

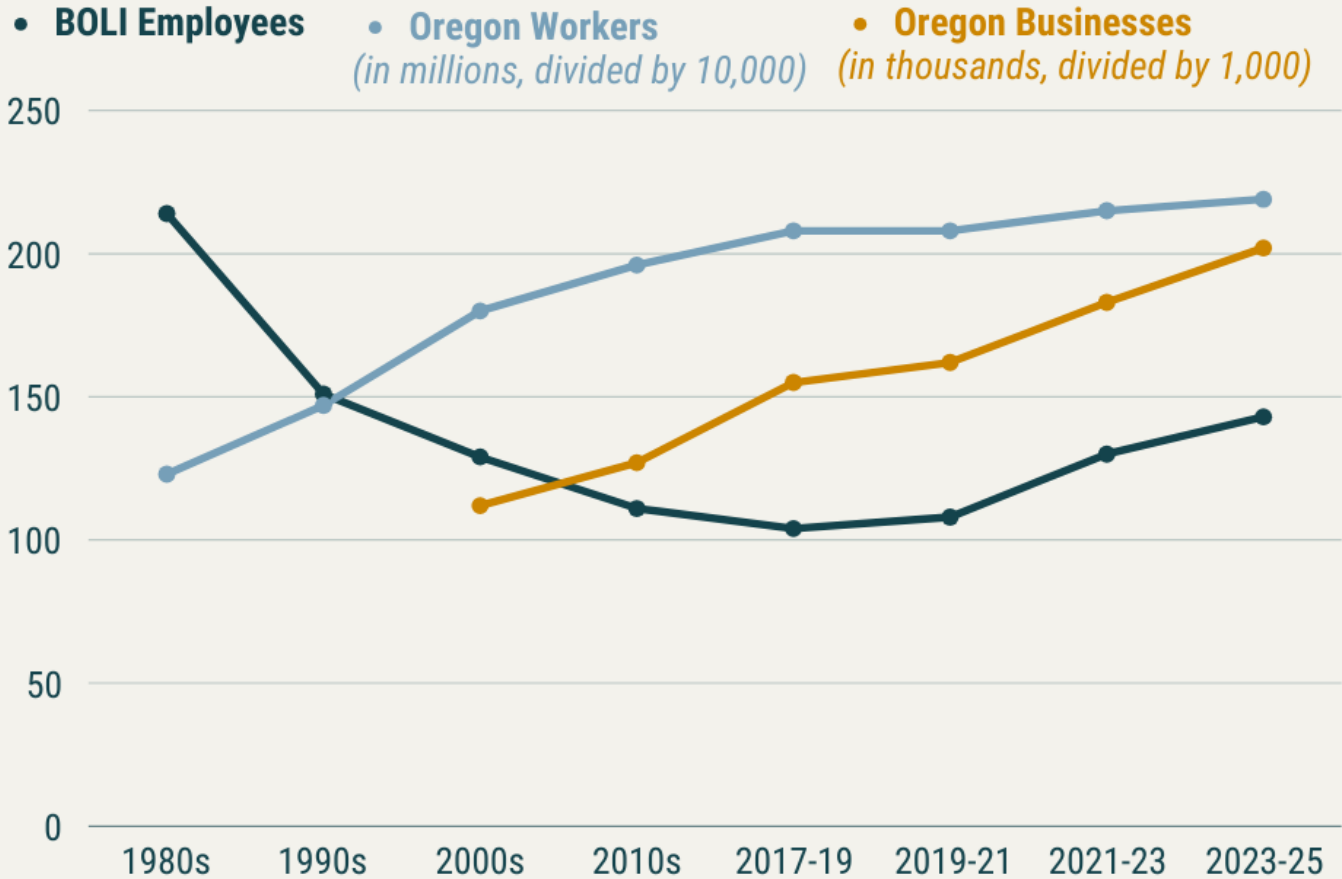
Bureau of Labor and Industries

March 10, 2025



Investments in Agency Over Time

BOLI STAFF VERSUS WORKLOAD



Since 2015:
74 laws passed
affecting BOLI; only 10
with some funding



2025-2027 Modified Current Service Level

| | |
|-------------------------|---------------------|
| General Fund | \$34,594,538 |
| Lottery Funds | \$307,006 |
| Other Funds | \$25,597,678 |
| Other Funds Non-Limited | \$938,700 |
| Federal Funds | \$2,261,270 |
| Total Funds | \$60,699,192 |
| Positions | 158 |
| FTE | 153.88 |



Current Challenges

Wage and Hour

- **4800+ backlog**
- **Salary threshold \$25.34/hr.**

Civil Rights

- **3800+ backlog**
- **Hundreds dismissed**

Good Jobs

- **Non-compliant programs**
- **Low support**

Since February 1, 2024:



3,737 complainants say they are experiencing housing insecurity



2,154 complainants say they are struggling with medical bills



3,666 complainants say they are struggling with food expenses

67 % of
COMPLAINANTS
SAY THEY ARE
EXPERIENCING
**ECONOMIC
HARDSHIP**
RELATED TO
THEIR CASE



Addressing Challenges: Requested Funding for 25-27

Reclass

Technology

People

BOLI

\$11.8 WBF*

\$8.8M PA**

OF & NO GF

Reclass

Case Mgmt.

Add 86 positions

*25-27 Phase In

**Excludes passthrough funds

Approx \$21M rollup inc. CM



BOLI's Budget Proposal – Requesting No General Fund For Additional Positions

| | Mod. CSL | BOLI req. |
|-------------------------|---------------------|---------------------|
| General Fund | \$34,594,538 | \$34,594,538 |
| Lottery Funds | \$307,006 | \$307,006 |
| Other Funds | \$25,597,678 | \$45,391,598 |
| Other Funds Non-Limited | \$938,700 | \$938,700 |
| Federal Funds | \$2,261,270 | \$3,143,641 |
| Total Funds | \$60,699,192 | \$84,375,483* |
| Positions | 158 | 244 |
| FTE | 153.88 | 223.38 |

+86* Pos
(69.5
FTE)
+reclass

* including 3 LD



* excluding CHIPS childcare passthrough program

Why Not Limited Duration Positions?



Limited Duration



Permanent



Harder to recruit and retain for the full term



Require 6-12 months of intensive training before effective



Significant operational costs: onboarding, equipment, etc.



Permanent positions offer stability & long-term efficiency



Hiring Plan – Timing/ Ability to Hire

Hiring Plan

BOLI

| TASK | ASSIGNED TO | PROGRESS | START | END |
|----------------------------------|-------------------------------|----------|---------|----------|
| Preparation - PD Drafting | | | | |
| WHD new | Laura | 75% | 11/1/24 | 1/31/25 |
| APU/ALJ New | Erin | 50% | 12/1/24 | 2/21/25 |
| EA New | Dylan | 50% | 12/1/24 | 2/21/25 |
| DAS PD Approval | | | | |
| WHD reclass | Laura | 100% | 2/1/25 | 4/5/25 |
| CRD reclass | Michael | 100% | 2/1/25 | 4/5/25 |
| ATD reclass | Jody | 100% | 2/1/25 | 3/5/25 |
| HR PREP WORK | Camille | 70% | 11/1/24 | 6/30/25 |
| Hiring - Round One (27) | | | | |
| HR Roles (3) | Camille (2); Rhys (1) | 0% | 6/30/25 | 12/30/25 |
| APU Paralegal (1) | Rachel | 0% | 6/30/25 | 9/30/25 |
| Hiring - Round Two (27) | | | | |
| WHD L&D2 (2) | Laura | 0% | 1/1/26 | 4/1/26 |
| Comms (1) | Jess G.V. | | 1/1/26 | 6/1/26 |
| Hiring - Round Three (17) | | | | |
| CRD CR1 (6) | Current or New Manager | 0% | 6/1/26 | 12/31/26 |
| PSR4 (3) | Erin or New Cust Serv Manager | 0% | 6/1/26 | 12/1/26 |
| Research Analyst (1) | Alex | 0% | 6/1/26 | 12/1/26 |
| WHD CS2 (7) | Emily or New Manager | 0% | 6/1/26 | 12/1/26 |

- All positions are in a staged hiring plan from position description drafting through posting, with hiring in three stages to be able to realistically hire the positions.
- Contracted HR services with DCBS for posting and hiring support.
- The vast majority of our positions have received sufficient qualified applicants, many with 100+ applicants. With the reclass, we hope that we will have less recruitments fail due to pay.
- Average time to fill a vacancy at BOLI within the past three years is 76* days.
- Had 24 open recruitments December of 2024 and have hired most of those positions already.



BOLI's Budget Request – Expenditure Limitation and Position Authority Only

| Fund Source | Amount | Positions |
|---|-------------------------------------|----------------------------------|
| Fed Funds – SEAF 2 Grant | \$882,371 | 6 |
| Oregon Treasury IAA | \$236,468 | 1 |
| Paid Leave Oregon IAA | \$1,600,616 | 10 |
| ARPA FRO Reversion | \$985,908 | Extend 6 LDs |
| Prevailing Wage (PW) | \$672,467 | 4 |
| Wage Security Fund (WSF) | \$3,459,719 | Reclass +14 |
| OF combination | \$1,000,000 (Case Mgmt.) | Case Mgmt. |
| CHIPS Childcare Fund (Passthrough grant funding \$4.8M + one position at \$189,488 to administer) | \$5,000,000 | 1 |
| TOTAL | \$8,837,549* excluding CHIPS | 36 + reclass + extend LDs |

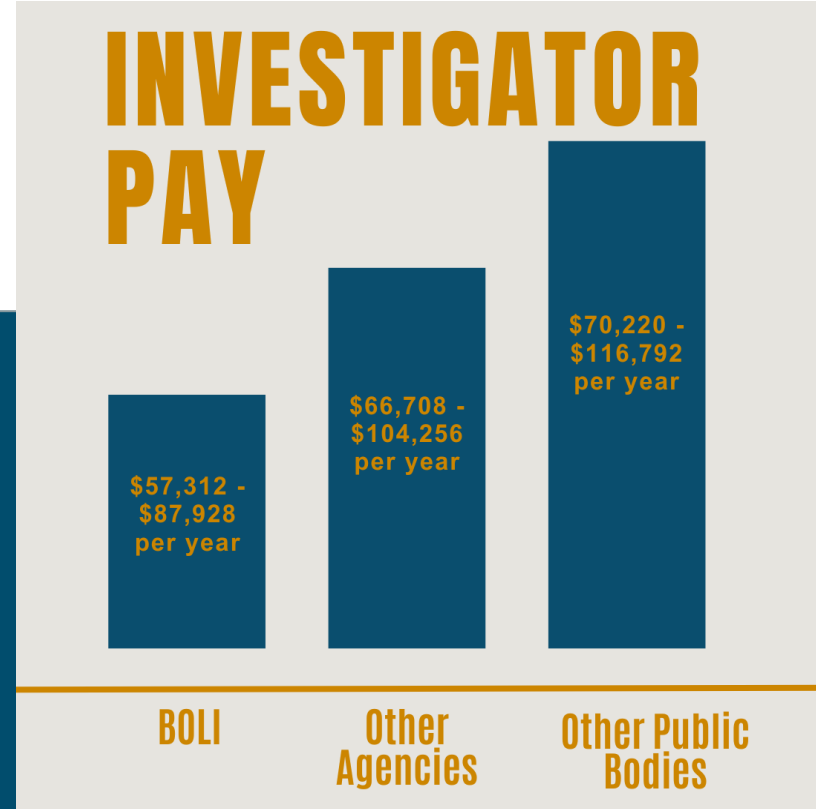


Reclassifications

\$941,792

Positions in CRD, WHD, and ATD reclassified upward to support recruitment, retention, and restructuring of work

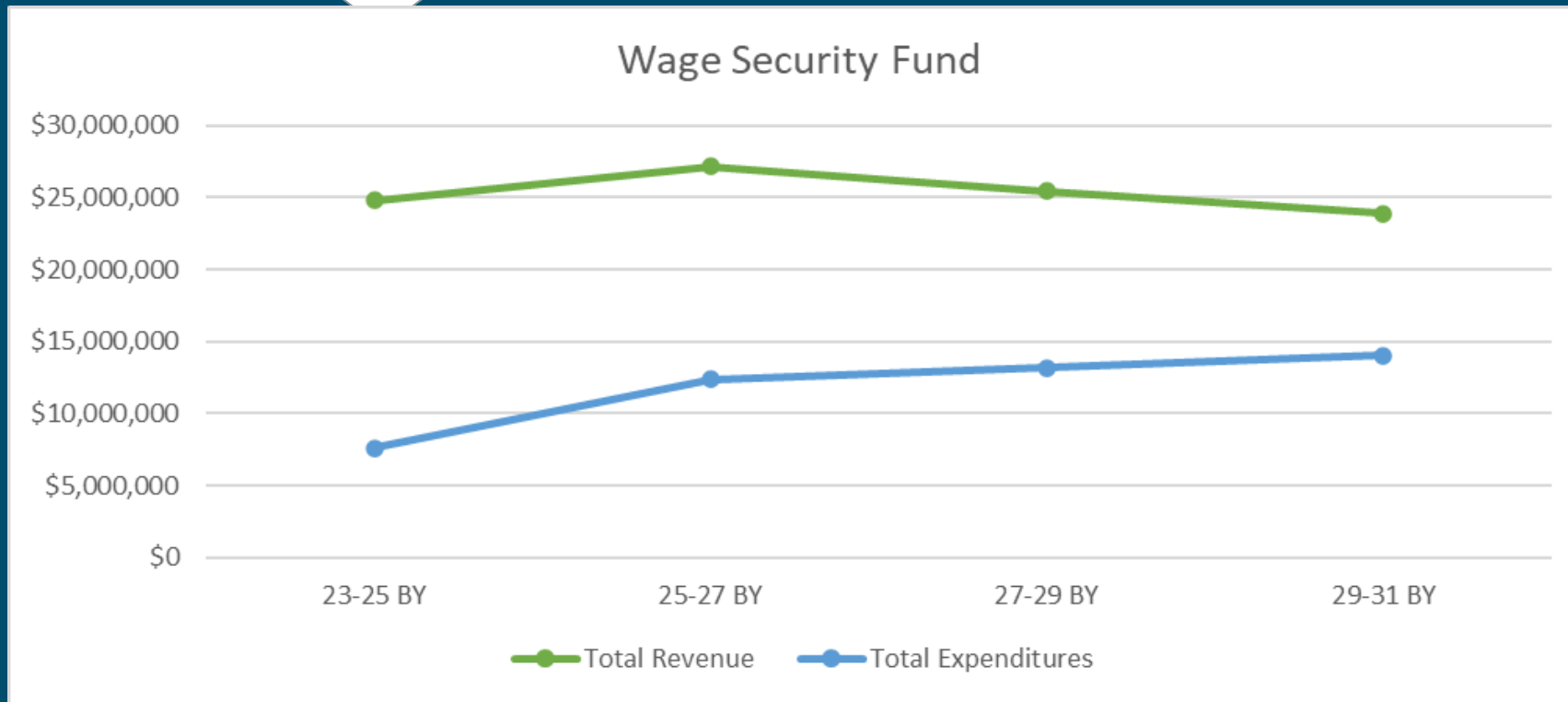
- In the last 6 months 8 failed recruitments due to pay
- Lost 6 Civil Rights Investigators in one year
- Reclass approved by DAS C&C



| Division | Percent under 2 years |
|----------|-----------------------|
| WHD | 35% / 45% |
| CRD | 33% / 30% |
| ATD | 52% |



Wage Security Fund



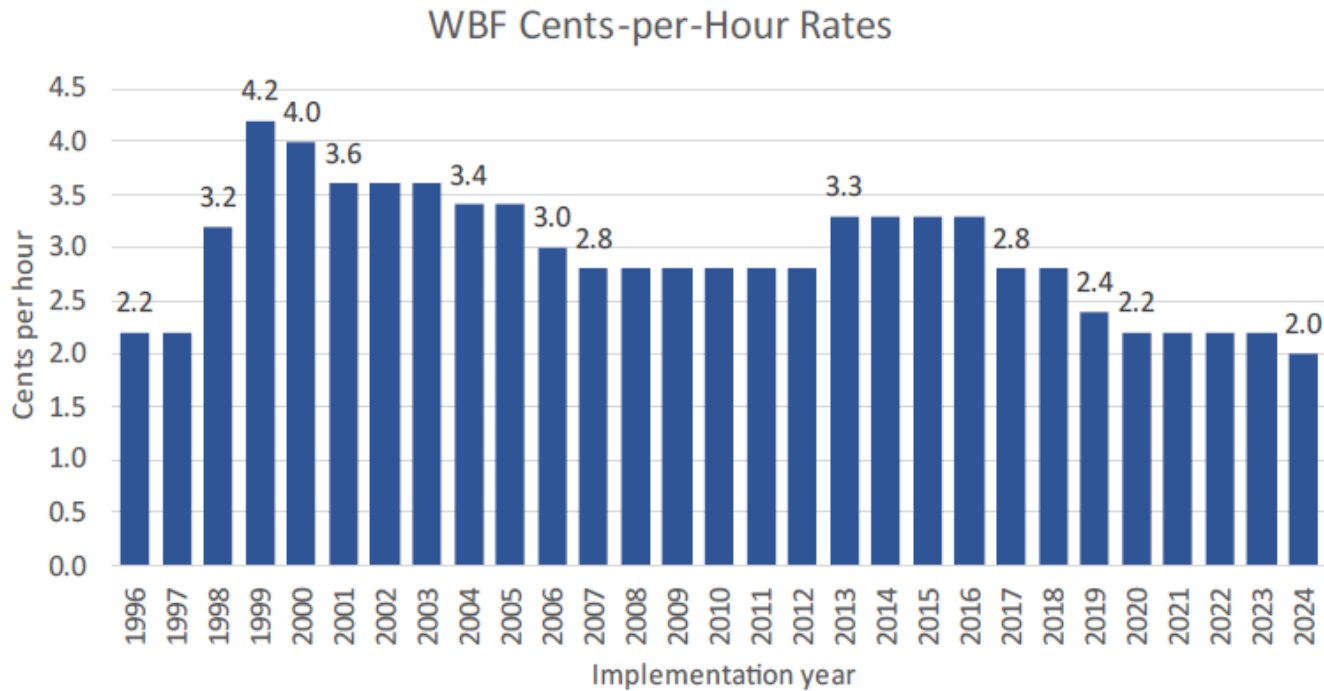
- Fund appropriated to BOLI
- Funded from diversion of unemployment insurance tax
- Funds employees that aren't paid due to business closure or when BOLI issues a final order
- Funds BOLI wage & hour enforcement

25-27 Projected total available revenue: \$27.1M;
Including requested \$3.5M moving to WSF the fund will
have more than sufficient balance for expenditures



Worker Benefit Fund

Historical Rates



- SB 946 (Sen. Meek)
- GRB proposes \$15M; one-time
- BOLI requests \$11.8M; ongoing
- Already funds Workers Compensation Investigations by BOLI per ORS 656.605
- Fee split equally between employers and employees
- Existing infrastructure



BOLI's Budget Proposal – Requesting No General Fund For Additional Positions

| Fund Source | Amount | Positions |
|---------------------|---------------------|---------------------|
| Worker Benefit Fund | \$11,838,742 | Reclass + 50 |
| TOTAL | \$11,838,742 | 50 + Reclass |



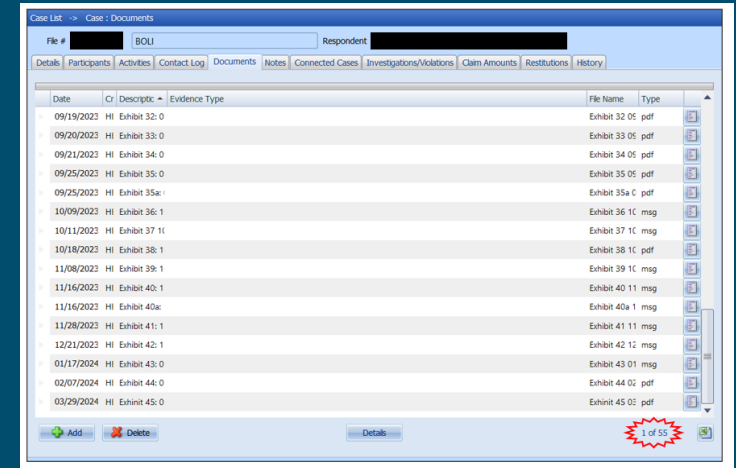
Modernizing Case Management

Current system: Crashes & Data Loss; Manual Processes; Lack of Transparency & Tracking; Reporting & Data gaps

Future state:

- Leveraging technology to make processes more efficient
- Streamlined workflows & automation – **Reduce staff time spent on manual tasks by 20-30%**
- Faster case communications & improved customer service, increases transparency for individuals, reducing frustration – **30-40% decrease in processing time projected**
- Improved Data & Reporting - **Reporting and analysis time reduction of up to 70-80%**

Phased Plan – RFP July 2025 to Fully transitioned Q4 27



The screenshot shows a web-based interface for case management. At the top, there are tabs for 'Details', 'Participants', 'Activities', 'Contact Log', 'Documents', 'Notes', 'Connected Cases', 'Investigators/Violators', 'Claim Amounts', 'Restitutions', and 'History'. Below the tabs is a table with columns for 'Date', 'Description', 'Evidence Type', 'File Name', and 'Type'. The table contains 15 rows of exhibit data, including dates from 09/19/2023 to 03/29/2024 and file names like 'Exhibit 32 01.pdf' and 'Exhibit 45 02.pdf'. At the bottom of the table, there are 'Add' and 'Delete' buttons, and a 'Details' button. A small red starburst icon with the number '1 of 55' is visible in the bottom right corner of the table area.

| Date | Description | Evidence Type | File Name | Type |
|------------|-------------------|---------------|-------------------|------|
| 09/19/2023 | HI Exhibit 32: 0 | | Exhibit 32 01.pdf | |
| 09/20/2023 | HI Exhibit 33: 0 | | Exhibit 33 01.pdf | |
| 09/21/2023 | HI Exhibit 34: 0 | | Exhibit 34 01.pdf | |
| 09/25/2023 | HI Exhibit 35: 0 | | Exhibit 35 01.pdf | |
| 09/25/2023 | HI Exhibit 35a: 1 | | Exhibit 35a 0.pdf | |
| 10/09/2023 | HI Exhibit 36: 1 | | Exhibit 36 11.msg | |
| 10/11/2023 | HI Exhibit 37 11 | | Exhibit 37 11.msg | |
| 10/18/2023 | HI Exhibit 38: 1 | | Exhibit 38 11.pdf | |
| 11/08/2023 | HI Exhibit 39: 1 | | Exhibit 39 11.msg | |
| 11/16/2023 | HI Exhibit 40: 1 | | Exhibit 40 11.msg | |
| 11/16/2023 | HI Exhibit 40a | | Exhibit 40a 1.msg | |
| 11/28/2023 | HI Exhibit 41: 1 | | Exhibit 41 11.msg | |
| 12/21/2023 | HI Exhibit 42: 1 | | Exhibit 42 11.msg | |
| 01/17/2024 | HI Exhibit 43: 0 | | Exhibit 43 01.msg | |
| 02/07/2024 | HI Exhibit 44: 0 | | Exhibit 44 01.pdf | |
| 03/29/2024 | HI Exhibit 45: 0 | | Exhibit 45 02.pdf | |

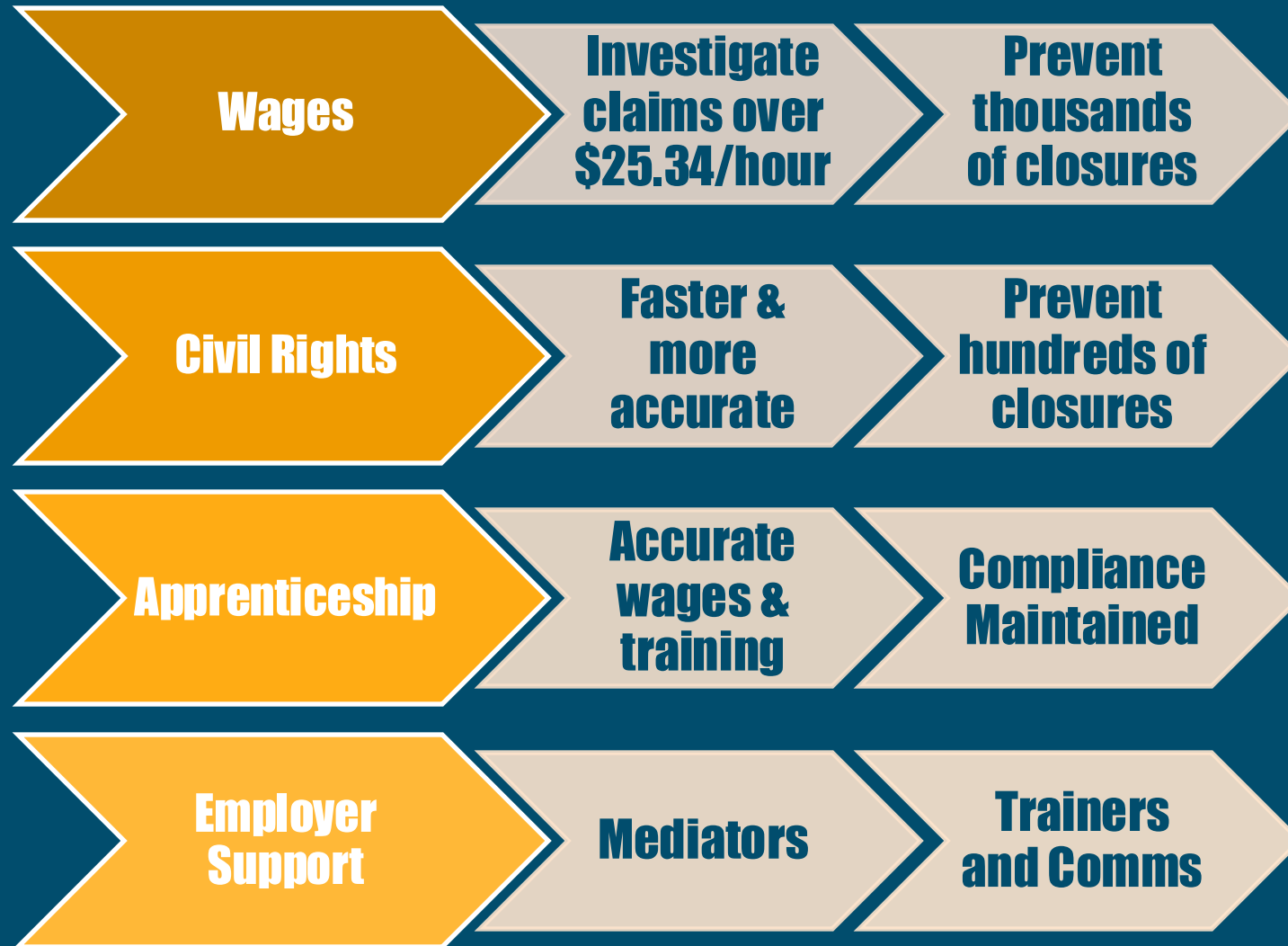
\$2.2 m includes 5 staff (3 LD) and projected costs



Outcomes



Budget Outcomes with funding



Ensuring Quality Registered Apprenticeships with New Investments

Compliance

- Establish compliance baseline, level playing field
- Apprentices receiving correct wages & training

Mediator

- Problem-Solving before larger issues arise
- Solution focused approach

Data Analysis

- Analyze outcomes for disparate impact
- Able to fulfill external requests about ROI

Customer Service

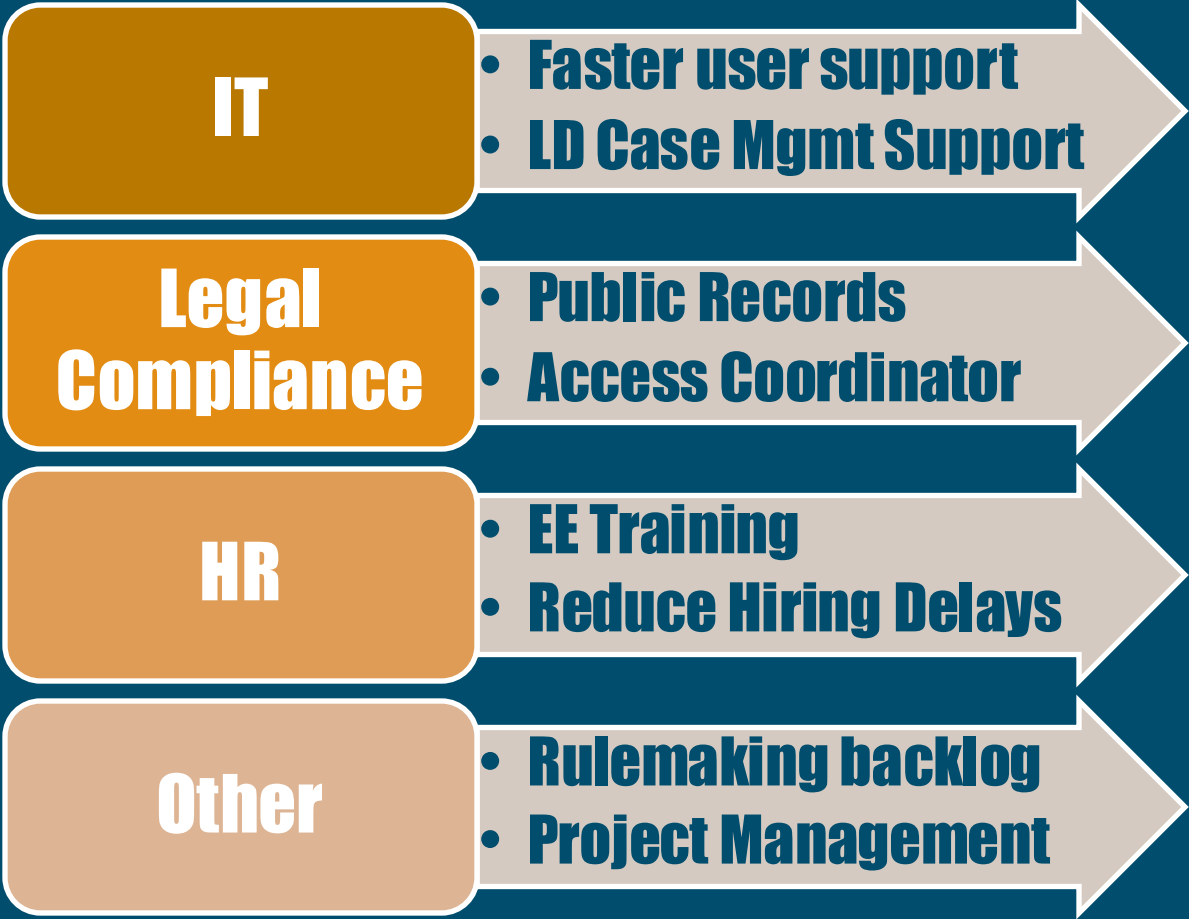
- Sufficient staff to have assigned programs
- 50% increase in availability of technical advice

+10 Pos
(9.5 FTE)
+ reclass

OF/
FF



Efficiency gains, accountability, and compliance with increased investment



+16* PF
Pos/
reclass

OF

*Excludes 3 LD



Improvements for Employers with New Investments

New Trainers

- **44% more capacity for employer engagement**
- **Avoids borrowing staff**

Communications

- **Faster Resources**
- **Simpler Explanations**
- **Increased Capacity for On-Demand Resources**

+3
Positions
(2.75
FTE)

OF



Wage and Hour and Civil Rights Backlogs



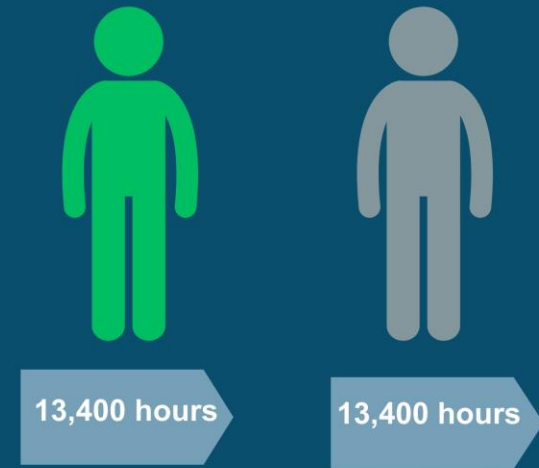
Intake

WHD Staff Hours



Intake
Total Staff Hours: 1.5

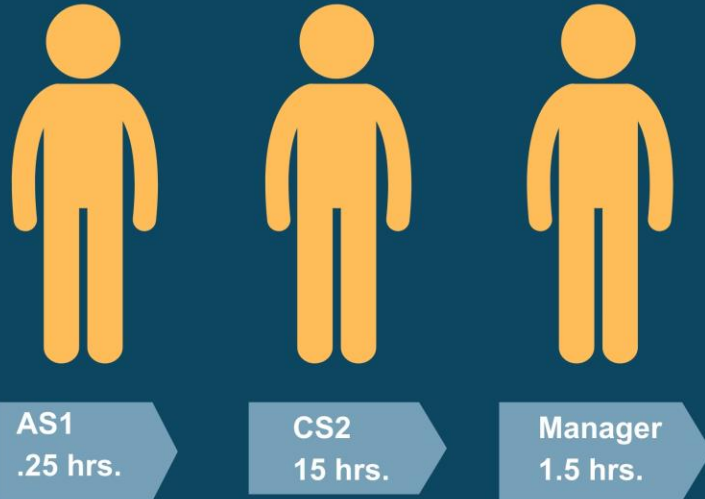
Staff Hours Available vs. Needed



Intake
No deficit by FY27/28

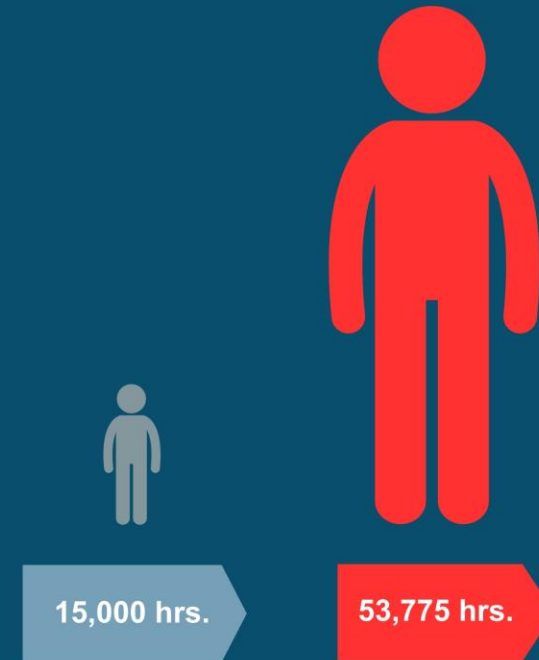
Investigation

WHD Staff Hours



Investigation
Total Staff Hours: 16.75

Staff Hours Available vs. Needed



Investigations
38,775 hour deficit

WHD New Positions

Investigation



Investigation
Position auth. 10
positions + 1 WBF

PWR



PWR
Position Authority
3 positions

Trainers



Trainers
WBF request 2 positions

Manager, Supervisor, and Support



Other
WBF
3 positions

Customer Service



Customer Service
Position auth. 2 + 1 WBF

Licensing/Intake



Manager
Position Auth. 1 position

Wage and Hour Service Oregonians Expect & Deserve with New Investments



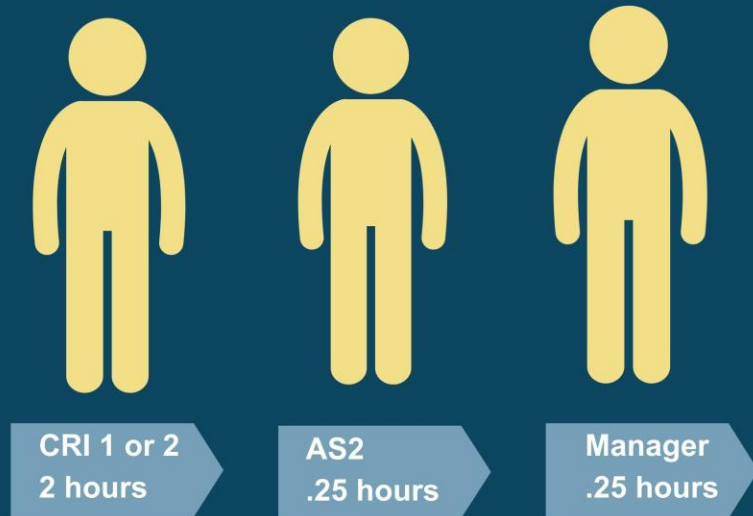
+25 Pos
(19.5 FTE)
+ reclass

OF



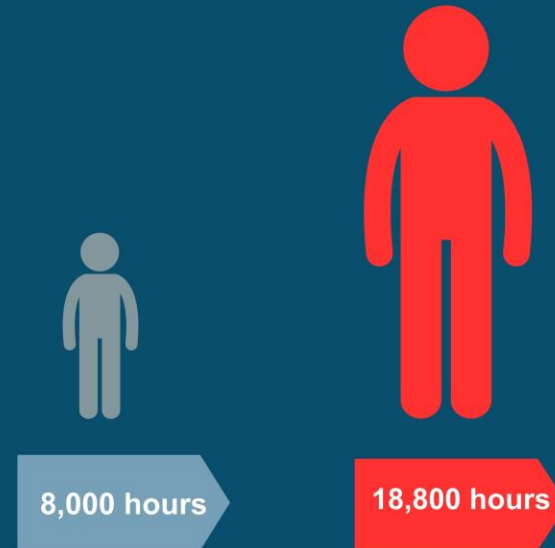
Intake

CRD Staff Hours



Intake
Total Staff Hours: 2.5

Staff Hours Available vs. Needed



Intake
10,000 hour deficit

Investigation

CRD Staff Hours



CRI2
20 hrs.



Manager
2 hrs.



Support
1.5 hrs.

Investigation
Total Staff Hours: 23.5

Staff Hours Available vs. Needed



35,400 hrs.



42,000 hrs.

Investigations
6,600 hour deficit

CRD New Positions

Intake



Intake
WBF request
6 positions

Investigation



Investigation
Position auth. 7
positions + 1 WBF

Trainers



Trainers
WBF request 2
positions

Managers & Support



Managers/Support
WBF request 3
positions

Ensures Meaningful Civil Rights Protections with New Investments

Intake

- **91% faster**
- **Prevents 6749 closures/ backlog growing**

Investigations

- **19% faster**
- **Prevents 330 closures/ year**

Trainers/Managers

- **Consistency**
- **Accuracy**

Mediation and Customer Service

- **Resolve cases sooner**
- **Prevents multiple contacts**

+20 Pos
(15.25 FTE) +
reclass
OF



Efforts to Remedy Challenges 23-25

Wage and Hour and Civil Rights

- Created online complaint form – reducing processing times for wage and hour complaints by 30 minutes, **resulting in 2,615 staff hours saved for WHD and 715 hours for CRD**
- Proactively communicating timelines to workers prior to filing and as they file, reducing incoming calls about status updates and providing options to only send a warning letter instead of opening an investigation
- Improved coordination between divisions and instituted combined complaint form so if a worker has a complaint that transcends laws enforced by the other division, there is only one complaint instead of two – reducing delays for both workers and employers – **1,647 claims, complaints, questionnaires filed this way saving 1,060 hours of WHD and CRD staff time**
- Updated existing database 18 times, increasing efficiencies and **saving 127 hours of WHD staff time**



Efforts to Remedy Challenges 23-25

Wage and Hour

- Offered overtime to process claims through intake to all WHD staff
- Assigned phone call inquires to all WHD staff to alleviate pressure on intake to address backlog
- Created intake supervisor position (unbudgeted) to provide greater oversight and support to staff processing backlog
- Updated over 10 processes and procedures for greater efficiency
- Hired (7) CS1s 9 months early to focus on backlog
- Training on Evidence Types to expedite processing of claims
- Developed online employer response form, reducing communication delays



Efforts to Remedy Challenges 23-25

Civil Rights

- Assigned Investigators to support intake processing
- Managers (including Administrator) processing claims through intake
- Established initial review process to expedite earlier decision making on claims
- Improved intake form to speed processing
- Increased lead investigators to support training and consistency
- Created an unbudgeted intake manager to establish better processes in intake processing and provide greater oversight and support



Efforts to Remedy Challenges 23-25

Apprenticeship and Training Division

- Hired ATD Director with over 17 years experience, including administering ATD in Washington State
- Revised and updated all compliance review processes and procedures
- Trained new and incumbent positions on compliance review process
- Implemented IAA with Building Codes Division to ensure better customer service and aid in compliance efforts
- Created a Learning and Development Specialist position to train staff and external partners reducing delays in key functions of the Division
- Changed process to program assignments instead of staff holding different parts of the compliance and creation process streamlining customer service and reducing delays. Requests would sit for weeks prior, now over 90% of them get an answer the same day.



Investments in Agency Over the Last 6 years



CRD Investments in last 6 years

21 Positions
(16 net)

GF

4 positions
eliminated

| Year | Position | Outcome |
|---------------------|---|--|
| (19-21) GF | 1 Position (1 FTE) (investigator) | Position investigates 100 cases per year preventing backlog and need for closures from getting even worse. |
| (21-23) GF | Fair Housing Team (7 FTE) (manager, 5 investigators, and one trainer) | Establish team to handle housing complaints, allowing more rapid and focused response to situations involve acute danger and potential eviction, as well as providing education about fair housing requirements. |
| (21-23) OF | Federal Housing (2 OF) | Authorized two federally funded housing positions that were not able to be filled in the absence of federal contract. |
| (21-23) GF | 7 positions (7 FTEs) (6 investigators and 1 analyst) | When able to fill, positions investigate 700 cases per year and provide greater consistency and efficiency. |
| (23-25) GF | 2 mediators (2 FTE) one funded by eliminating two long-term vacancies | Expected to resolve 200 cases per year; currently resolved cases impacting 250 individuals resulting in \$332,000 + training, and policy changes. |
| (24) HB 4127 FIS GF | 2 positions (2 FTE) 1 Employment Investigator, 1 Intake | The positions handle 1000 Intakes and 100 investigations per year, preventing backlog and need for closures from getting even worse. |



4 PF Positions
(3.25 PF FTE)

GF/
OF/
LF

ATD Investments in last 6 years

5 Positions
eliminated

| Year | Position | Outcome |
|--|---|--|
| (19-23) OF | 1 Position (1 FTE LD) HECC Contract | Position ensured that HECC contract was fulfilled. ATD provided technical assistance and support for HECC led expansion initiatives under the grant. |
| (21-23 PF) (23-25 moved) | 1 Position to support DEI in RA programs, moved to support BOLI - DEI initiatives in 23-25 (GF) | Position has established key process improvements, including translation of many of the agency's documents, supported creation of Employee Resources Groups, and overseen process improvements to ensure Oregonians have greater access to services |
| (21-23) SB 1545 (2022) Limited Duration | 5.67 FTE (ARPA-Fed/GF) Future Ready Oregon | Funds supported grant procurement and management staff at the Agency to grow and expand registered apprenticeship and pre-apprenticeship across Oregon in key sectors. |
| (19-23 LD) (23-25 PF) | 1 Position that started as LD and then made permanent | Maintains interagency collaboration between BOLI and ODVA and Veteran Workforces Development Dev. Services. Attended 15 veteran events, 17 vets committed to applying to programs, 7 have, 10 waiting for registration openings or other steps. |
| (19-23 LD) (23-25 PF) | 1 Position that started as LD and then made permanent (GF) | Position supports Employer Outreach services and provides technical assistance to RA programs in rural Oregon |
| (23-25) HB 2294 | 1 FTE (Limited Duration– GF) Firefighters Pass through funds | Majority of Funds passed through the Agency to support development of journey level firefighters in jurisdictions across Oregon. A small portion of funds support BOLI-ATDs administration and oversight of the funds. |
| (23-25) | 4.47 FTE (ARPS-Fed/GF) Future Ready Oregon | Funds supported the continuation of grant procurement and staff to support the ongoing work |
| (24 Short Session) | 3.96 FTE Limited Duration positions (OF) | Positions focused on compliance review backlog, have completed 87% of reviews and sent findings to 38% of programs |
| (24 Short Session) HB 4080 | .25 FTE (OF/GF) | Positions supports ATD technical assistance for workforce development through registered apprenticeship as renewable energy projects commence along the OR coast. |
| (24 Short Session) HB 4098 | 1 FTE (Limited Duration – CHIPS Act) | Position to support administration of a supportive services program providing financial support for childcare to qualifying apprentices and new journey level construction workers working on CHIPS manufacturing construction or related public works projects. |

Operations Investments Over the Last 6 years

7 Positions
(6.13 FTE)

GF/
OF

| Year | Position | Outcome |
|---------------------|-----------------------------------|--|
| (19-21) OF | Accountant for Wage Payments | Processes the over 2,000 requests per year |
| (19-21) GF | Public Records Manager | Currently able to meet reasonable deadlines (10 business days out) ; Previously 1+ year behind; Previously in litigation due to PR delays. |
| (21-23) GF | Portland Office Move | Completed move November 2023. Improved workplace for both staff and customers. Benefits to hiring, retention, and workplace collaboration. |
| (21-23) GF | HR Analyst | Established first internal HR function at BOLI to be internal presence for recruitments, onboarding, offboarding, and other HR functions. |
| (23-25) GF | HR Manager | Improved compliance, stability, and process improvements with policies and procedures related to HR. |
| (23-25) GF | Legal Director | Provided needed leadership for legal needs at the Bureau. Has developed an alternative dispute resolution process to reduce caseloads, improved APU processes, and assisted all Division with updating policies. |
| (23-25) GF | .88 LD Public Records Coordinator | Additional coordinator help with continued processing of records requests to speed up the process; voicemail backlog of 200 cleared. |
| (24) GF | Public Records Portal | Reduces staff time needed for PR requests, allows for payment of fees; allows tracking to increase efficiency. |
| (24) OF/GF/FF | Stage 1 Case Management Upgrade | Rapidly improving current state of data systems to prepare for potential future transition into a new case management platform. Documentation efforts and work performed for preparation of procurement process. |
| (24) HB 4080 FIS GF | .25 Public Records | Additional coordinator helps with continued processing of records requests to speed up the process. |

WHD Investments in last 6 years

22 Positions
(15 FTE) **OF/**
GF

| Year | Position | Outcome |
|---------------------------|---|--|
| (19-21) OF | 1 Position (.25 FTE) Labor Contracting Office Specialist | Position conducts initial review of 500 license applications and 2000 certified payroll reports per year resulting in decreased processing time for licensing of labor contractors. |
| (21-23) OF | 1 Position (1 FTE) Labor Standards Investigator | Position investigates 100 cases per year preventing backlog and need for triage in Investigations from getting worse. |
| (22) OF | 2 Positions (2 FTE) Screeners | Positions process 3,120 cases per year preventing backlog in Intake from getting worse. |
| (22) OF | 2 Positions (2 FTE) 1 PWR Investigator, and 1 Prosecutor | Positions investigate and prosecute PWR investigations, decreasing process time for investigations and the timeline for a hearing or settlement of the case. |
| (22) GF HB 4002 FIS | 4 Positions (3.5 FTE) 1 Manager, 2 Strategic Enforcement Investigators, 1 (0.5 FTE) Employer Outreach | Establish team to enforce new Agricultural Overtime laws in Oregon and conduct employer outreach to ensure compliance with the laws. Reduces the number of the cases filed with the Labor Standards Team in the Agricultural Industry. |
| (23-25) OF | 3 Positions (3 FTE) 1 Screener, 2 Labor Standards Investigators | Screener position processes 1,560 cases per year preventing backlog in Intake from getting worse. Investigator positions investigate 200 cases per year preventing backlog and need for triage in investigations from getting worse. |
| (23) GF HB 2697 FIS | 7 Positions (7 FTE in 25-27) 6 Wage Investigators and 1 Intake Specialist | Hired early in October 2024 to assist with backlog in Intake and Investigations – Processed 478 claims and investigated 138 cases. |
| (24) OF HB 4080 FIS | 1 Position (1 FTE in 25-27) Coverage Determination Specialist | Issued determinations for 23 requests since January 13, 2025, resulting in timely responses to contractors on whether project is subject to prevailing wage rates. |
| (24) GF HB 4127 FIS | 1 Position (1 FTE in 25-27) Wage Investigator | Hired early in October 2024 to assist with backlog in Intake and Investigations – Processed 80 claims and investigated 23 cases. |



Conclusion

We can reverse decades of underinvestment and help ensure Oregon is the best place to live and work, together.

