2100)
8. Drug Use Review Board (HB 2100)

Appendix C

Boards Who Did Not Respond to the Audit Survey

1. Blueberry Commission (Department of Agriculture)
2. Tall Fescue Commission (Department of Agriculture)
3. Oregon Council on Health Care Interpreters
4. Legislative Commission on Indian Services
5. Medicaid Long Term Care Quality and Reimbursement Advisory Council
6. Oregon Municipal Debt Advisory Commission
7. Oregon Short Term Fund Board
8. Commission for Child Care
9. Advisory Council on Hearing Aids
10. Alcohol and Drug Policy Commission
11. State Board of Denture Technology
12. Fish and Wildlife Commission *

- Partial response only



JOHN A. KITZHABER, MD
Governor

June 26, 2012

Gary Blackmer
Audits Division
Secretary of State
Public Service Building, Ste 500
Salem, OR 97301

Dear Mr. Blackmer:

The Governor's Office would like to thank the Secretary of State Audits Division for their detailed and comprehensive audit of Oregon boards and commissions.

As noted in the report, state boards, commissions, councils, and similar entities ("boards") play a vital role here in Oregon, as they allow for direct public participation in the administration of education, business, health care and other critical policy areas. The opportunity for subject matter expertise and direct stakeholder engagement in government makes the end result better. Therefore, it is essential that we pay close attention to the overall purpose and function of boards, so that they—like all public entities—are accountable, effective and transparent. This importance is reinforced by the regular focus on the creation, structure and function of boards in administration after administration, for over a hundred years. Simply put, boards are an essential part of what makes for effective government.

The Governor's Office agrees with and is prepared to actively address the underlying recommendation in the report, which is to develop a "deliberate and cohesive" governance structure for Oregon boards in partnership with the Department of Administrative Services (DAS) and the Legislature, as well as other stakeholders. If a hundred years of focus has demonstrated anything, it is that there is no quick fix or isolated approach; rather, we need to work collaboratively to identify and enhance a governance structure that is sustainable and adaptive. We must implement a solution that is not only a point in time fix, but rather a structure that can be used to assess and enhance performance consistently and coherently in an ongoing manner.

To this end, we will work with DAS and the Legislature, as well as stakeholders, to clarify or establish enabling legislation and practices that accomplish the recommended outcomes contained in the audit. We look forward to this process, beginning with the consideration of any legislative changes for the 2013 regular session.

Sincerely,

John A. Kitzhaber, M.D.
Governor

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