



**OREGON BOARD OF DENTISTRY 2025-2027  
GOVERNOR'S RECOMMENDED BUDGET**

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# CERTIFICATION

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

OREGON BOARD OF DENTISTRY

1500 SW 1<sup>st</sup> Ave, Suite 770 Portland, OR 97201

AGENCY NAME

AGENCY ADDRESS



SIGNATURE

President

TITLE

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

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

Agency Request

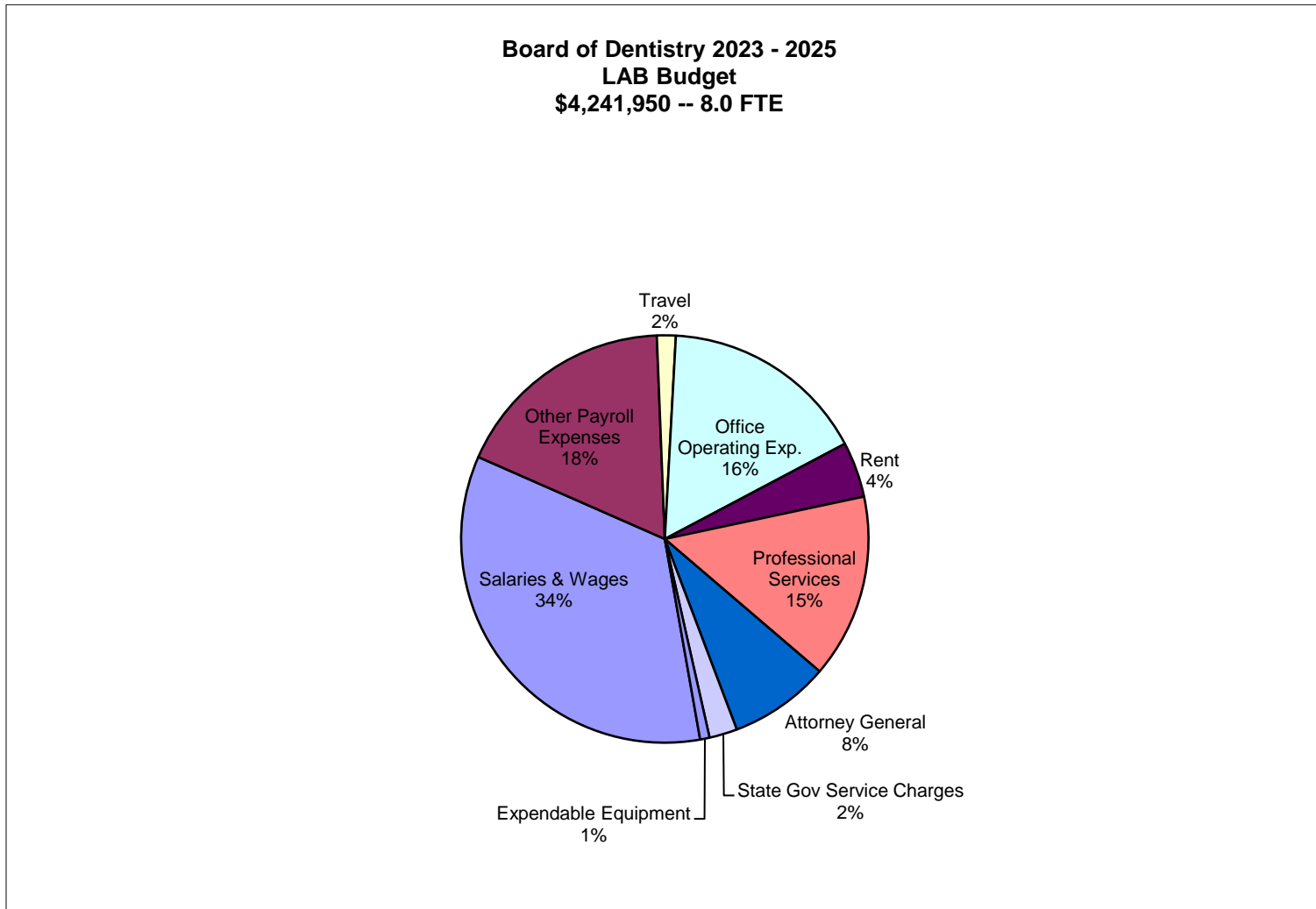
Governor's Budget

Legislatively Adopted



**BUDGET SUMMARY GRAPHICS**

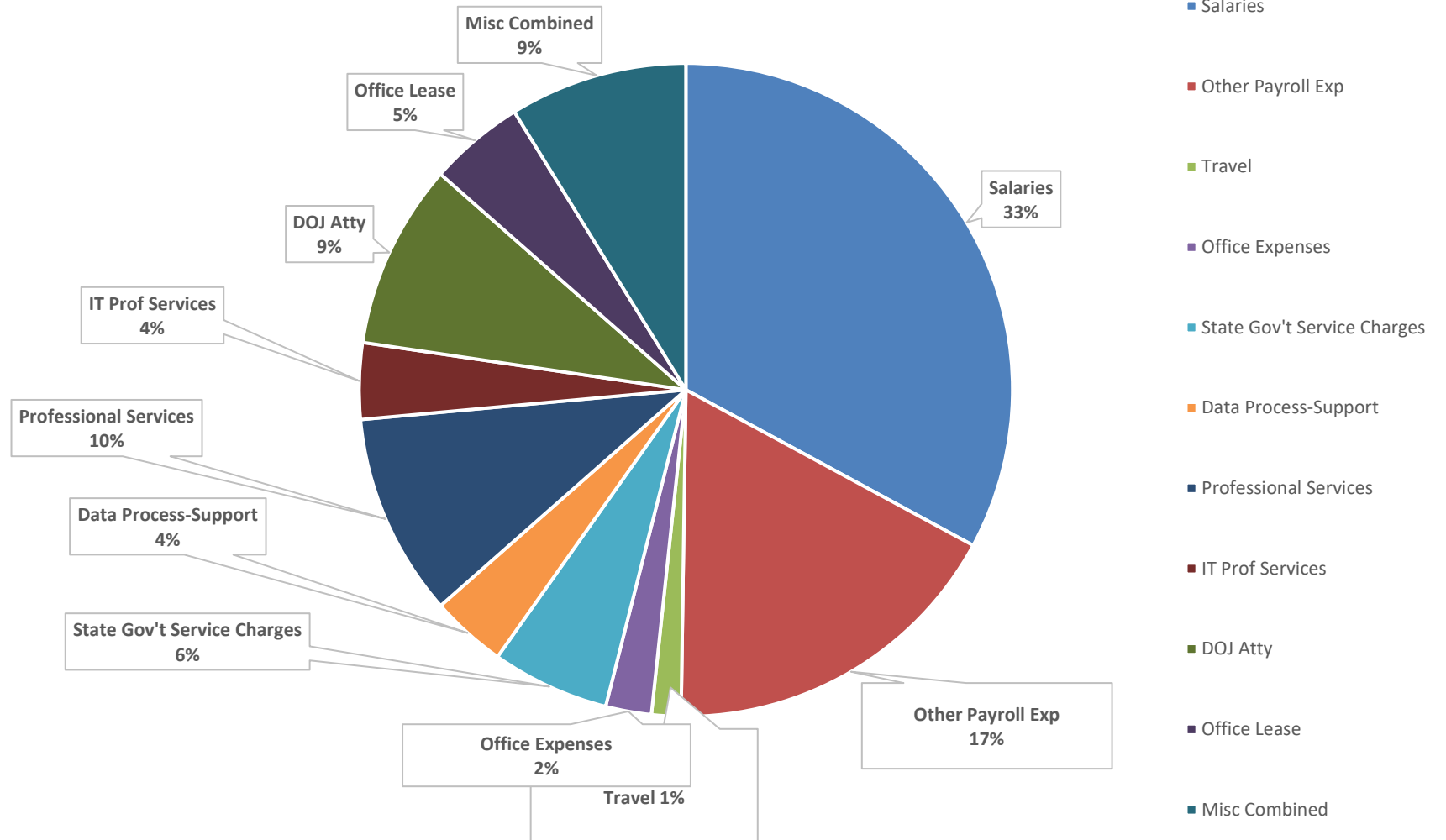
The Board of Dentistry’s funding is 100% Other Funds generated primarily from fees paid by licensees and applicants for licenses and permits. A small portion (less than nine percent) of the Board’s revenue is from miscellaneous revenues generated from the sale of documents and records, late fees, civil penalties and dental assistant certifications. The agency budget is allocated as one program unit.



Oregon Board of Dentistry 2025-2027

GRB - \$4,559,747

7.0 FTE



**MISSION STATEMENT AND STATUTORY AUTHORITY**

The mission of the Oregon Board of Dentistry is to promote quality oral healthcare and protect all communities in the State of Oregon by equitably and ethically regulating dental professionals

The authority and responsibilities of the Oregon Board of Dentistry (OBD) are contained in Oregon Revised Statutes Chapter 679 (Dentists & Dental Therapists), Chapter 680.010 to 680.205 (Dental Hygienists), and Oregon Administrative Rules, Chapter 818. These statutes charge the OBD with the responsibility to regulate the practice of dentistry, dental therapy and dental hygiene by enforcing the standards of practice established in statute and rule.

These statutes charge the Board of Dentistry with the responsibility to regulate the practice of dentistry, dental therapy and dental hygiene by enforcing the standards of practice established in statute and rule. The statutes define the practice of dentistry, dental therapy and dental hygiene and require that any person practicing either of those professions do so only while holding a license duly issued by the Board. The statutes require that the Board license dentists, dental instructors, dental therapists and dental hygienists; establish and enforce regulations regarding sedation in dental offices; investigate complaints regarding the practice of dentistry, dental therapy and dental hygiene; discipline licensees found to have violated the provisions of the Dental Practice Act; regulate and monitor continuing education requirements for licensees; and establish training, examination and certification standards for dental auxiliaries.

The OBD’s 2022 – 2025 Strategic Plan defines priorities in alignment with its statutory obligations and its mission - to promote quality oral health care to all communities in the State of Oregon by equitably and ethically regulating dental professionals. The OBD is challenged to address a rapid and accelerating rate of change. Significant shifts are occurring in oral healthcare, dentistry practice, dental therapy services, organizational structures, business models and markets. The Strategic Plan is included in this budget document for reference.

The OBD sees its mission as elevating the standard of oral health care in Oregon, not solely through regulation but through information, outreach and education. Additionally new mandates from the Legislature and the Governor’s office challenge all state agencies to address racial disparities and social determinants of health in the healthcare environment. The OBD seeks to be an active partner with those that seek a better Oregon for everyone in ways that our small agency can make an impact.

**OTHER STATUTORY MANDATES:**

**ORS 676.160 – Complaint investigations.**

These statutes require that upon receipt of a complaint filed by any person against a licensee or applicant the Board shall (1) assign an investigator, (2) the investigator shall collect evidence and interview witnesses; (3) the investigator shall prepare a report that describes the evidence gathered, results of witness interviews and any other information considered in preparing the report and (4) the investigator shall make a report to the Board within 120 days of receipt of the complaint which allows for extensions. This statute also declares that investigatory information gathered by the agency is exempt from public disclosure.

**ORS 676.345 – Registration program for health care professionals claiming liability limitation**



This statute requires several health licensing Boards, including the Board of Dentistry, to maintain a registration program for health practitioners who provide health care services without compensation and who wish to be subject to the liability limitation provided by ORS 676.340.

**SB 786 (Oregon Law, Chapter 973, 2001) –Cultural diversity in regulated health professions**

This law, effective January 1, 2002 requires that health-licensing boards establish programs to increase the representation of people of color and bilingual people on the boards and in the professions that they represent. Programs are required to promote the education, recruitment and professional practice of members of these targeted populations. The law also requires that each health professional regulatory board maintain records of the racial and ethnic makeup of applicants and professionals regulated by the board. This information is to be reported to the Legislative Assembly biennially. The OBD like most health boards utilizes and implements the OHA’s Healthcare reporting questionnaire for tracking this data. Like most Boards, the OBD utilizes the questionnaire as part of the Licensees license renewal process every two years. The most recent available reports are presented:

**Overview:** The Health Care Workforce Reporting Program (HWRP) collaborates with 17 health licensing boards to collect data on health care professionals in Oregon. Over 150,000 professionals in more than 35 occupations are surveyed when renewing their licenses. Information is gathered on demographics and practice details including hours worked each week, specialty and future plans. The HWRP uses this data from renewing licensees to estimate supply at the state and county levels and to inform educational investments and policy recommendations.

Oregon’s Health Care Workforce Reporting Program (HWRP) was created in 2009. As directed by Oregon Revised Statute 676.410, the HWRP collects and tabulates information from licensees of 17 health licensing boards upon renewal.

**Their division and website has highly detailed and robust information on OBD and other health licensing boards’ licensees.**

**676.410 Information required for renewal of certain licenses; confidentiality; data collection; fees; rules.**

- (1) As used in this section, “health care workforce regulatory board” means the:
  - (a) State Board of Examiners for Speech-Language Pathology and Audiology;
  - (b) State Board of Chiropractic Examiners;
  - (c) State Board of Licensed Social Workers;
  - (d) Oregon Board of Licensed Professional Counselors and Therapists;

**(e) Oregon Board of Dentistry;**

- (f) Board of Licensed Dietitians;
- (g) State Board of Massage Therapists;
- (h) Oregon Board of Naturopathic Medicine;
- (i) Oregon State Board of Nursing;
- (j) Respiratory Therapist and Polysomnographic Technologist Licensing Board;
- (k) Oregon Board of Optometry;
- (l) State Board of Pharmacy;
- (m) Oregon Medical Board;
- (n) Occupational Therapy Licensing Board;
- (o) Oregon Board of Physical Therapy;
- (p) Oregon Board of Psychology; and
- (q) Board of Medical Imaging.

(2) An individual applying to renew a license with a health care workforce regulatory board must provide the information prescribed by the Oregon Health Authority pursuant to subsection (3) of this section to the health care workforce regulatory board. Except as provided in subsection (4) of this section, a health care workforce regulatory board may not approve an application to renew a license until the applicant provides the information.

(3) The authority shall collaborate with each health care workforce regulatory board to adopt rules establishing:

(a) The information that must be provided to a health care workforce regulatory board under subsection (2) of this section, which may include:

- (A) Demographics, including race and ethnicity.
- (B) Education and training information.
- (C) License information.
- (D) Employment information.
- (E) Primary and secondary practice information.
- (F) Anticipated changes in the practice.
- (G) Languages spoken.

(b) The manner and form of providing information under subsection (2) of this section.

(4)(a) Subject to paragraph (b) of this subsection, a health care workforce regulatory board shall report health care workforce information collected under subsection (2) of this section to the authority.

(b) Except as provided in paragraph (c) of this subsection, personally identifiable information collected under subsection (2) of this section is confidential and a health care workforce regulatory board and the authority may not release such information.

(c) A health care workforce regulatory board may release personally identifiable information collected under subsection (2) of this section to a law enforcement agency for investigative purposes or to the authority for state health planning purposes.

(5) A health care workforce regulatory board may adopt rules to perform the board's duties under this section.

(6) In addition to renewal fees that may be imposed by a health care workforce regulatory board, the authority shall establish fees to be paid by individuals applying to renew a license with a health care workforce regulatory board. The amount of fees established under this subsection must be reasonably calculated to reimburse the actual cost of obtaining or reporting information as required by subsection (2) of this section.

(7) Using information collected under subsection (2) of this section, the authority shall create and maintain a health care workforce database. The authority shall provide data from the health care workforce database and may provide data from other relevant sources, including data related to the diversity of this state's

health care workforce, upon request to state agencies and to the Legislative Assembly. The authority may contract with a private or public entity to establish and maintain the database and to perform data analysis. [2009 c.595 §1175; 2011 c.630 §23; 2013 c.14 §9; 2015 c.318 §40; 2015 c.380 §1; 2017 c.6 §24; 2019 c.3 §3; 2019 c.43 §8]

**Table 1: Race, Ethnicity and Gender Distribution: 2022 Workforce compared with Population**

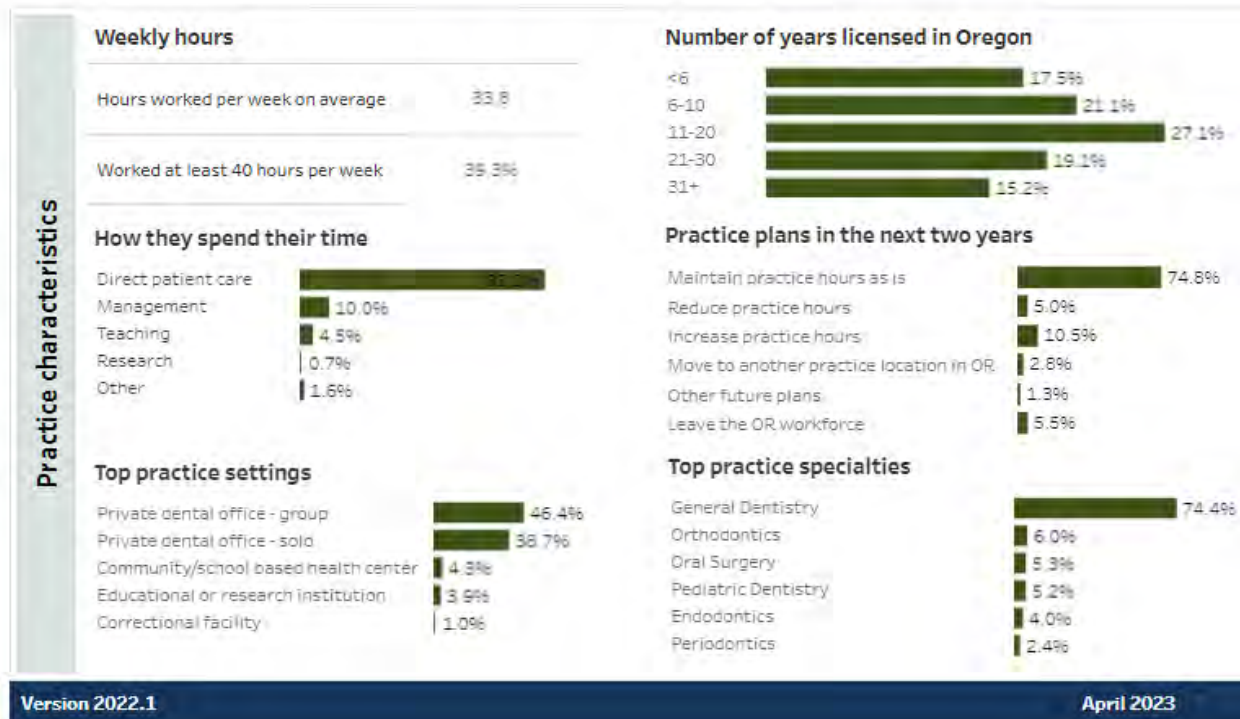
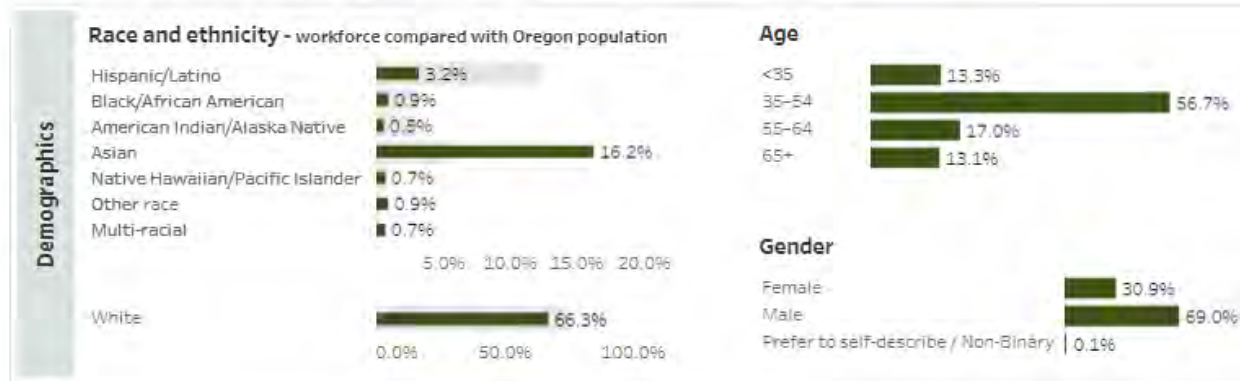
Comparison to state distribution

Similar to state    
  Below state    
  Above state    
  No representation

|                       |                         | AI/AN | Asian | Black /AA | Latino /a/x | NH/PI | Other race | White | Female | Male  |
|-----------------------|-------------------------|-------|-------|-----------|-------------|-------|------------|-------|--------|-------|
| Oregon                |                         | 3.1%  | 5.7%  | 3.0%      | 12.3%       | 0.9%  | 0.2%       | 75.0% | 50.4%  | 49.6% |
| Chiropractic          | Chiropractic assistants | 3.1%  | 6.1%  | 1.1%      | 17.7%       | 0.9%  | 0.8%       | 70.4% | 83.4%  | 13.2% |
|                       | Chiropractic physicians | 2.1%  | 7.2%  | 0.5%      | 3.1%        | 0.6%  | 0.8%       | 85.7% | 30.3%  | 64.5% |
| Counselors/Therapists | Counselors & therapists | 2.9%  | 2.8%  | 1.6%      | 4.8%        | 0.7%  | 0.9%       | 86.3% | 75.6%  | 20.0% |
| Dentistry             | Dental hygienists       | 1.9%  | 7.0%  | 0.4%      | 5.9%        | 0.5%  | 0.9%       | 83.4% | 93.9%  | 3.0%  |
|                       | Dentists                | 0.6%  | 18.2% | 1.0%      | 3.7%        | 0.8%  | 1.0%       | 74.7% | 29.8%  | 66.5% |

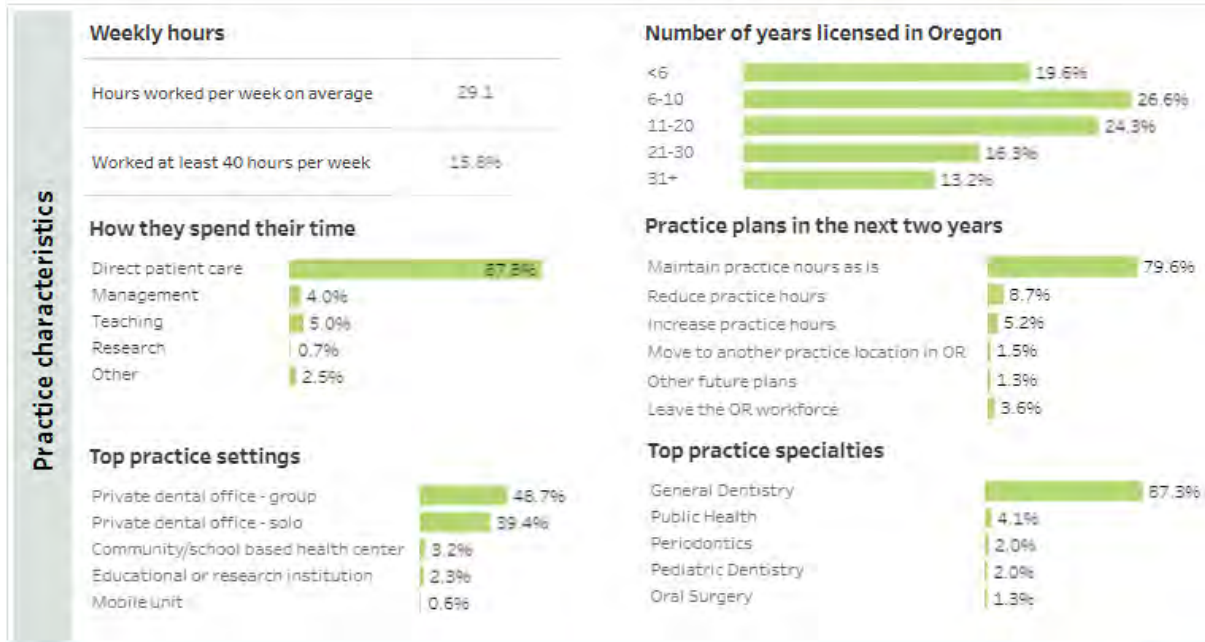
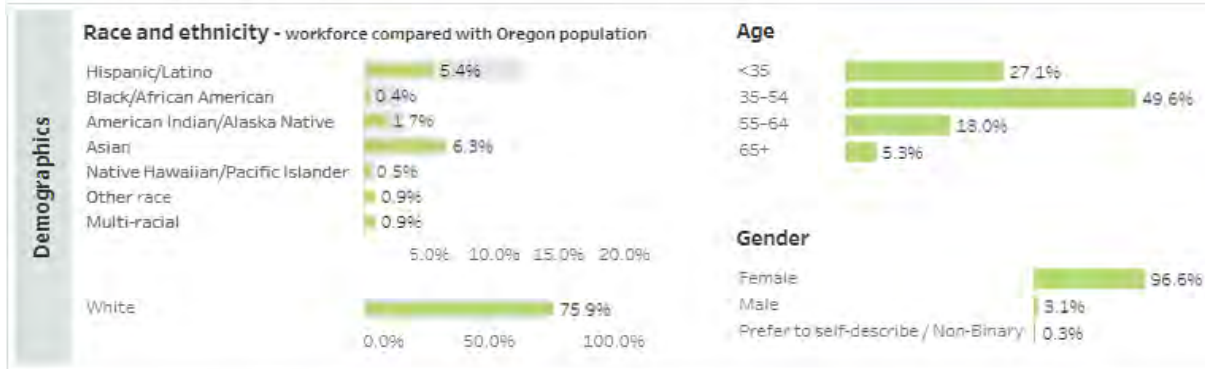
## Dentists practicing in Oregon in 2022

Hover over the bars in the charts for more details.



## Dental hygienists practicing in Oregon in 2022

Hover over the bars in the charts for more details.



Version 2022.1

April 2023

## AGENCY STRATEGIC PLAN

The Board in Feb. 2022 ratified the 2022 -2025 Strategic Plan. The Board of Dentistry's short and long-range plan is directed by its mandate to protect the health, safety and welfare of Oregonians and by its newly revised mission is to promote quality oral healthcare and protect all communities in the state by equitably and ethically regulating dental professionals. The Board strives to ensure that its activities fulfill its mission within the resources allocated by the Legislature and effectively provides appropriate public protection.



# Oregon Board of Dentistry

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## 2022 – 2025 Strategic Plan

The Oregon Board of Dentistry's (OBD) responsibilities and oversight authority is bestowed from the Oregon Revised Statutes Chapter 679 (Dentists), Chapter 680.10 to 680.205 (Dental Hygienists), Oregon Administrative Rules Chapter 818. In addition, direction for Dental Therapists is guided by HB 2528 (2021) and the addition of Interim Therapeutic Restorations, HB 2627 (2021) for Expanded Practice Dental Hygienists. These new statutes task the OBD with regulation and oversight of the practice of dentistry, dental therapists and dental hygiene by enforcing standards of practice established in the Oregon Legislature statutes and rule.

During the strategic planning process, the OBD Board and Staff agreed to update the mission statement to reflect a focus on access to care as well as on integrity. The OBD will implement the strategic plan, adaptively to rapidly changing circumstances, in support of its Mission: *to promote quality oral health care and protect all communities in the State of Oregon by equitably and ethically regulating dental professionals.* Through external market research, initial discussions with the Board and Staff, and tabulation of the licensee surveys, a set of priorities emerged.

### **The five priorities identified in the plan include:**

- I. Licensure Evolution
  - a. Develop and implement rules based on legislative changes
  - b. Successfully implement Dental Therapy Rules
- II. Dental Practice Accountability
  - a. Ensure Licensees dictates clinical care provided to patients
  - b. Asset OBD jurisdiction over dental practices regardless of ownership model

- III. Community Interaction and Equity
  - a. Increase ease of access to OBD services and information
  - b. Ensure equity exists in investigation outcomes
- IV. Workplace Environment
  - a. Increase workplace flexibility through hybrid work models
  - b. Increase workplace satisfaction
- V. Technology & Processes
  - a. Improve investigation management and archived files
  - b. Improve resource efficiencies

## Oregon Board of Dentistry

### Organizational & External Influences Analysis

This organizational and external analysis covers the internal factors that will influence the ability to respond to operational needs as well as the external factors that may drive change. The Oregon Board of Dentistry analyzed the social, technological, economic, legal/regulatory, and environmental factors that might affect the practice of dentistry and the OBD's oversight. In addition, the current organizational status was analyzed primarily through staff interviews.

The most significant Strengths, Weaknesses, Opportunities, and Threats that affect the OBD are:

|   |  |
|---|--|
| <p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Foundation of known, common values: Integrity, Fairness, Responsibility, Community and commitment to the mission</li> <li>• Skilled, experienced, and dedicated staff</li> <li>• Successful migration and knowledge transfer as new Board and Staff <u>onboarded</u> during previous strategic period</li> <li>• Foresight and proactive succession and onboarding planning</li> <li>• Board composition provides a breadth of perspectives</li> <li>• Member survey shows support in OBD remains high at 78% after problematic pandemic year</li> </ul> | <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Lack of clear understanding for OBD scope and jurisdiction by public, patients and Licensees</li> <li>• Limited control over budget/funding impact ability to adjust staffing plans to meet overall strategic plan needs</li> <li>• Legislature changes can create significant increases in staff work that are not in alignment with staffing capacity</li> <li>• Low levels of Licensee participation in inputs/surveys. 2020 strategic priorities member survey had 265 responses</li> <li>• Board member turnover creates loss of continuity and historical knowledge</li> </ul> |
| <p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Ability to implement Dental Therapy licensure process</li> <li>• Migration of technology to improve licensee experience, overall processes &amp; efficiency, and provide workplace flexibility</li> <li>• Collaboration with Oregon Health Authority (OHA) to manage public engagement and expectations for language, cultural diversity, equity, and inclusion across OHA partners. (With guidance from the State Racial Justice Council.)</li> </ul>   | <p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Continued lagging technology infrastructure</li> <li>• Shifts in business operations and managed care pose challenges to dentistry practices and regulation</li> <li>• Insurance maximums dating to the 1960's influence patient care recommendations</li> </ul>  |



## Roadmap and Goals

| Strategic Priorities                    | 2022-2023   | 2023 - 2024   | 2024-2025  | Goals   |
|---|---|---|--|---|
| <b>Licensure Evolution</b>              | <ul style="list-style-type: none"> <li>Develop and implement rules in support of HB 2528 (2021) for newly created Dental Therapist license</li> </ul>   | <ul style="list-style-type: none"> <li>Engage interested parties to learn more and gather feedback about implementing Dental Therapy Practice in Oregon</li> </ul>                                      |  | <ul style="list-style-type: none"> <li>Develop and implement rules based on legislation changes</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Develop and implement communication strategies with communities impacted by Dental Therapy license implementation</li> </ul>   |   |  | <ul style="list-style-type: none"> <li>Successfully implement Dental Therapy license</li> </ul>   |
| <b>Dental Practice Accountability</b>   | <ul style="list-style-type: none"> <li>Implement changes to Licensee Renewal form to capture multiple office/group affiliation</li> <li>Gather dental practice ownership and training information</li> <li>Receive OHSU updated curriculum and include in Board Book</li> </ul> | <ul style="list-style-type: none"> <li>Analyze complaints by ownership types</li> <li>Evaluate options for strengthening statute related to accountability, ownership, and standards of care</li> </ul> | <ul style="list-style-type: none"> <li>Potential for proposed legislative changes</li> </ul>   | <ul style="list-style-type: none"> <li>Ensure licensees dictate clinical care provided to patients (in contrast to corporate non-licensees driving care decisions)</li> <li>Increase OBD visibility into practice ownership models</li> <li>OBD jurisdiction over Dental practices in Oregon, regardless of ownership and business operating model</li> <li>Correlate patient care to level of competency required by practitioners (DT, DMD, DDS, DH); hold entities accountable to the level of licenses within their practice</li> </ul> |
|   |   |   |  |   |
| <b>Community Interaction and Equity</b> | <ul style="list-style-type: none"> <li>Align Diversity, Equity, and Inclusion plans to guidance provided by the State of Oregon Racial Justice Council</li> </ul>   | <ul style="list-style-type: none"> <li>Include diversity analysis when developing Marketing or Communications materials; consider diversity in visual representations</li> </ul>                        | <ul style="list-style-type: none"> <li>Additional prioritized actions taken from <del>recommendations</del> and <del>resources provided</del> by State Racial Justice Council</li> </ul> | <ul style="list-style-type: none"> <li>Communicate and market to reach the all communities within Oregon</li> </ul>   |
|   | <ul style="list-style-type: none"> <li>Enable OBD to take complaints in <del>complainant's</del> first language</li> </ul>  | <ul style="list-style-type: none"> <li>Create analysis of prior investigations, findings, and actions across licensee demographics to frame equity-related data</li> </ul>                              |  | <ul style="list-style-type: none"> <li>Increase ease of access to OBD services</li> </ul>   |
|   |   |   |  | <ul style="list-style-type: none"> <li>Ensure equity exists in investigation outcomes</li> <li>Increase OBD licensee, patient, and community understanding of OBD roles, responsibilities, and services</li> </ul>  |
| <b>Workplace Environment</b>            | <ul style="list-style-type: none"> <li>Develop succession plans for Board positions coming open and establish effective process for ongoing timely replacement</li> <li>Develop and implement hybrid workplace guidelines</li> </ul>  | <ul style="list-style-type: none"> <li>Evaluate overall workload and staff workload balance, consider adjustment for upcoming fiscal cycles</li> </ul>  |  | <ul style="list-style-type: none"> <li>Establish succession plan for Board members, continuing to represent many viewpoints and experiences in Board composition</li> <li>Increase workplace flexibility through a hybrid workplace guideline</li> <li>Increase workplace satisfaction and career development conversations</li> </ul>  |
|   |   |   |  |   |
| <b>Technology and Processes</b>         | <ul style="list-style-type: none"> <li>Complete digitization and modernization process for Board Books</li> <li>Complete implementation of InLumon system</li> </ul>  | <ul style="list-style-type: none"> <li>Build working digital database of Licensee records</li> <li>Pilot data analysis capabilities</li> </ul>  | <ul style="list-style-type: none"> <li>Create digital archive of investigation files</li> </ul>  | <ul style="list-style-type: none"> <li>Improve efficiency and resource utilization through on-line records keeping</li> <li>Increase ability to complete analytics related to licensees and investigations</li> </ul>   |
|   |   |   |  | <ul style="list-style-type: none"> <li>Improve investigation case management with archived files</li> </ul>   |

## **Oregon Benchmarks**

The Board of Dentistry has no Primary Links to the Oregon Benchmarks; however, Board activities support the following Benchmarks as secondary links:

#29 Skills Training: Percentage of Oregonians in the labor force who received at least 20 hours of skills training in the past year.

Licensees of the Board are required to complete continuing education requirements biennially in order to renew their professional licenses (40 hours for dentists; 36 hours for dental hygienists holding Limited Access Permits; and 24 hours for all other dental hygienists). In addition to this mandatory requirement, most licensees voluntarily participate in study clubs and take courses that enhance their professional skills. Many continuing education courses are available via the Internet and are an effective means of receiving training.

#30 Volunteerism: Percentage of Oregonians who volunteer at least 50 hours of their time per year to civic, community or nonprofit activities.

The Board supports volunteerism by encouraging uncompensated dental and dental hygiene care provided through various non-profit and community based clinics. In cases where unacceptable patient care is not an issue, the Board frequently requires uncompensated services as a part of settlement agreements in disciplinary cases. During 2011 - 2013 Oregonians received over 300 hours of dental or dental hygiene care through these Board actions. Feedback from practitioners has been positive and many continue their volunteer relationship with the dental clinic after the Board's requirements have been fulfilled.

In January of 2005 in cooperation with the Oregon Dental Association and Dentists Benefits Insurance Company the Board created a Volunteer Dentist/Dental Hygiene license designation program. As of July 1, 2021 25 dentists and three dental hygienists who currently have a volunteer dentist licensee designation. Dental therapists cannot register as a volunteer since statute does not allow it.

A dentist who maintains an Oregon license but is retired from active practice may obtain liability insurance through the Department of Administrative Services in order to provide uncompensated dental services through nonprofit corporations offering community services and dental services to low-income patients. (ORS 679.510). The Board maintains a registry of dentists and dental hygienists who provide dental and dental hygiene services without compensation in accordance with ORS 676.340. By registering with the Board annually, licensees providing uncompensated health care are not liable for any injury, death or other loss arising out of the provision of the services unless the injury, death or other loss results from the gross negligence of the practitioner.

Every member of the Board (six dentists, two dental hygienists and two public members) are volunteers and collectively donate hundreds of hours of time to Board work, through Board meetings, committee meetings, Legislative appearances, public appearances and speaking engagements, serving as examiners for clinical licensure examinations, and representing the State of Oregon at national meetings germane to the licensure, examination and regulation of the professions under its jurisdiction..

#44 Adult Non-smokers: Percentage of Oregonians, 18 and older, who smoke cigarettes.

#52 Substance Use During Pregnancy: Percentage of pregnant women who abstain from using: a. alcohol; b. tobacco.

The Board recognizes that tobacco use prevention and cessation are an important part of oral health and directly related to the prevention of other health conditions. In 1988, the Board issued its position statement on the health hazards associated with tobacco and determined that the prescribing of drugs such as Nicorette, Nicoderm, and Zyban were within the scope of practice of dentistry. The Board supports and encourages dental professionals to educate their patients on the dangers of tobacco use. The Board of Dentistry maintains a smoke-free workplace and all meetings of the Board are smoke free in accordance with Oregon Public Meetings Law and agency policy.

#50 Child Abuse or Neglect: Number of children, per 1,000 persons under 18, who are: a. neglected/abused; b. at a substantial risk of being neglected/abused.

Under ORS 419B.005, dentists are required to report suspected incidents of child abuse or neglect. The Board regularly publishes in its newsletter information on the requirement to report, symptoms and physical indications of abuse, and contact numbers for reporting in various areas of the state.

### **2022-2025 THREE-YEAR PLAN (Strategic Plan)**

The Board of Dentistry's latest strategic plan updated in 2022 for progress towards meeting established goals, adjusting goals to reflect current or projected needs and to re-assess priorities. The Board of Dentistry's long and short-range plan is directed by both its mission to assure that Oregonians receive high quality dental care and by its statutory mandate to protect the health, safety and welfare of the citizens of Oregon. The Board strives to ensure that its goals and objectives are realistic and within the resources allocated by the Legislature. Previous goals remain in place as they are the foundation of the Agency's work, focus and mission.

#### **Goal 1: Assure that licensees are qualified and competent to practice safely.**

##### Benchmark/High-Level Outcome

Agency mission.

##### Intermediate Outcomes:

- Licenses will only be granted to applicants possessing the appropriate requirements for education and examination.
- Examinations for licensure will be valid and reliable.
- National FBI Criminal Background checks will be conducted for all applicants by submitting fingerprints to the Oregon State Police and inquiries of the National Practitioners Data Bank and the Healthcare Integrity and Protection Data Bank.
- All licensees will complete required hours of verifiable continuing education related to clinical patient care.
- Licensees with performance or substance abuse issues will be remediated and monitored during their recovery and remediation process.
- Licensees under disciplinary sanction will be actively monitored to ensure compliance with terms of probation, and to restore them to active, useful service to Oregon's citizens whenever appropriate.
- Maintain a network of consultants and evaluation/treatment facilities capable of meeting the need and scope of expertise required to assist the Board in its mission to rehabilitate licensees in need of assistance.

##### Performance Measures:

1. Licenses will be issued or renewed within 7 business days of receipt of completed paperwork.
2. 100% of all applicants will have background checks.
3. Compliance with continuing education requirements will be audited for certain numbers of licensees each year.

4. 100% of licensees who are under consent orders for substance abuse issues are monitored and may appear before the Board at least annually.
5. 100% of licensees on monitoring status will complete the terms of disciplinary sanctions within original time frames established in their order or face additional discipline.

**Goal 2: Promote access to oral care.**

Benchmark/High-Level Outcome

Benchmark #30; Agency mission.

Intermediate Outcomes:

- Promote volunteerism.
- Review scopes of practice of dental hygienists and dental assistants to provide broader scope where appropriate.
- Provide for reasonable access to education and testing in rural areas; i.e. long distance learning.
- Support increased funding for education of dental, dental hygiene and dental assisting.
- Partner with communities of interest to provide incentives to enter dental health care careers.
- Participate in workforce studies to determine the extent of the workforce problems and identify possible solutions.
- Support community prevention activities; i.e. Early Childhood Caries Prevention Project, and statewide fluoridation effort

Performance Measures:

1. At least 90% of licenses disciplined for continuing education noncompliance or practicing without a license will be required to complete the continuing education and may be assessed a civil penalty.
2. Encourage Dentists and Dental Hygienists to join the Boards Volunteer License Designation Program.
3. Dental Hygiene and Dental Assisting rules will be reviewed each annually.

**Goal 3: Standards of practice, statutes and regulations will be realistic, understandable and applied appropriately**

Benchmark/High-Level Outcome

Benchmark #29 and #30, Agency Mission, Legislative mandate

Intermediate Outcomes:

- Investigate allegations of unprofessional conduct, unacceptable patient care or other violations of the Dental Practice Act in a fair, prompt, objective and thorough manner.
- Take an active stance in preventing practice problems that endanger patients through educational outreach.
- Where unacceptable care is identified, Board emphasis will be on remediation through education and restitution to patients when appropriate.
- Participate in the Statewide HPSP diversion program for licensees with substance abuse disorders.
- Disciplinary issues will be mediated and resolved through mutual agreements to the greatest extent possible.
- Review all statutes and rules at least annually for consistency and cohesion.

Performance Measures:

1. Investigations will be completed within six months from date of receipt.

2. At least 95% of disciplinary actions will be settled through negotiated consent agreements rather than Contested Case Hearing.
3. The percent of licensees who are disciplined will decrease each biennium.

**Goal 4: Communicate timely and useful information regarding the Board's mission, services, policies and standards of practice to the public and licensees.**

Benchmark/High-Level Outcome

Agency Mission, Strategic Plan

Intermediate Outcomes

- Improve public awareness of the Board as a resource for, and provider of, information and services.
- Provide appropriate information regarding licensees to the extent allowed by law.
- Continue to make the Board’s website a useful resource for citizens and licensees.
- Review of all potential partnerships during the planning of all board initiatives to maximize synergy and resources.
- Communicate regularly with licensees, educators, professional associations and interested community organizations regarding Board policies and expectations

Performance Measures

1. The number of pages viewed (“hits”) on the Board's website.
2. Feedback provided from the Customer Services Survey posted on the website.
3. Produce and distribute two newsletters per year, mailed to all licensees, other state dental boards and professional associations, and post on the website.
4. Number of presentations made by staff and Board members to dental, dental hygiene and dental assisting students; licensees and professional organizations.

**PARTNERSHIPS**

- **Professional Organizations:** Oregon Dental Association, Oregon Dental Hygienists’ Association, Oregon Dental Assistants Association, Oregon Academy of General Dentistry, and various dental specialty organizations.
- **Education System:** Oregon Health and Science University, School of Dentistry; Community College Dental Hygiene and Dental Assisting programs; Oregon Department of Education, licensed trade schools and independent educators.
- **Health care regulatory agencies and public health organizations:** Board of Pharmacy, Board of Nursing, Board of Medical Examiners, Board of Denture Technology, dental licensing boards in other states, other health licensing boards, Department of Human Services, Health Services; Oregon Medical Assistance Programs, and local community health programs.
- **Law Enforcement Agencies:** U.S. Drug Enforcement Agency, Federal Bureau of Investigation, Oregon Department of Justice, Medicaid Fraud; local police agencies, etc.
- **National Dental Organizations:** American Dental Association (ADA) American Association of Dental Boards (AADB) & the American Association of Dental Administrators (AADA). The ADA accredits dental schools and dental hygiene and dental assisting programs, and conducts regular evaluations of programs to assure compliance with national education standards. The ADA also conducts the written dental and dental hygiene examinations (National Board Examinations) that are recognized by all states for initial licensure. AADB is

comprised of state dental boards, dental educators, board administrators and board attorneys. Its focus is on licensing standards for dentists and dental hygienists. This association appoints members to the American Dental Association Council on Dental Education, Commission on Dental Accreditation (CODA) which is responsible for the evaluation and accreditation of dental education programs; and to the Joint Commission on National Dental Examinations which conducts standardized written dental and dental hygiene examinations that are recognized by all fifty states for licensure. This organization maintains a clearinghouse of disciplinary actions issued by State dental boards and disseminates a monthly report to all member agencies.

- **Dental Testing Agencies:** Western Regional Examining Board, American Board of Dental Examiners, Central Regional Dental Testing Service, The Commission on Dental Competency Assessments, Southern Regional Testing Boards, Council of Interstate Testing Agencies, and the Dental Assisting National Board. These organizations conduct examinations for dentists, dental hygienists and dental assistants and are recognized by the Oregon Board for initial qualification for licensure (dentists and dental hygienists), or certification (dental assistants). The Board holds membership in the Western Regional Examining Board and American Board of Dental Examiners. CDCA-WREB, CITA Dental health professionals seeking initial state licensure and the far-reaching licensure portability of ADEX examinations can now look to one national testing agency for their needs. CDCA-WREB and The Council of Interstate Testing Agencies (CITA), the two agencies currently authorized to administer assessments developed by the American Board of Dental Examiners (ADEX), announce their intent to combine on August 1, 2022. The new organization will operate as CDCA-WREB-CITA. A CDCA-WREB-CITA combination simplifies the pathways for dental and dental hygiene licensure candidates, schools, and state licensure boards. ect the dental public. ADEX develops uniform competency assessments that reflect current dental and dental hygiene practices.
- **Federal Reporting Agencies:** National Practitioner Data Bank (NPDB) and Healthcare Integrity and Protection Data Bank (HIPDB). The Board is required by Federal law to report disciplinary actions to these two data banks. These national databases facilitate background checks and help licensing boards evaluate the qualifications of practitioners to practice safely. Checks of records of applicants for licensure, or of current licensees applying for renewal, can reveal information that has not been self-reported and which warrants attention by the Board.
- **Treatment facilities and providers** (particularly those with experience in treating health professionals). Twelve-step and other self-help programs, diversion programs of other health licensing Boards. The Board works closely with professionals who specialize in the evaluation, treatment and recovery of people with substance abuse issues.

## AGENCY PROGRAMS

The Board of Dentistry is charged with the regulation of the practice of dentistry, dental therapy and dental hygiene by setting standards for entry to practice, examination of applicants, issuance and renewal of licenses, and enforcing the standards of practice. The Board also is required by law to establish standards for the administration of anesthesia in dental offices. The Board determines dental procedures that may be delegated to dental assistants and establishes standards for training and certification of dental assistants.

As of January 1, 2025, there were 3776 dentists, and 4250 dental hygienists holding Oregon licenses. There were also 22 Dental Therapists. Dentists may apply for one of four levels of anesthesia permit. The type of permit issued is based on the level of consciousness induced. Dental Hygienists may obtain a permit to administer nitrous oxide. Approximately 2,000 dentists hold anesthesia permits, and 2,800 dental hygienists hold a nitrous oxide anesthesia permit. Approximately 5,500 dental assistants are employed by dentists to assist in providing dental services. A high percentage of these

dental assistants hold certificates to perform advanced procedures (Expanded Function Dental Assistant) or to take x-rays (Certificate of Radiologic Proficiency)

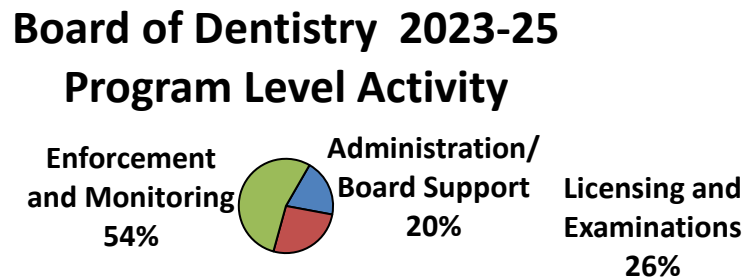
The Board operates in an atmosphere of constant change, rapidly developing technology, changing treatment modalities, demographic and geographic disparities in access to dental care, growing public demand for a greater diversity of provider groups, and constantly shifting societal norms and values.

Agency operations are supported solely from license application, renewal, exam and permit fees plus revenues generated from fines imposed for late renewals, civil penalties assessed, and miscellaneous receipts from the sale of mailing lists and copies of public records.

The Board is composed of ten members appointed by the Governor and confirmed by the Senate for four-year terms. There are six dentists, one of whom must be a dental specialist, two dental hygienists and two public members. Regular Board meetings occur every other month and the Board convenes numerous committees, calls special meetings and is fully engaged in its 2022 -2025 strategic plan.

There are 7.5 FTE staff who carry out the day-to-day functions of the agency.

Primary program activities are Licensing and Examination, Enforcement and Monitoring, and Administration. Estimated program level activity for the eight staff members is quantified in the chart below:



#### Licensing and Examination

This activity includes licensure of dentists, dental specialists, dental instructors, dental therapists and dental hygienists, approve specialty examinations per year, biennial renewal of licenses, and issuance and renewal of various permits and certificates (anesthesia permits, Expanded Practice Dental Hygiene Permits, and certification of dental assistants to take radiographs and to perform expanded functions).

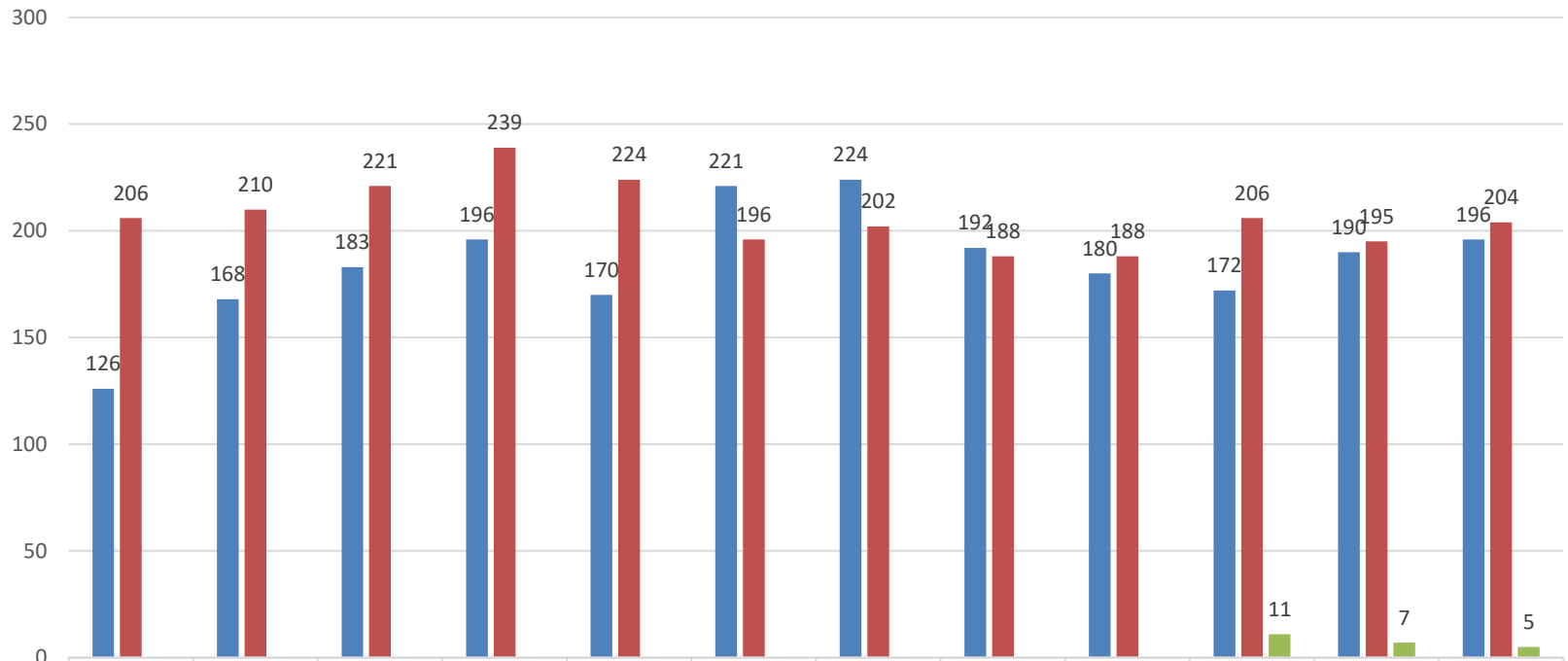
The Board receives and reviews license applications to assure that applicants have the required education, have passed the National Board written examinations and have passed a clinical examination recognized by the Board. A thorough background check is conducted on each applicant for a new license and, where a past history is revealed, an investigation is conducted and results are presented to the Board for determination. Staff also administers a Jurisprudence Examination for each new applicant and conducts random audits of 15% of license renewals annually for compliance with continuing education requirements.

Customers of this activity are dentists, dental therapists, dental hygienists, dental assistants, those who employ them and, ultimately, the public. The table below shows the historical and projected workload for the agency in this activity.

| <b>Licensing Workload</b>                          | <b>2015-17</b> | <b>2017-19</b> | <b>2021-23</b> | <b>2023-25</b> | <b>2025-27</b> | <b>2027-29</b> | <b>2029-31</b> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|  | Actual         | Actual         | Actual         | Actual         | Estimate       | Estimate       | Estimate       |
| Licenses Issued:                                   |                |                |                |                |                |                |                |
| Dental   | 397            | 414            | 348            | 378            | 400            | 420            | 420            |
| Dental Hygiene                                     | 458            | 403            | 385            | 410            | 425            | 440            | 450            |
| Dental Therapist                                   |                |                |                | 23             | 60             | 80             | 100            |
| Total New Licenses Issued:                         | 862            | 817            | 733            | 811            | 885            | 940            | 970            |
| Licenses Renewed:                                  |                |                |                |                |                |                |                |
| Dental   | 3903           | 3864           | 3839           | 3860           | 3860           | 3880           | 3890           |
| Dental Therapist                                   |                |                |                |                | 22             | 30             | 40             |
| Dental Hygiene                                     | 4268           | 4304           | 4102           | 4300           | 4300           | 4300           | 4300           |
| Total Licenses Renewed:                            | 8171           | 8168           | 7941           | 8000           | 8182           | 8210           | 8230           |
| Anesthesia Permits Issued/Renewed                  | 4719           | 4688           | 4622           | 4650           | 4650           | 4650           | 4650           |
| Dental Assistants Certified                        | 2265           | 2288           | 1942           | 2067           | 2100           | 2200           | 2300           |
| Dental Assisting Instructor Permits Issued/Renewed | 128            | 126            | 173            | 177            | 180            | 190            | 200            |

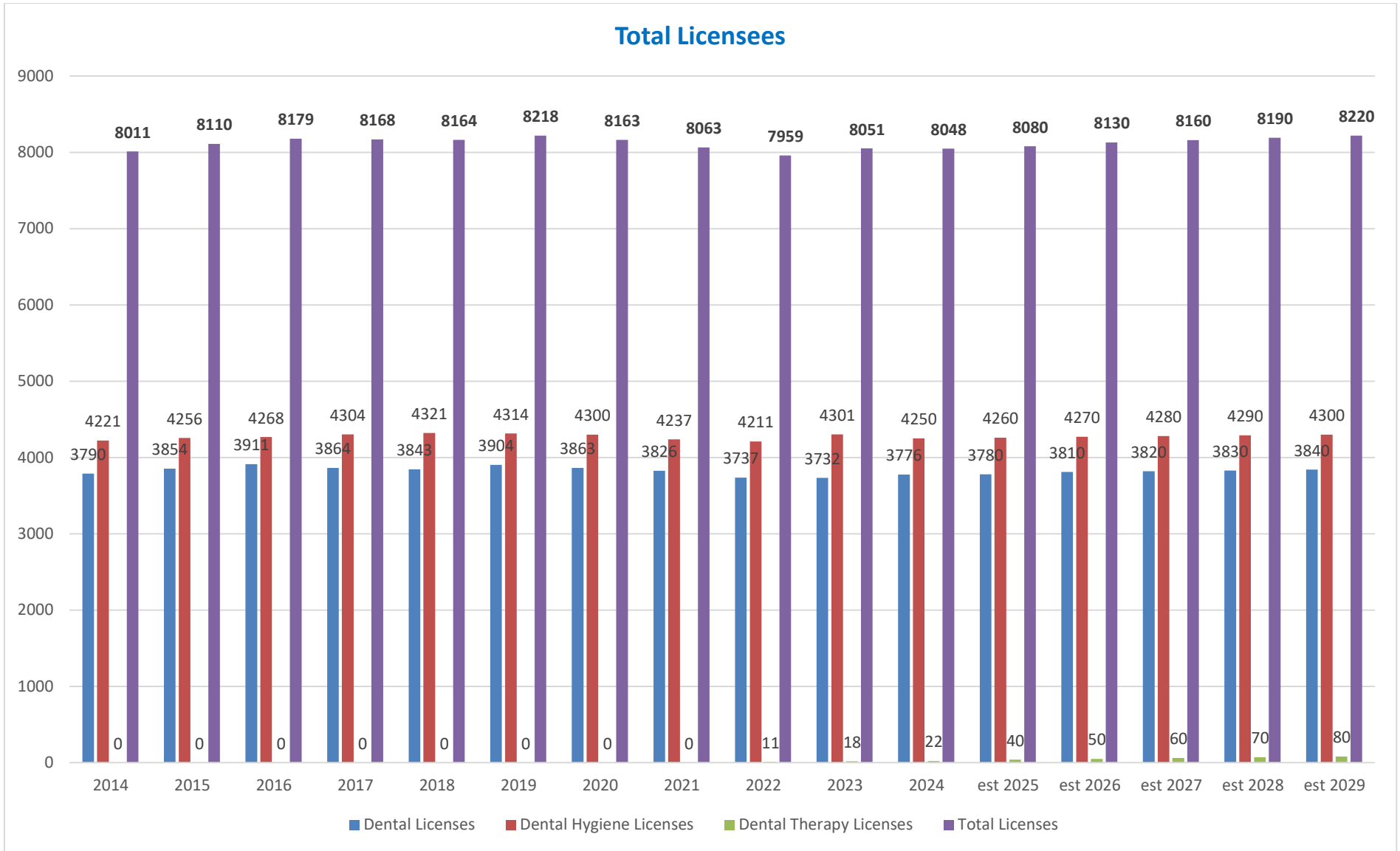


### Licenses Issued per year



|                         | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|-------------------------|------|------|------|------|------|------|------|------|------|------|------|------|
| Dental Licenses         | 126  | 168  | 183  | 196  | 170  | 221  | 224  | 192  | 180  | 172  | 190  | 196  |
| Dental Hygiene Licenses | 206  | 210  | 221  | 239  | 224  | 196  | 202  | 188  | 188  | 206  | 195  | 204  |
| Dental Therapy Licenses |      |      |      |      |      |      |      |      |      | 11   | 7    | 5    |

# Licensee estimates through the year 2029



## Enforcement and Monitoring

The Dental Practice Act (ORS 679 and 680.010 through 680.205) and the Board’s Administrative Rules (OAR 818) establish the grounds and methods of discipline that may be imposed on licensees who violate the act. The statutes and rules of the Board define unprofessional conduct, unacceptable patient care, establish standards for record keeping and infection control guidelines, and define appropriate management and record keeping for controlled substances. The Board is required by ORS 676.165 to conduct investigations of any complaint received regarding licensees or applicants. In addition, the Dental Practice Act allows the Board to open investigations on its own motion. Cases opened by the Board might be based on information the Board receives ancillary to another case, from reports submitted by insurance companies regarding malpractice claims, criminal convictions, or based on disciplinary actions taken by other state dental boards or by other licensing boards since several of the Boards licensees have dual licenses; i.e. physician/dentist or dental hygienist/denturist.

Staff investigators conduct investigations by interviewing the complainant, the patient, the respondent (licensee), subsequent treating dentists, or any other witness germane to the case. Investigators review patient records, consult with outside experts contracted by the Board for this purpose, review insurance claims, and any other material or witnesses necessary to determine the facts of the case. Investigative findings are presented to the OBSD’s assigned DOJ Attorney, who reviews the cases in-depth with the staff investigators. The recommendation is presented to the full Board for final action. The Board’s findings fall into one of four categories: No Violation, No Further Action, Letter of Concern or Discipline. “No Further Action” reflects a case where an investigation was not completed for some reason – the Board did not have jurisdiction of the issue submitted, the complainant withdrew the complaint and the Board was satisfied with the reasons, or the licensee is no longer under the Board’s jurisdiction. A “Letter of Concern” is issued when the Board determines that the licensee violated some aspect of the Dental Practice Act, but the matter warrants a warning rather than formal disciplinary action. All investigative findings are confidential and may not be revealed to any member of the public. Formal disciplinary actions are public record and, upon request, the Board provides copies of Notice of Proposed Disciplinary Action and any final Orders. Disciplinary actions are reported as required by Federal Law to both the National Practitioners’ Data Bank (NPDB) and the Healthcare Integrity and Protection Data Bank (HIPDB).

Disposition of Cases

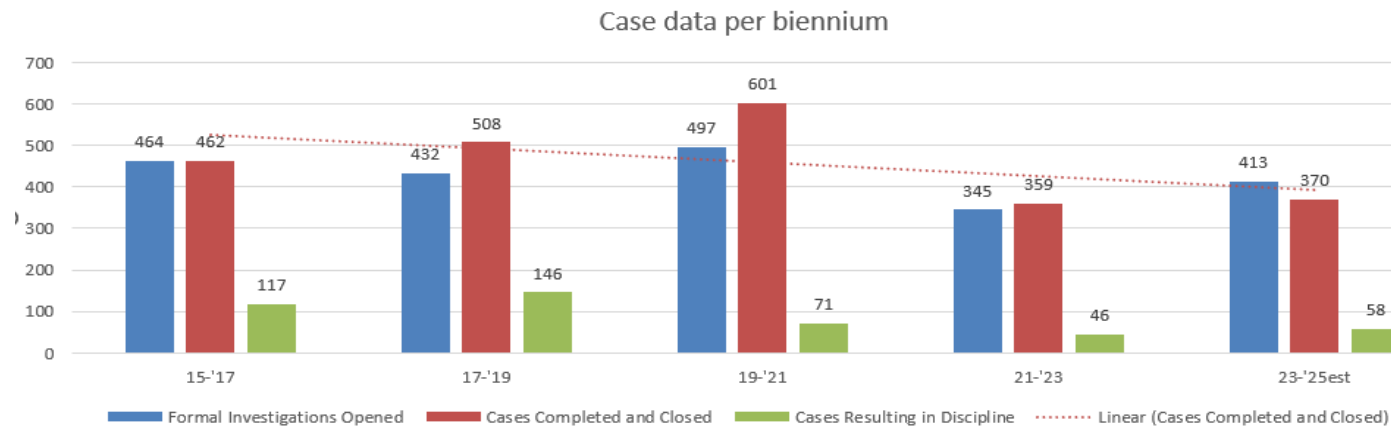
| <b>Board Action - FY</b> | <b>2023</b> | <b>2024</b> |
|--------------------------|-------------|-------------|
| <b>Cases Opened</b>      | <b>213</b>  | <b>178</b>  |
| <b>Cases Closed</b>      | <b>170</b>  | <b>176</b>  |
| <b>No Violation</b>      | <b>71</b>   | <b>67</b>   |
| <b>No Further Action</b> | <b>40</b>   | <b>38</b>   |
| <b>Letter of Concern</b> | <b>31</b>   | <b>47</b>   |
| <b>Discipline</b>        | <b>28</b>   | <b>24</b>   |
| <b>Total</b>             | <b>170</b>  | <b>176</b>  |

The Board may impose disciplinary action ranging from a reprimand to suspension or revocation of a license. It may also place a licensee on probation, order a licensee to obtain substance abuse treatment, impose a civil penalty or any other discipline the Board deems appropriate. The Board’s goal is remediation rather than punishment – and where appropriate, the Board requires additional education and skill building to improve clinical skills. As part of settlement agreements the Board frequently requires the dentist to make restitution to the patient and to complete un-remunerated community service. Most disciplinary actions imposed by the Board are entered into by mutual agreement between the Board and the licensee through a negotiated

Consent Order. Those that cannot be settled by consent agreement are referred to the Administrative Hearings Officer for preparation for a Contested Case Hearing. Staff investigators and expert witnesses appear at these hearings to testify to the facts of the Board’s case. The Board is represented by the Department of Justice in these cases. These Board typically is involved in one Contested Case Hearing per year.

Monitoring involves tracking licensees who are under disciplinary sanction for compliance with the terms of their Board order. This involves tracking disciplinary actions, requirements and timelines, routine communication with the licensee, working with treatment providers to assure compliance, scheduling appearances before the Board for those licensees required to make regular personal appearances. At any given time, the staff compliance officer is monitoring approximately 30 - 40 licensees. Some licensees placed in the monitoring caseload are typically monitored for a minimum of five years since these cases involve drug and alcohol abuse or sexual boundary issues.

The Board has been proactive in communicating to Licensees and stakeholders in the area of enforcement and investigations. The standard Board presentations given by the Executive Director and Investigators include an overview of common complaints received each year from complainants. The presentations cover the investigative process from start to finish. The Board has also had in effect for many years standard disciplinary protocols for common issues that arise that are public and are regularly updated with the Board’s attorney reviewing as well. The Board is extremely transparent about investigations and enforcement issues and all Board actions are always summarized in Board Meeting Minutes and made available on the Board’s website. There are many interested parties regarding who wants to know information about Licensees’ disciplinary history including: the public, insurance companies, law enforcement agencies, other health care licensing boards, and the dental community.



**Administration**

Administrative activities include support of Board and committee meetings, implementation of Board policy; assuring that agency operations are conducted in compliance with all State laws and regulations, program evaluation, coordination and supervision of agency operations, and personnel recruitment and supervision. The Board’s Executive Director and Office Manager serve as the Rules Coordinators for the OBD. Some years the workload in this area is heavier than other years. The 2022 -2024 timeframe was extremely busy for the Rules Coordinators. The OBD had numerous committee, board and other meetings to promulgate new dental therapy rules and set protocols to license dental therapists on July 1, 2022.

It also includes coordination with the Department of Justice on various Board legal issues, development and implementation of administrative rules, policies and procedures; development of legislative concepts, tracking of legislation that impacts agency operations and preparation and presentation of testimony at Legislative hearings. Administrative staff are responsible for budget planning, development, and monitoring; management of agency equipment, supplies and information systems. On behalf of the Board, the Executive Director provides public information, outreach and education (production of the Newsletter, maintenance of website, public appearances and presentations, etc.); responds to inquiries by the media, represents the Board on various statewide taskforces such as Department of Human Services Oral Health Advisory Board. The Executive Director acts a liaison for the Board and maintains effective relationships with all communities of interest whether local, statewide or national. Customers are the public, Board, the dental community and the Legislature.

### **Regulatory Mandates**

As new Federal and State laws are passed that impact either the dental profession or the Board, the limited Board resources need to be carefully and strategically deployed

Passage of SB 786 in 2001, requiring twenty Oregon Health Related Licensing Boards to gather and compile information regarding the ethnic and racial background of licensees and applicants resulted in the Board having to create a survey document, include it with application and renewal packets, modify its data base to record the information, to input this additional information and to generate reports.

HB 2469 passed by the 2001 Legislature requires that the Board accept Licensure by Credential for dentists and dental hygienists licensed in other states. Although the Board was moving in this direction to implement staged changes over time, the legislative action required broader implementation than the Board initially envisioned and virtually “opened the gates” for those who wanted to cross state borders, or retire to Oregon and continue their chosen profession after careers in the military, Public Health Service or in another state. While this statutory change is beneficial to Oregonians, and enhances mobility for practitioners, it created a not un-anticipated workload increase

HB 2528 requires the Board to convene with no end date, quarterly meetings of a Dental Assistant Workforce Shortage Advisory Committee. DAS has updated numerous state policies and procedures impacting operations every year on regular board work and procedures.

### **676.850 Authority of regulatory boards to require cultural competency continuing education; documentation of participation; rules.**

**431A.880 Licensing information; fees; rules.** (1) As used in this section, “board” means:

- (a) The Oregon Medical Board;
- (b) The Oregon Board of Dentistry;**
- (c) The Oregon Board of Naturopathic Medicine;
- (d) The Oregon State Board of Nursing;
- (e) The Oregon Board of Optometry; and
- (f) The State Board of Pharmacy.

(2)(a) **At the time of issuing or renewing a license, a board shall provide the Oregon Health Authority with the licensing information of each person licensed by the board who is authorized to prescribe or dispense controlled substances. The authority shall use the licensing information to qualify the licensee to report information to, or receive information from, the prescription monitoring program established under ORS 431A.855.**

## AGENCY INITIATIVES

Agency plans for accomplishment of its goals for 2025-2027 include:

- Support Dental Therapy Licensure and help promote and support this new Licensee as it seeks to serve the underserved in Oregon.
- Promote the Oregon Wellness Program to all licensees for confidential assistance on personal, wellness and workplace issues.
- Continue to promote and encourage participation in the volunteer Dentist/Dental Hygienist program to increase access to quality dental care.
- Continue to use OBD/OAGD Mentoring Program as one avenue to resolve disciplinary cases.
- Monitor expansion of OHP dental benefits to adults and the care, numbers and types of complaints received.
- Utilize the website, newsletter and personal presentations to communicate Board policies and expectations.
- Refine new database and on-line services.
- Continue to collect data on the ethnic and racial makeup of licensees and work with policy makers, educators, and students to encourage a representative diversity in the dental workforce.
- Refine participation in the Health Care Workforce Initiative project to address the issues of health care workforce shortages and access to care.
- Continue engagement with Oregon tribal communities on dental therapy and other important oral health care priorities.

## CRITERIA FOR 2025-2027 BUDGET DEVELOPMENT

In developing the 2025-2027 Agency Budget Request, the following criteria were used:

- Does the budget request support & align with the priorities of the Governor and the statutory authority of the Board?
- Does requested budget allow the Board to meet its basic Legislative mandates of licensure and enforcement?
- Can the requested budget be achieved with existing staffing and funding levels?
- Are there too many requests of our small agency for us to fulfill that have nothing to do with our work or mission?
- Does the requested budget help achieve the Board's goals and move the Board toward achievement of its long-term goals?
- What additional resources are needed to meet the Board's long-term strategic plan goals?
- Would the dental community, which pays for the Board's activities, and the Legislature, support proposed, enhanced activities of the Board?
- Is it important to be doing this particular task, duty or function at all? Reduce work that is redundant, unnecessary and useless.

## PERFORMANCE MEASUREMENT CRITERIA

In accordance with HB 3358 passed in the 2001 legislative session, agency Goals, Key Performance Measures and targets have been submitted to the Oregon Progress Board. The Board of Dentistry's "Links to Oregon Benchmarks" form is found on the following page. The agency's goals, objectives, outcomes and measures are more fully discussed under the 2017-2020 Strategic Plan earlier in this document.

**STATE – OWNED Buildings & Infrastructure – Not Applicable- The Board leases office space in a professional building in downtown Portland.**

## MAJOR TECHNOLOGY PROJECTS/INITIATIVES

The Board has no major technology initiatives (defined as equal to or exceeding \$500,000).

**OTHER CONSIDERATIONS**

**Impact of Ballot Measure 30 -- Unfunded Mandates**

*Article XI, Section 15, Oregon Constitution*

The Board of Dentistry has neither introduced any legislation, nor has it passed any rules, requiring other state agencies or local governments to establish new program or increase services within existing programs that might constitute unfunded mandates.

**Dispute Resolution**

The Board has adopted by reference the Attorney General's Model Rules on the use of collaborative dispute resolution in rulemaking (OAR 137-001-0009) and the Attorney General's Model Rule on the use of collaborative dispute resolution in contested case hearings (OAR 137-003-0565). In compliance with ORS 36.242(4), the Board also has adopted the combined rules on Confidentiality and Inadmissibility of Mediation Communications developed by the Department of Justice and the Department of Administrative Services.

**Inmate Work Opportunities**

*Ballot Measure 17 (1994)*

Oregon Corrections Enterprises (OCE), an inmate work program within the Department of Corrections is the agency's vendor of choice for purchase of office furniture. OCE has been utilized since 1997 for distribution of mass mailings such as notices of rulemaking, license renewal notifications and Newsletters when DOC can meet the project and time requirements of the job.

**Summary of 2025-27 Biennium Budget**

**Oregon Board of Dentistry  
Oregon Board of Dentistry  
2025-27 Biennium**

**Governor's Budget  
Cross Reference Number: 83400-000-00-00-00000**

| <i>Description</i>                                 | <i>Positions</i> | <i>Full-Time Equivalent (FTE)</i> | <i>ALL FUNDS</i> | <i>General Fund</i> | <i>Lottery Funds</i> | <i>Other Funds</i> | <i>Federal Funds</i> | <i>Nonlimited Other Funds</i> | <i>Nonlimited Federal Funds</i> |
|--|------------------|-----------------------------------|------------------|---------------------|----------------------|--------------------|----------------------|-------------------------------|---------------------------------|
| 2023-25 Leg Adopted Budget                         | 8                | 7.62                              | 4,241,950        | -                   | -                    | 4,241,950          | -                    | -                             | -                               |
| 2023-25 Emergency Boards                           | -                | -                                 | 185,146          | -                   | -                    | 185,146            | -                    | -                             | -                               |
| <b>2023-25 Leg Approved Budget</b>                 | <b>8</b>         | <b>7.62</b>                       | <b>4,427,096</b> | -                   | -                    | <b>4,427,096</b>   | -                    | -                             | -                               |
| <b>2025-27 Base Budget Adjustments</b>             |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| Net Cost of Position Actions                       |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| Administrative Biennialized E-Board, Phase-Out     | -                | -                                 | 145,477          | -                   | -                    | 145,477            | -                    | -                             | -                               |
| Estimated Cost of Merit Increase                   |                  |                                   | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| Base Debt Service Adjustment                       |                  |                                   | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| Base Nonlimited Adjustment                         |                  |                                   | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| Capital Construction                               |                  |                                   | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| <b>Subtotal 2025-27 Base Budget</b>                | <b>8</b>         | <b>7.62</b>                       | <b>4,572,573</b> | -                   | -                    | <b>4,572,573</b>   | -                    | -                             | -                               |
| <b>Essential Packages</b>                          |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| 010 - Non-PICS Pers Svc/Vacancy Factor             |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| Non-PICS Personal Service Increase/(Decrease)      | -                | -                                 | (2,018)          | -                   | -                    | (2,018)            | -                    | -                             | -                               |
| <b>Subtotal</b>                                    | -                | -                                 | <b>(2,018)</b>   | -                   | -                    | <b>(2,018)</b>     | -                    | -                             | -                               |
| 020 - Phase In / Out Pgm & One-time Cost           |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| 021 - Phase-in                                     | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| 022 - Phase-out Pgm & One-time Costs               | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| <b>Subtotal</b>                                    | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| 030 - Inflation & Price List Adjustments           |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| Cost of Goods & Services Increase/(Decrease)       | -                | -                                 | 268,240          | -                   | -                    | 268,240            | -                    | -                             | -                               |
| State Gov't & Services Charges Increase/(Decrease) |                  |                                   | 178,374          | -                   | -                    | 178,374            | -                    | -                             | -                               |
| <b>Subtotal</b>                                    | -                | -                                 | <b>446,614</b>   | -                   | -                    | <b>446,614</b>     | -                    | -                             | -                               |



**Summary of 2025-27 Biennium Budget**

Oregon Board of Dentistry  
 Oregon Board of Dentistry  
 2025-27 Biennium

Governor's Budget  
 Cross Reference Number: 83400-000-00-00-00000

| <i>Description</i>                             | <i>Positions</i> | <i>Full-Time Equivalent (FTE)</i> | <i>ALL FUNDS</i> | <i>General Fund</i> | <i>Lottery Funds</i> | <i>Other Funds</i> | <i>Federal Funds</i> | <i>Nonlimited Other Funds</i> | <i>Nonlimited Federal Funds</i> |
|--|------------------|-----------------------------------|------------------|---------------------|----------------------|--------------------|----------------------|-------------------------------|---------------------------------|
| 040 - Mandated Caseload                        |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| 040 - Mandated Caseload                        | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| 050 - Fundshifts and Revenue Reductions        |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| 050 - Fundshifts                               | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| 060 - Technical Adjustments                    |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| 060 - Technical Adjustments                    | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| <b>Subtotal: 2025-27 Current Service Level</b> | <b>8</b>         | <b>7.62</b>                       | <b>5,017,169</b> | -                   | -                    | <b>5,017,169</b>   | -                    | -                             | -                               |

**Summary of 2025-27 Biennium Budget**

**Oregon Board of Dentistry  
Oregon Board of Dentistry  
2025-27 Biennium**

**Governor's Budget  
Cross Reference Number: 83400-000-00-00-00000**

| <i>Description</i>                                   | <i>Positions</i> | <i>Full-Time Equivalent (FTE)</i> | <i>ALL FUNDS</i> | <i>General Fund</i> | <i>Lottery Funds</i> | <i>Other Funds</i> | <i>Federal Funds</i> | <i>Nonlimited Other Funds</i> | <i>Nonlimited Federal Funds</i> |
|--|------------------|-----------------------------------|------------------|---------------------|----------------------|--------------------|----------------------|-------------------------------|---------------------------------|
| <b>Subtotal: 2025-27 Current Service Level</b>       | <b>8</b>         | <b>7.62</b>                       | <b>5,017,169</b> | -                   | -                    | <b>5,017,169</b>   | -                    | -                             | -                               |
| 070 - Revenue Reductions/Shortfall                   |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| 070 - Revenue Shortfalls                             | (1)              | (0.62)                            | (456,152)        | -                   | -                    | (456,152)          | -                    | -                             | -                               |
| <b>Modified 2025-27 Current Service Level</b>        | <b>7</b>         | <b>7.00</b>                       | <b>4,561,017</b> | -                   | -                    | <b>4,561,017</b>   | -                    | -                             | -                               |
| 080 - E-Boards                                       |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| 081 - May 2024 Emergency Board                       | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| <b>Subtotal Emergency Board Packages</b>             | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| Policy Packages                                      |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| 082 - September 2024 Emergency Board                 | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| 090 - Analyst Adjustments                            | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| 092 - Statewide AG Adjustment                        | -                | -                                 | (31,205)         | -                   | -                    | (31,205)           | -                    | -                             | -                               |
| 093 - Statewide Adjustment DAS Chgs                  | -                | -                                 | 816              | -                   | -                    | 816                | -                    | -                             | -                               |
| 100 - Fee Increases                                  | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| 200 - List Serve Upgrade                             | -                | -                                 | 24,823           | -                   | -                    | 24,823             | -                    | -                             | -                               |
| 300 - HR and Payroll Services                        | -                | -                                 | 4,296            | -                   | -                    | 4,296              | -                    | -                             | -                               |
| 400 - Health Care Investigator Restoration           | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| <b>Subtotal Policy Packages</b>                      | -                | -                                 | <b>(1,270)</b>   | -                   | -                    | <b>(1,270)</b>     | -                    | -                             | -                               |
| <b>Total 2025-27 Governor's Budget</b>               | <b>7</b>         | <b>7.00</b>                       | <b>4,559,747</b> | -                   | -                    | <b>4,559,747</b>   | -                    | -                             | -                               |
| Percentage Change From 2023-25 Leg Approved Budget   | -12.50%          | -8.14%                            | 3.00%            | -                   | -                    | 3.00%              | -                    | -                             | -                               |
| Percentage Change From 2025-27 Current Service Level | -12.50%          | -8.14%                            | -9.12%           | -                   | -                    | -9.12%             | -                    | -                             | -                               |

**Summary of 2025-27 Biennium Budget**

**Oregon Board of Dentistry  
Board of Dentistry  
2025-27 Biennium**

**Governor's Budget  
Cross Reference Number: 83400-001-00-00-00000**

| <i>Description</i>                                 | <i>Positions</i> | <i>Full-Time Equivalent (FTE)</i> | <i>ALL FUNDS</i> | <i>General Fund</i> | <i>Lottery Funds</i> | <i>Other Funds</i> | <i>Federal Funds</i> | <i>Nonlimited Other Funds</i> | <i>Nonlimited Federal Funds</i> |
|--|------------------|-----------------------------------|------------------|---------------------|----------------------|--------------------|----------------------|-------------------------------|---------------------------------|
| 2023-25 Leg Adopted Budget                         | 8                | 7.62                              | 4,241,950        | -                   | -                    | 4,241,950          | -                    | -                             | -                               |
| 2023-25 Emergency Boards                           | -                | -                                 | 185,146          | -                   | -                    | 185,146            | -                    | -                             | -                               |
| <b>2023-25 Leg Approved Budget</b>                 | <b>8</b>         | <b>7.62</b>                       | <b>4,427,096</b> | <b>-</b>            | <b>-</b>             | <b>4,427,096</b>   | <b>-</b>             | <b>-</b>                      | <b>-</b>                        |
| <b>2025-27 Base Budget Adjustments</b>             |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| Net Cost of Position Actions                       |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| Administrative Biennialized E-Board, Phase-Out     | -                | -                                 | 145,477          | -                   | -                    | 145,477            | -                    | -                             | -                               |
| Estimated Cost of Merit Increase                   | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| Base Debt Service Adjustment                       | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| Base Nonlimited Adjustment                         | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| Capital Construction                               | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| <b>Subtotal 2025-27 Base Budget</b>                | <b>8</b>         | <b>7.62</b>                       | <b>4,572,573</b> | <b>-</b>            | <b>-</b>             | <b>4,572,573</b>   | <b>-</b>             | <b>-</b>                      | <b>-</b>                        |
| <b>Essential Packages</b>                          |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| 010 - Non-PICS Pers Svc/Vacancy Factor             |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| Non-PICS Personal Service Increase/(Decrease)      | -                | -                                 | (2,018)          | -                   | -                    | (2,018)            | -                    | -                             | -                               |
| <b>Subtotal</b>                                    | <b>-</b>         | <b>-</b>                          | <b>(2,018)</b>   | <b>-</b>            | <b>-</b>             | <b>(2,018)</b>     | <b>-</b>             | <b>-</b>                      | <b>-</b>                        |
| 020 - Phase In / Out Pgm & One-time Cost           |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| 021 - Phase-in                                     | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| 022 - Phase-out Pgm & One-time Costs               | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| <b>Subtotal</b>                                    | <b>-</b>         | <b>-</b>                          | <b>-</b>         | <b>-</b>            | <b>-</b>             | <b>-</b>           | <b>-</b>             | <b>-</b>                      | <b>-</b>                        |
| 030 - Inflation & Price List Adjustments           |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| Cost of Goods & Services Increase/(Decrease)       | -                | -                                 | 268,240          | -                   | -                    | 268,240            | -                    | -                             | -                               |
| State Gov't & Services Charges Increase/(Decrease) | -                | -                                 | 178,374          | -                   | -                    | 178,374            | -                    | -                             | -                               |
| <b>Subtotal</b>                                    | <b>-</b>         | <b>-</b>                          | <b>446,614</b>   | <b>-</b>            | <b>-</b>             | <b>446,614</b>     | <b>-</b>             | <b>-</b>                      | <b>-</b>                        |

**Summary of 2025-27 Biennium Budget**

**Oregon Board of Dentistry  
Board of Dentistry  
2025-27 Biennium**

**Governor's Budget  
Cross Reference Number: 83400-001-00-00-00000**

| <i>Description</i>                             | <i>Positions</i> | <i>Full-Time Equivalent (FTE)</i> | <i>ALL FUNDS</i> | <i>General Fund</i> | <i>Lottery Funds</i> | <i>Other Funds</i> | <i>Federal Funds</i> | <i>Nonlimited Other Funds</i> | <i>Nonlimited Federal Funds</i> |
|--|------------------|-----------------------------------|------------------|---------------------|----------------------|--------------------|----------------------|-------------------------------|---------------------------------|
| 040 - Mandated Caseload                        |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| 040 - Mandated Caseload                        | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| 050 - Fundshifts and Revenue Reductions        |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| 050 - Fundshifts                               | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| 060 - Technical Adjustments                    |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| 060 - Technical Adjustments                    | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| <b>Subtotal: 2025-27 Current Service Level</b> | <b>8</b>         | <b>7.62</b>                       | <b>5,017,169</b> | -                   | -                    | <b>5,017,169</b>   | -                    | -                             | -                               |

**Summary of 2025-27 Biennium Budget**

**Oregon Board of Dentistry  
Board of Dentistry  
2025-27 Biennium**

**Governor's Budget  
Cross Reference Number: 83400-001-00-00-00000**

| <i>Description</i>                                   | <i>Positions</i> | <i>Full-Time Equivalent (FTE)</i> | <i>ALL FUNDS</i> | <i>General Fund</i> | <i>Lottery Funds</i> | <i>Other Funds</i> | <i>Federal Funds</i> | <i>Nonlimited Other Funds</i> | <i>Nonlimited Federal Funds</i> |
|--|------------------|-----------------------------------|------------------|---------------------|----------------------|--------------------|----------------------|-------------------------------|---------------------------------|
| <b>Subtotal: 2025-27 Current Service Level</b>       | <b>8</b>         | <b>7.62</b>                       | <b>5,017,169</b> | -                   | -                    | <b>5,017,169</b>   | -                    | -                             | -                               |
| 070 - Revenue Reductions/Shortfall                   |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| 070 - Revenue Shortfalls                             | (1)              | (0.62)                            | (456,152)        | -                   | -                    | (456,152)          | -                    | -                             | -                               |
| <b>Modified 2025-27 Current Service Level</b>        | <b>7</b>         | <b>7.00</b>                       | <b>4,561,017</b> | -                   | -                    | <b>4,561,017</b>   | -                    | -                             | -                               |
| 080 - E-Boards                                       |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| 081 - May 2024 Emergency Board                       | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| <b>Subtotal Emergency Board Packages</b>             | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| Policy Packages                                      |                  |                                   |                  |                     |                      |                    |                      |                               |                                 |
| 082 - September 2024 Emergency Board                 | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| 090 - Analyst Adjustments                            | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| 092 - Statewide AG Adjustment                        | -                | -                                 | (31,205)         | -                   | -                    | (31,205)           | -                    | -                             | -                               |
| 093 - Statewide Adjustment DAS Chgs                  | -                | -                                 | 816              | -                   | -                    | 816                | -                    | -                             | -                               |
| 100 - Fee Increases                                  | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| 200 - List Serve Upgrade                             | -                | -                                 | 24,823           | -                   | -                    | 24,823             | -                    | -                             | -                               |
| 300 - HR and Payroll Services                        | -                | -                                 | 4,296            | -                   | -                    | 4,296              | -                    | -                             | -                               |
| 400 - Health Care Investigator Restoration           | -                | -                                 | -                | -                   | -                    | -                  | -                    | -                             | -                               |
| <b>Subtotal Policy Packages</b>                      | -                | -                                 | <b>(1,270)</b>   | -                   | -                    | <b>(1,270)</b>     | -                    | -                             | -                               |
| <b>Total 2025-27 Governor's Budget</b>               | <b>7</b>         | <b>7.00</b>                       | <b>4,559,747</b> | -                   | -                    | <b>4,559,747</b>   | -                    | -                             | -                               |
| Percentage Change From 2023-25 Leg Approved Budget   | -12.50%          | -8.14%                            | 3.00%            | -                   | -                    | 3.00%              | -                    | -                             | -                               |
| Percentage Change From 2025-27 Current Service Level | -12.50%          | -8.14%                            | -9.12%           | -                   | -                    | -9.12%             | -                    | -                             | -                               |

| Summary Cross Reference Number | Cross Reference Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|--------------------------------|-----------------------------|-----------------|----------------------------|-----------------------------|-------------------------------|---------------------------|-----------------------------|
| 001-00-00-00000                | <b>Board of Dentistry</b>   |                 |                            |                             |                               |                           |                             |
|                                | Other Funds                 | 3,620,918       | 4,241,950                  | 4,427,096                   | 4,715,197                     | 4,559,747                 | -                           |
| <b>TOTAL AGENCY</b>            |                             |                 |                            |                             |                               |                           |                             |
|                                | Other Funds                 | 3,620,918       | 4,241,950                  | 4,427,096                   | 4,715,197                     | 4,559,747                 | -                           |

**Program Prioritization for 2025 -2027**

| Agency Name: Oregon Board of Dentistry              |                    |                                    |                                      |  |  |    |    |           |       |    |       |                |      |      |  |  |  |                |   |   |    |
|---|--------------------|------------------------------------|--------------------------------------|--|--|----|----|-----------|-------|----|-------|----------------|------|------|--|--|--|----------------|---|---|----|
| 2025-27 Biennium                                    |                    |                                    |                                      |  |  |    |    |           |       |    |       |                |      |      |  |  |  |                | Agency Number: 83400                                  |   |    |
| Agency is One (1) Program Unit                      |                    |                                    |                                      |  |  |    |    |           |       |    |       |                |      |      |  |  |  |                |   |   |    |
| Program/Division Priorities for 2025-27 Biennium    |                    |                                    |                                      |  |  |    |    |           |       |    |       |                |      |      |  |  |  |                |   |   |    |
| 1   | 2                  | 3                                  | 4                                    | 5  | 6  | 7  | 8  | 9         | 10    | 11 | 12    | 13             | 14   | 15   | 16                                     | 17                                       | 18   | 19             | 20  | 21  | 22 |
| Priority<br>(ranked with highest<br>priority first) | Agency<br>Initials | Program<br>or Activity<br>Initials | Program Unit/Activity<br>Description | Identify Key<br>Performance<br>Measure(s)  | Primary<br>Purpose<br>Program-<br>Activity<br>Code | GF | LF | OF        | NL-OF | FF | NL-FF | TOTAL<br>FUNDS | Pos. | FTE  | New or<br>Enhanced<br>Program<br>(Y/N) | Included as<br>Reduction<br>Option (Y/N) | Legal<br>Req.<br>Code<br>(C, D,<br>FM, FO,<br>S) | Legal Citation | Explain What is Mandatory (for C,<br>FM, and FO Only) | Comments on Proposed Changes to<br>CSL included in Agency Request |    |
| Agcy  | Prgm/ Div          | OBD                                |                                      |  |  |    |    |           |       |    |       |                |      |      |  |  |  |                |   |   |    |
| 83400   |                    | OBD                                | LIC                                  | 1) Process new license applications 2) Renew existing licenses 3) Answer questions from licensees and applicants 4) Work with investigators on problem applications 5) Update database records (addresses, license status, etc.) 6) Develop license policies   | 1,3,4  |    |    | 700,000   |       |    |       | \$ 700,000     | 1    | 1.50 | n                                      | y  | S  | ORS 676        |   |   |    |
| 83400   |                    | OBD                                | INV                                  | 1) Investigate complaints 2) Assist Board in developing remedies 3) Coordinate contested case hearings 4) Monitor licensees under probation 5) Provide required information to national databases 6) Work with License staff on problem applications 7) Perform triage and investigative services for the Health Professionals' Services Program | 2,4,5  |    |    | 1,550,000 |       |    |       | \$ 1,550,000   | 4    | 3.00 | n                                      | y  | S  | ORS 676        |   |   |    |
| 83400   |                    | OBD                                | ADM                                  | 1) Provide public information through electronic data requests 2) Rules Promulgation 3) Education & Outreach 4) Board member relations 5) Governor's Directives 6) Other Duties as assigned  | 1,2,3,4,5  |    |    | 1,500,000 |       |    |       | \$ 1,500,000   | 3    | 2.50 | n                                      | y  | S  | ORS 676        |   |   |    |
|   |                    |                                    |                                      |  |  |    |    |           |       |    |       | \$ -           |      |      |  |  |  |                |   |   |    |
|   |                    |                                    |                                      |  |  |    |    |           |       |    |       | \$ -           |      |      |  |  |  |                |   |   |    |
|   |                    |                                    |                                      |  |  |    |    |           |       |    |       | \$ -           |      |      |  |  |  |                |   |   |    |
|   |                    |                                    |                                      |  |  |    |    |           |       |    |       | \$ -           |      |      |  |  |  |                |   |   |    |
|   |                    |                                    |                                      |  |  |    |    |           |       |    |       | \$ -           |      |      |  |  |  |                |   |   |    |
|   |                    |                                    |                                      |  |  |    |    | 3,750,000 |       |    |       | \$ 3,750,000   | 8    | 7.00 |  |  |  |                |   |   |    |

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

**Document criteria used to prioritize activities:**  
 Activities were prioritized based on the following criteria:  
 1) Does the activity fulfill a statutory mandate?  
 2) Does the activity support the mission of the Oregon Board of Dentistry?  
 3) Does the activity support the Governor's priorities?

**7. Primary Purpose Program/Activity Exists**

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

**19. Legal Requirement Code**

- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional (once you choose to participate, certain requirements exist)
- S Statutory

|                              |           |
|------------------------------|-----------|
| <b>Agency Name (Acronym)</b> | OBD       |
| <b>2025-27 Biennium</b>      | Dentistry |

**Detail of Reductions to 2025-27 Current Service Level Budget**

| 1   | 2        | 3  | 4                                 | 5                                    | 6  | 7  | 8       | 9  | 10    | 11          | 12        | 13  | 14                           | 15   | 16   |
|---|----------|--|-----------------------------------|--------------------------------------|----|----|---------|----|-------|-------------|-----------|-----|------------------------------|--|--|
| Priority (ranked most to least preferred) | Agency   | SCR or Activity Initials                       | Program Unit/Activity Description | GF                                   | LF | OF | NL-OF   | FF | NL-FF | TOTAL FUNDS | Pos.      | FTE | Used in Gov. Budget Yes / No | Impact of Reduction on Services and Outcomes |  |
| Dept                                      | Prgm/Div |  |                                   |                                      |    |    |         |    |       |             |           |     |                              |  |  |
| Admin/                                    |          | 8340001<br>129/Oregon<br>Board of<br>Dentistry | 83400-000-0000                    | Reduce Travel for meetings           |    |    | 50,000  |    |       |             | \$50,000  |     |                              |  | Reduce all out of State Travel and limit in state Travel as well. Board member reimbursement for travel and necessary Salem visits would still be budgeted for with this reduction. The reduction would risk the OBD not being up to date with regulatory information and issues that are impacting the U.S.   |
| Office                                    |          | 8340001<br>129/Oregon<br>Board of<br>Dentistry | 83400-000-0000                    | Reduce Office Supplies.              |    |    | 15,000  |    |       |             | \$15,000  |     |                              |  | Reduce the purchase of all office supplies by. No Positions would be reduced   |
| Admin                                     |          | 8340001<br>129/Oregon<br>Board of<br>Dentistry | 83400-000-0000                    | Reduce Attorney General Support      |    |    | 140,000 |    |       |             | \$140,000 |     |                              |  | This Reduction would increase the board's risk of not being responsive to legal issues, not seeking appropriate interpretation of statutes and rules, and would affect prosecution of contested cases hearings. reduced attorney time for the agency would limit the board's ability to seek preventive legal advice thus raising the risk of increased legal issues at a later time. No positions would be reduced. |
| Admin/                                    |          | 8340001<br>129/Oregon<br>Board of<br>Dentistry | 83400-000-0000                    | Reduce Overtime                      |    |    | 6,000   |    |       |             | \$6,000   |     |                              |  | This Reduction would impact work and outcomes of the agency. Overtime is used selectively to ensure priority work is completed in a timely basis.  |
| Admin/                                    |          | 8340001<br>129/Oregon<br>Board of<br>Dentistry | 83400-000-0000                    | Reduce Office Support by 1 FTE Admin |    |    | 180,000 |    |       |             | \$180,000 |     | 1                            |  | This Reduction would increase the board's risk of not being responsive to a variety of board issues and negatively impact the day to day operations of the board and public perception of the board.Reduce Full time employment of office specialist to 0 hrs per week.  |





# Oregon Board of Dentistry Organization Chart 2023-25

Governor

10 Board Members

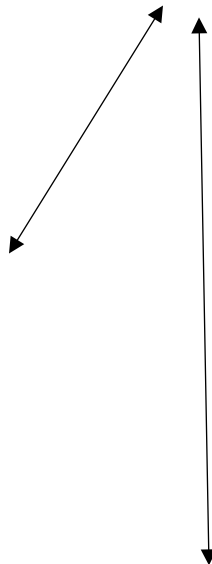
Stephen Prisby  
Executive Director  
Position number 521  
Classification Title Agency Head 8  
Classification Number Z7588

Dental Director/Chief Investigator  
Position number 532  
Classification Title Healthcare Investigator  
Classification Number C5911

Healthcare Investigator  
Position number 531  
Classification Title Healthcare Investigator  
Classification Number C5911

Investigator  
Position number 528  
Classification Title Investigator 2  
Classification Number C5232

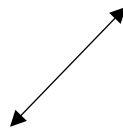
Investigator  
Position number 530  
Classification Title Investigator 2  
Classification Number C5232



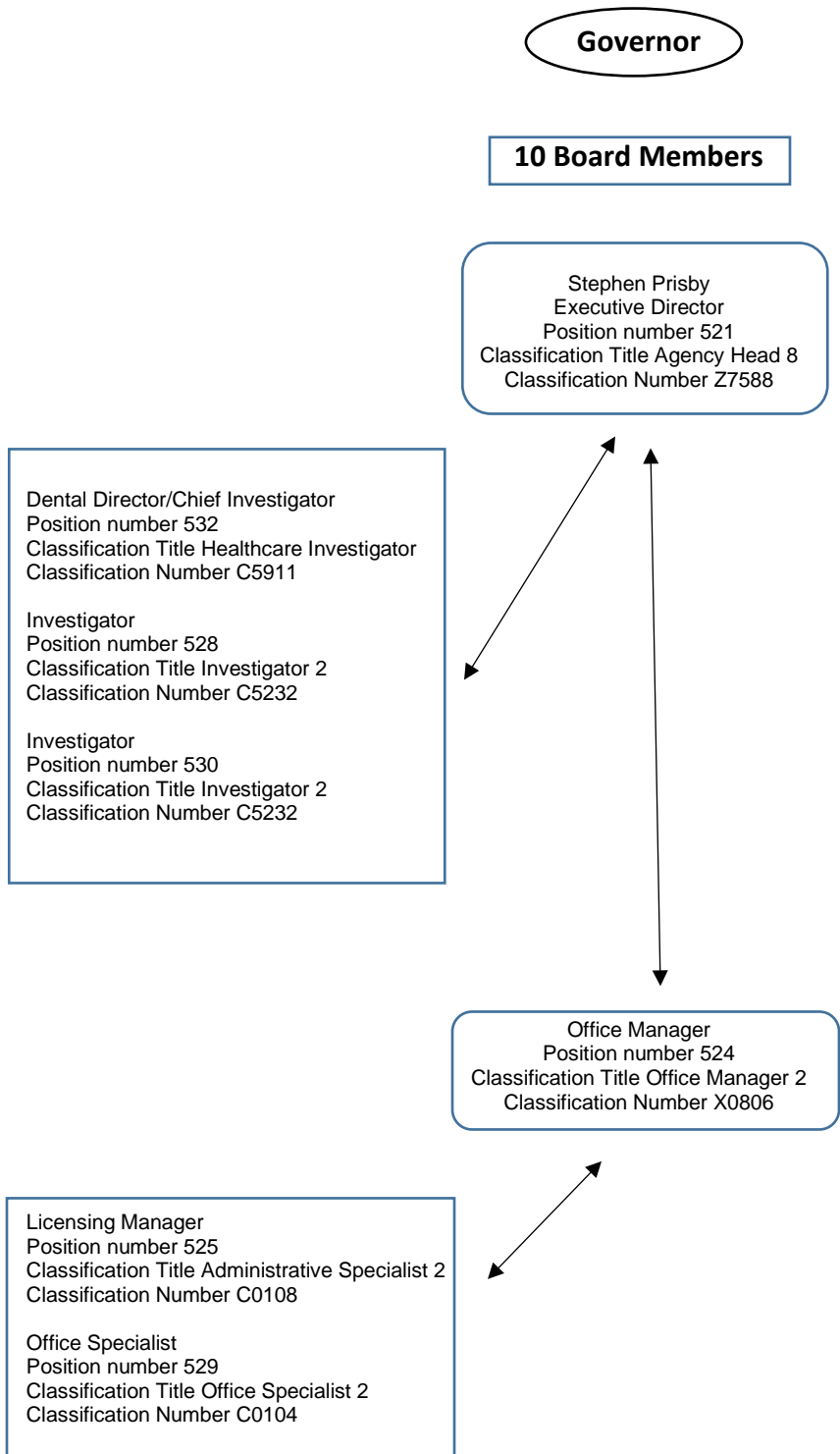
Office Manager  
Position number 524  
Classification Title Office Manager 2  
Classification Number X0806

Licensing Manager  
Position number 525  
Classification Title Administrative Specialist 2  
Classification Number C0108

Office Specialist  
Position number 529  
Classification Title Office Specialist 2  
Classification Number C0104



# Oregon Board of Dentistry Organization Chart 2025-27



## REVENUES

### Source of Funds

The Board of Dentistry is funded solely by Other Funds received from license and application fees, renewal fees, permit fees, civil penalties and from the sale of labels, lists and public documents as allowed by law and interest on investments. All fees received are deposited in the State Treasury and are dedicated to the administration costs of the Board and the enforcement of ORS Chapter 679 and ORS Chapter 680.010 to 680.205. License and permit fees comprise 94% of all revenue collected by the Board.

### Fee Policy

Fees charged by the Board are set in a manner that is fair and reasonable to sufficiently fund agency operations. Fees are designed so that revenues collected will not exceed the cost of administering the Board's programs and are established only after consultation with licensees, their professional associations and are subject to prior approval of the Department of Administrative Services and subsequently authorized by the Legislative Assembly. Fees were last updated in July 2022 with dental therapy being added as a new type of Licensee regulated by our Board.

#### Basis for 2025-2027 Estimates

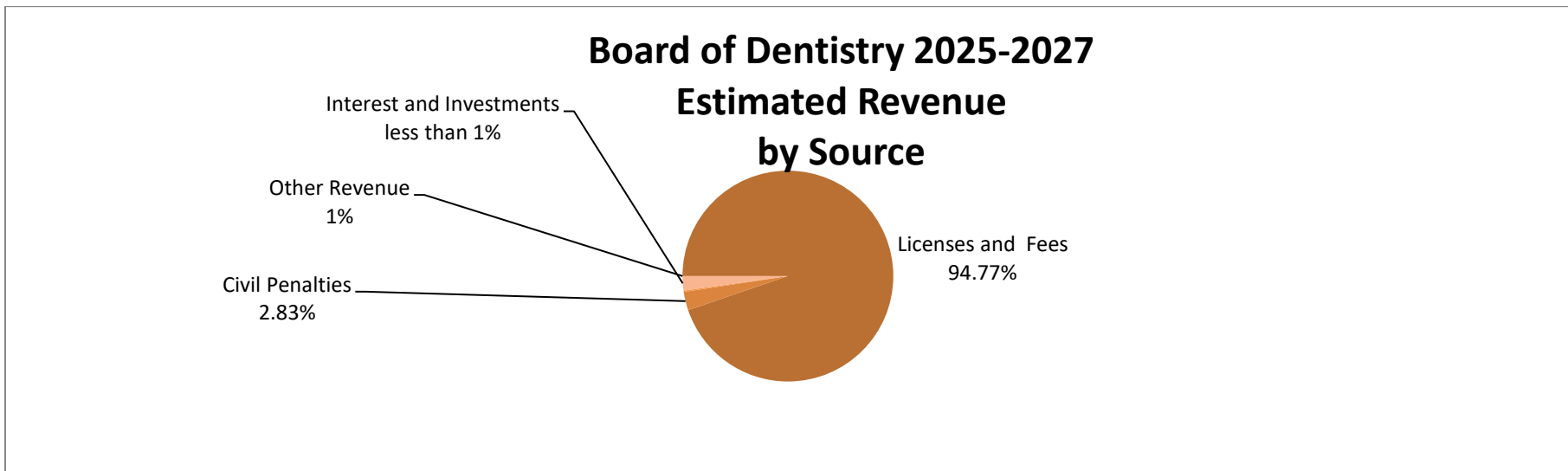
Revenue projections are based on the estimated number of application fees, license renewals, and anesthesia permits. Data used includes historical information on new licenses issued, the number of current active licenses and the average number of retirements and resignations per year. This estimate incorporates Policy Package 100, which included modest fee increases which were highlighted in this budget document (107bf22).

Fees are primarily paid by dentists, dental therapists and dental hygienists already licensed or applying for a new license, 2025-2027 Estimated Revenue:

|   | Rate     | Total                 |
|---|----------|-----------------------|
| Application Fees:                         |          |                       |
| Dentists                                  | \$345.00 | \$330,000.00          |
| Dental Hygienists                         | \$180.00 | \$255,000.00          |
| Dental Therapists                         | \$180.00 | \$10,360.00           |
| License Fees (biennial/ new and renewal): |          |                       |
| Dental                                    | \$486.00 | \$1,797,390.00        |
| Dental Hygiene                            | \$275.00 | \$1,260,000.00        |
| Dental Therapists                         | \$275.00 | \$8,250               |
| Anesthesia Permits:                       |          |                       |
| Nitrous Oxide                             | \$40.00  | \$224,320.00          |
| Minimal Sedation                          | \$75.00  | \$41,000.00           |
| Moderate Sedation                         | \$200.00 | \$140,000.00          |
| Deep Sedation                             | \$400.00 | \$32,000.00           |
| General Anesthesia                        | \$400.00 | \$76,000.00           |
|   |          | <b>\$4,174,320.00</b> |

| Description                     | 2021-23 Actuals    | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---------------------------------|--------------------|----------------------------|-----------------------------|-------------------------------|---------------------------|-----------------------------|
| 3400 Other Funds Ltd            | 6,852              | 14,000                     | 14,000                      | 9,000                         | 9,000                     | -                           |
| <b>REVENUE CATEGORIES</b>       |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd            | 3,388,387          | 3,972,405                  | 3,972,405                   | 4,643,320                     | 4,643,320                 | -                           |
| <b>TOTAL REVENUE CATEGORIES</b> | <b>\$3,388,387</b> | <b>\$3,972,405</b>         | <b>\$3,972,405</b>          | <b>\$4,643,320</b>            | <b>\$4,643,320</b>        |                             |

The revenue sources in the fee table above represent 94% of estimated revenue for 2025-2027. The remaining 6% is derived from delinquent fees, charges for services such as public records requests, data processing information, verification of licensure, dental assistant certifications and civil penalties and interest on investments. Sources and percent of total revenue are depicted in the chart.



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

Oregon Board of Dentistry  
2025-27 Biennium

Agency Number: 83400  
Cross Reference Number: 83400-000-00-00-00000

| <i>Source</i>                   | 2021-23 Actuals    | 2023-25 Leg<br>Adopted Budget | 2023-25 Leg<br>Approved Budget | 2025-27 Agency<br>Request Budget | 2025-27<br>Governor's Budget | 2025-27 Leg.<br>Adopted Budget |
|---------------------------------|--------------------|-------------------------------|--------------------------------|----------------------------------|------------------------------|--------------------------------|
| <b>Other Funds</b>              |                    |                               |                                |                                  |                              |                                |
| Business Lic and Fees           | 3,096,266          | 3,495,150                     | 3,495,150                      | 4,174,320                        | 4,174,320                    | -                              |
| Non-business Lic. and Fees      | 22,230             | 14,900                        | 14,900                         | 14,000                           | 14,000                       | -                              |
| Charges for Services            | 25,635             | 148,355                       | 148,355                        | 146,000                          | 146,000                      | -                              |
| Fines and Forfeitures           | 188,289            | 240,000                       | 240,000                        | 240,000                          | 240,000                      | -                              |
| Interest Income                 | 49,115             | 60,000                        | 60,000                         | 60,000                           | 60,000                       | -                              |
| Other Revenues                  | 6,852              | 14,000                        | 14,000                         | 9,000                            | 9,000                        | -                              |
| Tsfr To Oregon Health Authority | (194,105)          | (267,000)                     | (267,000)                      | (200,000)                        | (200,000)                    | -                              |
| <b>Total Other Funds</b>        | <b>\$3,194,282</b> | <b>\$3,705,405</b>            | <b>\$3,705,405</b>             | <b>\$4,443,320</b>               | <b>\$4,443,320</b>           | <b>-</b>                       |

\_\_\_ Agency Request  
2025-27 Biennium

\_\_\_ Governor's Budget  
Page \_\_\_\_\_

\_\_\_ Legislatively Adopted  
Detail of LF, OF, and FF Revenues - BPR012

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

Oregon Board of Dentistry  
2025-27 Biennium

Agency Number: 83400  
Cross Reference Number: 83400-001-00-00-00000

| <i>Source</i>                   | 2021-23 Actuals    | 2023-25 Leg<br>Adopted Budget | 2023-25 Leg<br>Approved Budget | 2025-27 Agency<br>Request Budget | 2025-27<br>Governor's Budget | 2025-27 Leg.<br>Adopted Budget |
|---------------------------------|--------------------|-------------------------------|--------------------------------|----------------------------------|------------------------------|--------------------------------|
| <b>Other Funds</b>              |                    |                               |                                |                                  |                              |                                |
| Business Lic and Fees           | 3,096,266          | 3,495,150                     | 3,495,150                      | 4,174,320                        | 4,174,320                    | -                              |
| Non-business Lic. and Fees      | 22,230             | 14,900                        | 14,900                         | 14,000                           | 14,000                       | -                              |
| Charges for Services            | 25,635             | 148,355                       | 148,355                        | 146,000                          | 146,000                      | -                              |
| Fines and Forfeitures           | 188,289            | 240,000                       | 240,000                        | 240,000                          | 240,000                      | -                              |
| Interest Income                 | 49,115             | 60,000                        | 60,000                         | 60,000                           | 60,000                       | -                              |
| Other Revenues                  | 6,852              | 14,000                        | 14,000                         | 9,000                            | 9,000                        | -                              |
| Tsfr To Oregon Health Authority | (194,105)          | (267,000)                     | (267,000)                      | (200,000)                        | (200,000)                    | -                              |
| <b>Total Other Funds</b>        | <b>\$3,194,282</b> | <b>\$3,705,405</b>            | <b>\$3,705,405</b>             | <b>\$4,443,320</b>               | <b>\$4,443,320</b>           | <b>-</b>                       |

\_\_\_ Agency Request  
2025-27 Biennium

\_\_\_ Governor's Budget  
Page \_\_\_\_\_

\_\_\_ Legislatively Adopted  
Detail of LF, OF, and FF Revenues - BPR012

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

| Source                       | Fund | ORBITS Revenue Acct | 2021-23 Actual  | 2023-25 Leg Adopted | 2023-25 Estimates | 2025-27          |                   |                       |
|------------------------------|------|---------------------|-----------------|---------------------|-------------------|------------------|-------------------|-----------------------|
|                              |      |                     |                 |                     |                   | Agency Requested | Governor's Budget | Legislatively Adopted |
| OTHER BUSINESS LICENSES      | OF   | 0205                | \$ 3,096,266.00 | \$ 3,495,150.00     | \$ 3,495,150.00   | \$ 3,765,000.00  | \$4,174,320.00    |                       |
| OTHER NONBUSINESS LIC & FEES | OF   | 0210                | \$ 22,230.00    | \$ 14,900.00        | \$ 14,900.00      | \$ 14,900.00     | \$14,000.00       |                       |
| CHARGES FOR SERVICES         | OF   | 0410                | \$ 25,635.00    | \$ 25,100.00        | \$ 25,100.00      | \$ 146,000.00    | \$146,000.00      |                       |
| FINES AND FORFEITS           | OF   | 0505                | \$ 191,788.52   | \$ 240,000.00       | \$ 240,000.00     | \$ 240,000.00    | \$240,000.00      |                       |
| INTEREST AND INVESTMENTS     | OF   | 0605                | \$ 49,114.59    | \$ 60,000.00        | \$ 60,000.00      | \$ 60,000.00     | \$60,000.00       |                       |
| OTHER REVENUE                | OF   | 0975                | \$ 6,853.00     | \$ 14,000.00        | \$ 14,000.00      | \$ 9,000.00      | \$9,000.00        |                       |
|                              |      |                     |                 |                     |                   |                  |                   |                       |
|                              |      |                     |                 |                     |                   |                  |                   |                       |
|                              |      |                     |                 |                     |                   |                  |                   |                       |
|                              |      |                     |                 |                     |                   |                  |                   |                       |



**Detail of Fee, License, or Assessment Revenue Increase**  
Proposed For Increase/Establishment

| Purpose or Type of Fee, License or Assessment | Who Pays          | 2023-25 Estimated Revenue | 2025-27 Agency Request | 2025-27 Governor's Budget | 2025-27 Legislatively Adopted | Explanation   |
|---|-------------------|---------------------------|------------------------|---------------------------|-------------------------------|---|
| Dental/Specialty Renewal fee                  | Dentists          | \$ 1,613,200.00           | \$ 1,798,200.00        | \$ 1,798,200.00           |                               | Rule allows OBD to raise fees   |
| Dental Therapy Renewal fee                    | Dental Therapists | \$ 7,530.00               | \$ 8,250.00            | \$ 8,250.00               |                               | The license renewal fees are being increased on all 3 Licensees   |
| Dental Hygiene Renewal fee                    | Dental Hygienists | \$ 1,104,400.00           | \$ 1,210,000.00        | \$ 1,210,000.00           |                               |   |
| Anesthesia Permit – Deep Sedation             | Dentists          | \$ 6,000.00               | \$ 32,000.00           | \$ 32,000.00              |                               | Anesthesia Permit fees have not changed since 1999 and these 3 are the most complex ones, that dentists may obtain. |
| Anesthesia Permit – General Anesthesia        | Dentists          | \$ 26,600.00              | \$ 76,000.00           | \$ 76,000.00              |                               |   |
| Anesthesia Permit – Moderate                  | Dentists          | \$ 25,800.00              | \$ 68,800.00           | \$ 68,800.00              |                               |   |
|   |                   |                           |                        |                           |                               |   |
|   |                   |                           |                        |                           |                               |   |
|   |                   |                           |                        |                           |                               |   |
|   |                   |                           |                        |                           |                               |   |
|   |                   |                           |                        |                           |                               |   |
|   |                   |                           |                        |                           |                               |   |
|   |                   |                           |                        |                           |                               |   |
|   |                   |                           |                        |                           |                               |   |
|   |                   |                           |                        |                           |                               |   |

**Detail of Fee, License, or Assessment Revenue Increase**  
Instructions



**TO:** DAS CFO  
**FROM:** Stephen Prisby, OBD Executive Director  
**DATE:** July 19, 2024  
**SUBJECT:** FEE CHANGE DETAIL REPORT -107bf22 COVER LETTER

A cover letter on agency letterhead that provides an overview of and provides context for the impact of the fee change or establishment. An explanation of why the fee change or new fee is required.

Annual and sustained increased costs to operate the Oregon Board of Dentistry (OBD). Stagnant and small incremental gains in total licensees (8000 for the past 12 years) projected through the next 2 budget biennium. Fee increases are proposed to assure the OBD has sufficient resources to operate.

An increase or decrease in Other Funds revenues?

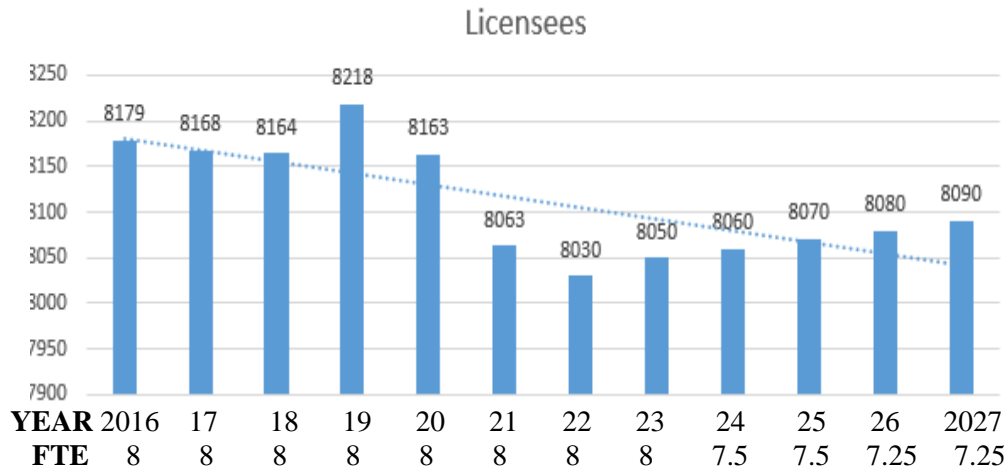
Increase of revenue projected due to fee increases, without fee increases the revenue is insufficient to support the CSL.

Increased program costs? If so, please explain what factors have contributed to rising costs.

Cost of Living, inflation, Pay Equity, significantly higher DAS assessments and DAS taking over support from OMB are the main drivers on OBD cost increases.

Changes in transaction volumes like number of fee payers or renewals? Please provide trend information and related FTE workload statistics

As referenced above, the total Licensee count has been fairly stagnant for about 12 years, around 8000 Licensees. The OBD has had 8 FTE since 2016, and reduced to 7.5 FTE January 2024. FTE count will be 7 or 7.25 depending on approval of POP 400 in ARB 2025-27 Budget.



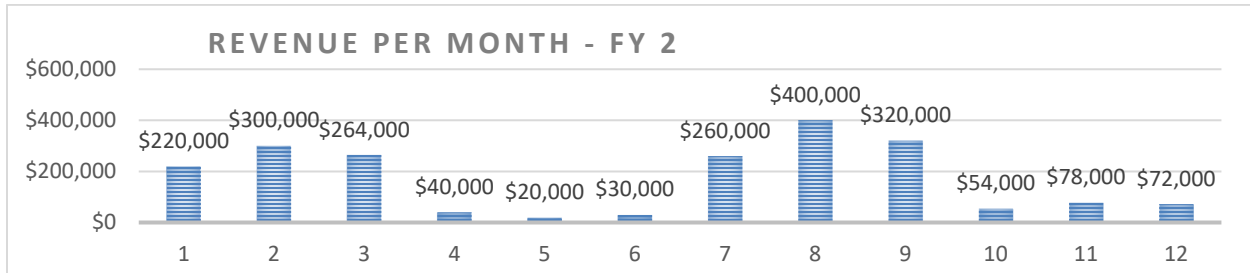
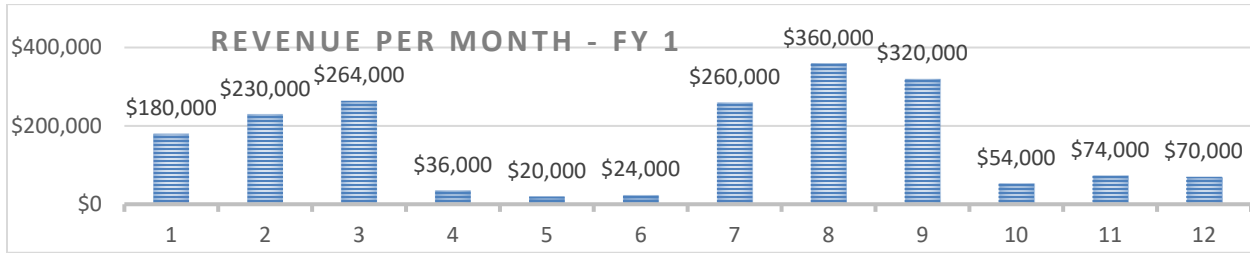
The OBD is an Other Funds agency. The revenue from fees for license applications, license renewals and permits accounts for about 94% of the funding source.

The fee increases along with incremental growth in total Licensees should fund the agency through the next two or three budget biennium.

**Revenue stream- uneven every year due to Licensees renewing in spring & fall**

Every year one half of our dentists renew their 2-year license between Jan – March 31.

Every year one half of our dental hygienists and dental therapists renew their 2-year license between July – Sept 30. Example of the uneven revenue typically received per Fiscal Year (FY) shown below. The OBD began licensing dental therapists in November 2022 and we forecast that it will have a minimal impact on revenue in the current biennium or in the 2025 - 2027 biennium.





A cover letter on agency letterhead that provides an overview of and provides context for the impact of the fee change or establishment. The cover letter should include the following information, when relevant, in order for DAS to review the proposal:

- a. An explanation of why the fee change or new fee is required. For example, was the fee change necessary due to:
  - An increase or decrease in Federal Funds or Other Funds revenues?
  - Increased program costs? If so, please explain what factors have contributed to rising costs.
  - Changes in transaction volumes like number of fee payers or renewals? Please provide trend information and related FTE workload statistics.
  - A new fee created by statute?
  - Policy changes? Regulatory streamlining? Please explain.
  - Other?
- b. A summary of program funding. For example, how much of the program is covered by fee revenues? How much by General Fund or Federal Funds? Will the new fee level allow replacement of General Fund? Do statutes/rules require General Fund to constitute a minimum proportion of overall program funding?
- c. An estimate of the timeframe the proposed fee will sustain the program. Please explain the underlying assumptions.
- d. A table showing calculations if the fee is based on a sliding scale.
- e. A summary of who pays the fee and the stakeholders and recipients of the program.
- f. An overview of stakeholder/fee payer participation in the fee-setting process, including: a summary of stakeholder impacts; any outreach done to garner stakeholder input prior to setting the new fee level; and whether there is stakeholder approval or opposition to the new rate. If opposition, summarize those comments. If the only outreach done was via public comment during rulemaking please state so. Also, please identify if the fees relate to policy discussions/concerns raised during the legislative session, and provide a summary of those discussions/concerns.

**PROGRAM UNITS**

For budget purposes, the Board of Dentistry is one operational unit and all major issues have been presented in the Agency Plans portion of this Budget Request.

The Agency Budget Request is based on revenue from existing fees and available cash balance. The Current Service Level budget was developed in accordance with Department of Administrative Services guidelines. Personal Services costs are automatically generated by State's computerized budget system (ORBITS) based on the salary level of incumbents. Services and Supplies line items have been calculated based on the standard inflation factor provided by DAS, or approved by DAS as an exception to the standard inflation rate (Attorney General, rent, State Government Service Charges).

**ESSENTIAL PACKAGES**

Essential Packages make budget adjustments.

**Package 010: Vacancy Factor and Non-PICS Personal Services**

Package 010 calculates limitation needs for salary and per diem and pension bond related expenses that are not calculated by PICS (inflation factor on temporary appointments, mass transit tax and social security and new payments toward pension bonds). The total amount of this package is \$2,018.

**Package 031: Standard Inflation**

Services and Supplies line items are projected at the DAS assigned inflation rate with some exceptions. Facilities Rental and Taxes increase has been calculated at allowed based on the current rental lease. All exceptions have been reviewed and approved by the Department of Administrative Services prior to inclusion in the Board's Current Service Level Budget. Total amount of this package is \$337,810.

**Package 032: Above Standard Inflation with CFO Analyst Approval**

CFO Analyst approved package 032 above standard inflation of \$1,328.

**Package 033: Exceptional Inflation**

CFO Analyst approved package 033 exceptional inflation of \$107,476.

**Package 070 – Revenue Shortfalls**

CFO Analyst and the OBD realigned resources due to increased costs and made adjustments with staff, benefits, services and related expenses in the amount of \$311,152 to ensure sufficient ending balance into next biennium.

The State Government Service Charges for the OBD set by DAS for 2025-2027 is provided.

STATE GOVERNMENT SERVICE CHARGES

Dentistry, Board of -- 83400

| Description  | Amount           |
|--|------------------|
| Central Government Service Charge                                  | \$11,165         |
| COBID - Certification Office for Business Inclusion and Diversity  | \$624            |
| DAS - Chief Financial Office                                       | \$5,000          |
| DAS - Chief Human Resources Office                                 | \$7,503          |
| DAS - Chief Human Resources Office - Client Agency HR Mgmt. Svcs.  | \$24,960         |
| DAS - Chief Operating Office                                       | \$1,190          |
| DAS - Enterprise Asset Management-Admin. & Real Estate Services    | \$4,345          |
| DAS - Enterprise Asset Management-Surplus Property Base            | \$60             |
| DAS - Enterprise Goods & Services-Procurement Services             | \$1,211          |
| DAS - Enterprise Goods & Services-Liability (Auto & General)       | \$138,568        |
| DAS - Enterprise Goods & Services-Property (Auto & General)        | \$743            |
| DAS - Enterprise Goods & Services-Workers' Compensation            | \$1,851          |
| DAS - Enterprise Information Services (EIS)                        | \$5,000          |
| DAS - Enterprise Information Services-Microsoft 365                | \$28,501         |
| DAS - Enterprise Information Services - Data Center Services (DCS) | \$16,477         |
| DAS - Strategic Initiatives & Enterprise Accountability (SIEA)     | \$1,296          |
| DAS - Workday Payroll System                                       | \$2,020          |
| Office of Public Records Advocate                                  | \$286            |
| Oregon Government Ethics Commission                                | \$317            |
| Oregon Law Library   | \$714            |
| Secretary of State-Archives Record Center                          | \$11,235         |
| Secretary of State-Archives & Records Management                   | \$3,213          |
| Secretary of State-Audits  | \$4,458          |
| State Library of Oregon  | \$1,751          |
| <b>Total:</b>  | <b>\$272,488</b> |

## **POLICY OPTION PACKAGES:**

### **POP 070 Revenue Shortfall**

**Purpose:** This POP accounts for OBD's revenue shortfall. Agencies are required to project an ending balance of at least 3 months for 2025-27 at the CSL level. This means without any of the other POP packages, including the fee increase. This POP reduces OBD's budgeted staff and supplies to meet the 3 month ending balance requirement so that if no other POPs are approved for the 2025-27 biennium, the Board will have taken the necessary cuts to continue operating through the end of the biennium.

**How Achieved:** The OBD will eliminate one of its investigator positions as well as cease participation in the Health Professional Services Program (HPSP). These two actions will reduce the total budget by \$456,152 and increase OBD's projected ending balance to be above 3 months for the 2025-27 biennium.

**Staffing Impact:** The .5 FTE dental Investigator position will be eliminated on 7/1/2025. This represents a \$311,152 decrease in Personal Services.

**Services and Supplies:** The agency will be cutting \$145,000 from its professional services budget, which is the cost of administering HPSP.

**Quantifying Results:** The OBD will monitor the transition and ensure all its agency and investigative functions are being completed in a timely basis. The OBD strives to be manage its limited resources effectively and stay mission focused as well. The agency will assess if it can continue to meet investigation standards and requirements without the .5 FTE investigator and support its licensees without HPSP.

**Revenue Source:** The Board of Dentistry's funding is 100% Other Funds generated primarily from fees paid by licensees and applicants for licenses and permits. A small portion (less than six percent) of the Board's revenue is from miscellaneous revenues generated from the sale of documents and records, late fees, civil penalties and dental assistant certification.

### **POP 100 Fee increases to support Current Service Level**

**Purpose:** The OBD needs sufficient revenues to fund its operation. The OBD derives approximately 94% of its funding from applicants for licensure and Licensees. The OBD faces significant cost increases due to generous Cost of Living increases for most state employees, significant increase in DAS assessments and high costs to transition from OMB service support to DAS support for critical accounting, budget and finance functions. In addition, the license base for the OBD has plateaued for the past 10 years at approximately 8000 Licensees and the OBD is dependent on them for its source of funding.

**How Achieved:** The OBD would initiate select fee increases effective July 1, 2025. The additional revenue will support the OBD and ensure current service level and all primary functions and mission is supported.

- The proposed fee increases are estimated to add a total of \$409,320 in revenue.
  - Increase dental biennial license fee by \$50 to be \$486 (3692 Dental licenses renewed would generate \$184,600)
  - Increase Dental Hygiene biennial license fee by \$24 to be \$275 (4400 Dental Hygiene licenses renewed would generate \$105,600)
  - Increase Dental Therapy biennial license fee by \$24 to be \$275  
(30 Dental Therapy licenses renewed would generate \$720)
  - Increase Deep Anesthesia permit fee by \$325 to be \$400 (80 permits = \$26,000)
  - Increase General Anesthesia Permit fee by \$260 to be \$400 (190 permits = \$49,400)
  - Increase Moderate Anesthesia Permit fee by \$125 to be \$200 (344 permits = \$43,000)



**Fees proposed 2025-2027**

| OBD Fee Category                       | Amount | Object Code | New Fee (proposed) | \$ Change | % Change | Additional Revenue expected  |
|--|--------|-------------|--------------------|-----------|----------|------------------------------|
| Dental/Specialty Renewal fee           | \$436  | 2104        | \$486              | \$50      | 11.50%   | \$184,600 (3692 D)           |
| Dental Therapy Renewal fee             | \$251  | 2107        | \$275              | \$24      | 9.60%    | \$720 (30 DT)                |
| Dental Hygiene Renewal fee             | \$251  | 2105        | \$275              | \$24      | 9.60%    | \$105,600 (4400 DH)          |
| Anesthesia Permit – Deep Sedation      | \$75   | 2133        | \$400              | \$325     | 433%     | \$26,000 (80 permits)        |
| Anesthesia Permit – General Anesthesia | \$140  | 2134        | \$400              | \$260     | 186%     | \$49,400 (190 permits)       |
| Anesthesia Permit – Moderate           | \$75   | 2135        | \$200              | \$125     | 167%     | \$43,000 (344 permits)       |
|  |        |             |                    |           |          | \$409,320 additional revenue |

**Staffing Impact:** No impact. CSL maintained.

**Services and Supplies:** No impact.

**Quantifying Results:** The OBD will monitor the implementation of fee increases and the budget closely in the next biennium. The OBD will notify DAS CFO/Governor’s Office as needed if revenue is not in line with budget expectations or any budget issues are noted. It is expected that the fee increases will bring in sufficient revenue to support the needs of the agency.

**Revenue Source:** The Board of Dentistry funding is 100% Other Funds generated primarily from fees paid by licensees and applicants for licenses and permits. These fee increases seem fair and equitable impacting all three licensee types. The three sedation permits allow the highest level of sedation. These permits require more time and work from OBD staff in initial approval. The anesthesia fees have not been increased in over 20 years. The dentists holding these permits generally are the highest earning dentists and these permits are more time intensive for staff to review documentation, approve and renew.

**POP 200 List Serve Upgrade to GovDelivery**

**Purpose:** The OBD would like to transition to a modern, proven and efficient method to share important news, updates and renewal reminders to its Licensees and interested parties. GovDelivery is a proven, Oregon state government utilized email delivery system.

- Total for 2025-2027 is \$24,823
- \$4127 one-time set up and implementation fee
- Per Year \$10,348/year

**How Achieved:** The OBD would transition to a modern, proven and efficient method to share important news, updates and renewal reminders to its Licensees and interested parties. The current method of pulling emails from database is cumbersome, inefficient and clunky. Communication about the Board’s activities is crucial to its operation and mission. It is a pillar of our modernization efforts to reach out to all communities in the state more effectively. DAS has provided the information and guidance on the service available to state agencies.

**Staffing Impact:** No impact.

**Services and Supplies: \$24,823**

**Quantifying Results:** The OBD will review its survey results and interact with interested parties and Licensees regarding its implementation of this new email delivery system. The OBD will also note attendance and feedback on its meetings, public rulemaking activities and future strategic planning engagement to quantify the success of the new email delivery system. The OBD expects to reap other benefits and will work with the vendor of the system to best utilize its capabilities and functions to benefit all that interact with the OBD.

**Revenue Source:** The Board of Dentistry's funding is 100% Other Funds generated primarily from fees paid by licensees and applicants for licenses and permits. A small portion (less than six percent) of the Board's revenue is from miscellaneous revenues generated from the sale of documents and records, late fees, civil penalties and dental assistant certifications.

**POP 300 HR and Payroll Services**

**Purpose:** The transfer of OBD's HR and Payroll Services from OMB to DAS. This POP would request the difference between what you are currently paying to OMB (\$863 per month) and the 25-27 rate for DAS HR services.

**How Achieved:** The OBD will transition to DAS Services for accounting and budget support effective July 1, 2024 and DAS HR July 1, 2025.

**Staffing Impact:** No impact.

**Services and Supplies: \$24,000**

**Quantifying Results:** The OBD will monitor the transition and ensure all its agency and enterprise functions are being completed and all impacted are happy with the transition.

**Revenue Source:** The Board of Dentistry's funding is 100% Other Funds generated primarily from fees paid by licensees and applicants for licenses and permits. A small portion (less than six percent) of the Board's revenue is from miscellaneous revenues generated from the sale of documents and records, late fees, civil penalties and dental assistant certifications.

**Facility Proposal Impact on Work Space Requirements**

None

**Audit Response Report**

A Secretary of State Audit was conducted for the period July 1, 2005, through December 31, 2007. The Final report was issued September 10, 2008.

**Affirmative Action Report**

Agency Affirmative Action Policy: The Board of Dentistry affirms and supports the Governor's Affirmative Action Plan and is dedicated to creating a work environment, which will attract and retain employees who represent the broadest possible spectrum of society including women, minorities and the disabled. The Board of Dentistry will not tolerate discrimination or harassment on the basis of race, color, sex, marital status, religion, national origin, age, mental or physical disability, or any reason prohibited by state or federal statute. The Board and its management further adopts and affirms the Governor's beliefs that the State has a commitment to the right of all persons to work and advance on the basis of merit, ability and potential.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Oregon Board of Dentistry**  
**Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services**

**Cross Reference Name: Board of Dentistry**  
**Cross Reference Number: 83400-001-00-00-00000**

| <i>Description</i>                  | General Fund | Lottery Funds | Other Funds      | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds        |
|-------------------------------------|--------------|---------------|------------------|---------------|------------------------|--------------------------|------------------|
| <b>Personal Services</b>            |              |               |                  |               |                        |                          |                  |
| Temporary Appointments              | -            | -             | 193              | -             | -                      | -                        | 193              |
| Overtime Payments                   | -            | -             | 280              | -             | -                      | -                        | 280              |
| All Other Differential              | -            | -             | 1,743            | -             | -                      | -                        | 1,743            |
| Public Employees' Retire Cont       | -            | -             | 426              | -             | -                      | -                        | 426              |
| Pension Obligation Bond             | -            | -             | (4,843)          | -             | -                      | -                        | (4,843)          |
| Social Security Taxes               | -            | -             | 169              | -             | -                      | -                        | 169              |
| Paid Family Medical Leave Insurance | -            | -             | 8                | -             | -                      | -                        | 8                |
| Mass Transit Tax                    | -            | -             | 6                | -             | -                      | -                        | 6                |
| <b>Total Personal Services</b>      | -            | -             | <b>(\$2,018)</b> | -             | -                      | -                        | <b>(\$2,018)</b> |
| <b>Total Expenditures</b>           |              |               |                  |               |                        |                          |                  |
| Total Expenditures                  | -            | -             | (2,018)          | -             | -                      | -                        | (2,018)          |
| <b>Total Expenditures</b>           | -            | -             | <b>(\$2,018)</b> | -             | -                      | -                        | <b>(\$2,018)</b> |
| <b>Ending Balance</b>               |              |               |                  |               |                        |                          |                  |
| Ending Balance                      | -            | -             | 2,018            | -             | -                      | -                        | 2,018            |
| <b>Total Ending Balance</b>         | -            | -             | <b>\$2,018</b>   | -             | -                      | -                        | <b>\$2,018</b>   |

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**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Oregon Board of Dentistry**  
**Pkg: 031 - Standard Inflation**

**Cross Reference Name: Board of Dentistry**  
**Cross Reference Number: 83400-001-00-00-00000**

| <i>Description</i>                   | General Fund | Lottery Funds | Other Funds      | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds        |
|--------------------------------------|--------------|---------------|------------------|---------------|------------------------|--------------------------|------------------|
| <b>Services &amp; Supplies</b>       |              |               |                  |               |                        |                          |                  |
| Instate Travel                       | -            | -             | 2,318            | -             | -                      | -                        | 2,318            |
| Out of State Travel                  | -            | -             | 345              | -             | -                      | -                        | 345              |
| Employee Training                    | -            | -             | 2,475            | -             | -                      | -                        | 2,475            |
| Office Expenses                      | -            | -             | 4,164            | -             | -                      | -                        | 4,164            |
| Telecommunications                   | -            | -             | 1,138            | -             | -                      | -                        | 1,138            |
| State Gov. Service Charges           | -            | -             | 178,374          | -             | -                      | -                        | 178,374          |
| Data Processing                      | -            | -             | 6,863            | -             | -                      | -                        | 6,863            |
| Publicity and Publications           | -            | -             | 678              | -             | -                      | -                        | 678              |
| Professional Services                | -            | -             | 31,169           | -             | -                      | -                        | 31,169           |
| IT Professional Services             | -            | -             | 10,951           | -             | -                      | -                        | 10,951           |
| Attorney General                     | -            | -             | 78,830           | -             | -                      | -                        | 78,830           |
| Employee Recruitment and Develop     | -            | -             | 32               | -             | -                      | -                        | 32               |
| Dues and Subscriptions               | -            | -             | 476              | -             | -                      | -                        | 476              |
| Facilities Rental and Taxes          | -            | -             | 8,676            | -             | -                      | -                        | 8,676            |
| Facilities Maintenance               | -            | -             | 27               | -             | -                      | -                        | 27               |
| Agency Program Related S and S       | -            | -             | 5,992            | -             | -                      | -                        | 5,992            |
| Other Services and Supplies          | -            | -             | 3,964            | -             | -                      | -                        | 3,964            |
| Expendable Prop 250 - 5000           | -            | -             | 266              | -             | -                      | -                        | 266              |
| IT Expendable Property               | -            | -             | 1,072            | -             | -                      | -                        | 1,072            |
| <b>Total Services &amp; Supplies</b> | -            | -             | <b>\$337,810</b> | -             | -                      | -                        | <b>\$337,810</b> |

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**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Board of Dentistry  
Pkg: 031 - Standard Inflation

Cross Reference Name: Board of Dentistry  
Cross Reference Number: 83400-001-00-00-00000

| <i>Description</i>          | General Fund | Lottery Funds | Other Funds        | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds          |
|-----------------------------|--------------|---------------|--------------------|---------------|------------------------|--------------------------|--------------------|
| <b>Total Expenditures</b>   |              |               |                    |               |                        |                          |                    |
| Total Expenditures          | -            | -             | 337,810            | -             | -                      | -                        | 337,810            |
| <b>Total Expenditures</b>   | -            | -             | <b>\$337,810</b>   | -             | -                      | -                        | <b>\$337,810</b>   |
| <b>Ending Balance</b>       |              |               |                    |               |                        |                          |                    |
| Ending Balance              | -            | -             | (337,810)          | -             | -                      | -                        | (337,810)          |
| <b>Total Ending Balance</b> | -            | -             | <b>(\$337,810)</b> | -             | -                      | -                        | <b>(\$337,810)</b> |

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Board of Dentistry  
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Board of Dentistry  
Cross Reference Number: 83400-001-00-00-00000

| <i>Description</i>                   | General Fund | Lottery Funds | Other Funds      | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds        |
|--------------------------------------|--------------|---------------|------------------|---------------|------------------------|--------------------------|------------------|
| <b>Services &amp; Supplies</b>       |              |               |                  |               |                        |                          |                  |
| Professional Services                | -            | -             | 1,328            | -             | -                      | -                        | 1,328            |
| IT Professional Services             | -            | -             | -                | -             | -                      | -                        | -                |
| <b>Total Services &amp; Supplies</b> | -            | -             | <b>\$1,328</b>   | -             | -                      | -                        | <b>\$1,328</b>   |
| <b>Total Expenditures</b>            |              |               |                  |               |                        |                          |                  |
| Total Expenditures                   | -            | -             | 1,328            | -             | -                      | -                        | 1,328            |
| <b>Total Expenditures</b>            | -            | -             | <b>\$1,328</b>   | -             | -                      | -                        | <b>\$1,328</b>   |
| <b>Ending Balance</b>                |              |               |                  |               |                        |                          |                  |
| Ending Balance                       | -            | -             | (1,328)          | -             | -                      | -                        | (1,328)          |
| <b>Total Ending Balance</b>          | -            | -             | <b>(\$1,328)</b> | -             | -                      | -                        | <b>(\$1,328)</b> |

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**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Board of Dentistry  
Pkg: 033 - Exceptional Inflation

Cross Reference Name: Board of Dentistry  
Cross Reference Number: 83400-001-00-00-00000

| <i>Description</i>                   | General Fund | Lottery Funds | Other Funds        | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds          |
|--------------------------------------|--------------|---------------|--------------------|---------------|------------------------|--------------------------|--------------------|
| <b>Services &amp; Supplies</b>       |              |               |                    |               |                        |                          |                    |
| Professional Services                | -            | -             | 107,476            | -             | -                      | -                        | 107,476            |
| <b>Total Services &amp; Supplies</b> | -            | -             | <b>\$107,476</b>   | -             | -                      | -                        | <b>\$107,476</b>   |
| <b>Total Expenditures</b>            |              |               |                    |               |                        |                          |                    |
| Total Expenditures                   | -            | -             | 107,476            | -             | -                      | -                        | 107,476            |
| <b>Total Expenditures</b>            | -            | -             | <b>\$107,476</b>   | -             | -                      | -                        | <b>\$107,476</b>   |
| <b>Ending Balance</b>                |              |               |                    |               |                        |                          |                    |
| Ending Balance                       | -            | -             | (107,476)          | -             | -                      | -                        | (107,476)          |
| <b>Total Ending Balance</b>          | -            | -             | <b>(\$107,476)</b> | -             | -                      | -                        | <b>(\$107,476)</b> |

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**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Oregon Board of Dentistry**  
**Pkg: 070 - Revenue Shortfalls**

**Cross Reference Name: Board of Dentistry**  
**Cross Reference Number: 83400-001-00-00-00000**

| <i>Description</i>                   | General Fund | Lottery Funds | Other Funds        | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds          |
|--------------------------------------|--------------|---------------|--------------------|---------------|------------------------|--------------------------|--------------------|
| <b>Personal Services</b>             |              |               |                    |               |                        |                          |                    |
| Class/Unclass Sal. and Per Diem      | -            | -             | (219,837)          | -             | -                      | -                        | (219,837)          |
| Empl. Rel. Bd. Assessments           | -            | -             | (45)               | -             | -                      | -                        | (45)               |
| Public Employees' Retire Cont        | -            | -             | (46,254)           | -             | -                      | -                        | (46,254)           |
| Social Security Taxes                | -            | -             | (16,818)           | -             | -                      | -                        | (16,818)           |
| Paid Family Medical Leave Insurance  | -            | -             | (879)              | -             | -                      | -                        | (879)              |
| Worker's Comp. Assess. (WCD)         | -            | -             | (26)               | -             | -                      | -                        | (26)               |
| Mass Transit Tax                     | -            | -             | (788)              | -             | -                      | -                        | (788)              |
| Flexible Benefits                    | -            | -             | (26,505)           | -             | -                      | -                        | (26,505)           |
| <b>Total Personal Services</b>       | -            | -             | <b>(\$311,152)</b> | -             | -                      | -                        | <b>(\$311,152)</b> |
| <b>Services &amp; Supplies</b>       |              |               |                    |               |                        |                          |                    |
| Professional Services                | -            | -             | (145,000)          | -             | -                      | -                        | (145,000)          |
| <b>Total Services &amp; Supplies</b> | -            | -             | <b>(\$145,000)</b> | -             | -                      | -                        | <b>(\$145,000)</b> |
| <b>Total Expenditures</b>            |              |               |                    |               |                        |                          |                    |
| Total Expenditures                   | -            | -             | (456,152)          | -             | -                      | -                        | (456,152)          |
| <b>Total Expenditures</b>            | -            | -             | <b>(\$456,152)</b> | -             | -                      | -                        | <b>(\$456,152)</b> |
| <b>Ending Balance</b>                |              |               |                    |               |                        |                          |                    |
| Ending Balance                       | -            | -             | 456,152            | -             | -                      | -                        | 456,152            |
| <b>Total Ending Balance</b>          | -            | -             | <b>\$456,152</b>   | -             | -                      | -                        | <b>\$456,152</b>   |

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**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Board of Dentistry  
Pkg: 070 - Revenue Shortfalls

Cross Reference Name: Board of Dentistry  
Cross Reference Number: 83400-001-00-00-00000

| <i>Description</i>     | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds     |
|------------------------|--------------|---------------|-------------|---------------|------------------------|--------------------------|---------------|
| <b>Total Positions</b> |              |               |             |               |                        |                          |               |
| Total Positions        |              |               |             |               |                        |                          | (1)           |
| <b>Total Positions</b> | -            | -             | -           | -             | -                      | -                        | <b>(1)</b>    |
| <b>Total FTE</b>       |              |               |             |               |                        |                          |               |
| Total FTE              |              |               |             |               |                        |                          | (0.62)        |
| <b>Total FTE</b>       | -            | -             | -           | -             | -                      | -                        | <b>(0.62)</b> |

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Board of Dentistry  
Pkg: 092 - Statewide AG Adjustment

Cross Reference Name: Board of Dentistry  
Cross Reference Number: 83400-001-00-00-00000

| <i>Description</i>                   | General Fund | Lottery Funds | Other Funds       | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds         |
|--------------------------------------|--------------|---------------|-------------------|---------------|------------------------|--------------------------|-------------------|
| <b>Services &amp; Supplies</b>       |              |               |                   |               |                        |                          |                   |
| Attorney General                     | -            | -             | (31,205)          | -             | -                      | -                        | (31,205)          |
| <b>Total Services &amp; Supplies</b> | -            | -             | <b>(\$31,205)</b> | -             | -                      | -                        | <b>(\$31,205)</b> |
| <b>Total Expenditures</b>            |              |               |                   |               |                        |                          |                   |
| Total Expenditures                   | -            | -             | (31,205)          | -             | -                      | -                        | (31,205)          |
| <b>Total Expenditures</b>            | -            | -             | <b>(\$31,205)</b> | -             | -                      | -                        | <b>(\$31,205)</b> |
| <b>Ending Balance</b>                |              |               |                   |               |                        |                          |                   |
| Ending Balance                       | -            | -             | 31,205            | -             | -                      | -                        | 31,205            |
| <b>Total Ending Balance</b>          | -            | -             | <b>\$31,205</b>   | -             | -                      | -                        | <b>\$31,205</b>   |

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Board of Dentistry  
 Pkg: 093 - Statewide Adjustment DAS Chgs

Cross Reference Name: Board of Dentistry  
 Cross Reference Number: 83400-001-00-00-00000

| <i>Description</i>                   | General Fund | Lottery Funds | Other Funds    | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds      |
|--------------------------------------|--------------|---------------|----------------|---------------|------------------------|--------------------------|----------------|
| <b>Services &amp; Supplies</b>       |              |               |                |               |                        |                          |                |
| State Gov. Service Charges           | -            | -             | (6,837)        | -             | -                      | -                        | (6,837)        |
| Other Services and Supplies          | -            | -             | 7,653          | -             | -                      | -                        | 7,653          |
| <b>Total Services &amp; Supplies</b> | -            | -             | <b>\$816</b>   | -             | -                      | -                        | <b>\$816</b>   |
| <b>Total Expenditures</b>            |              |               |                |               |                        |                          |                |
| Total Expenditures                   | -            | -             | 816            | -             | -                      | -                        | 816            |
| <b>Total Expenditures</b>            | -            | -             | <b>\$816</b>   | -             | -                      | -                        | <b>\$816</b>   |
| <b>Ending Balance</b>                |              |               |                |               |                        |                          |                |
| Ending Balance                       | -            | -             | (816)          | -             | -                      | -                        | (816)          |
| <b>Total Ending Balance</b>          | -            | -             | <b>(\$816)</b> | -             | -                      | -                        | <b>(\$816)</b> |

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**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Board of Dentistry  
Pkg: 100 - Fee Increases

Cross Reference Name: Board of Dentistry  
Cross Reference Number: 83400-001-00-00-00000

| <i>Description</i>          | General Fund | Lottery Funds | Other Funds      | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds        |
|-----------------------------|--------------|---------------|------------------|---------------|------------------------|--------------------------|------------------|
| <b>Revenues</b>             |              |               |                  |               |                        |                          |                  |
| Business Lic and Fees       | -            | -             | 409,320          | -             | -                      | -                        | 409,320          |
| <b>Total Revenues</b>       | -            | -             | <b>\$409,320</b> | -             | -                      | -                        | <b>\$409,320</b> |
| <b>Ending Balance</b>       |              |               |                  |               |                        |                          |                  |
| Ending Balance              | -            | -             | 409,320          | -             | -                      | -                        | 409,320          |
| <b>Total Ending Balance</b> | -            | -             | <b>\$409,320</b> | -             | -                      | -                        | <b>\$409,320</b> |

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**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Board of Dentistry  
Pkg: 200 - List Serve Upgrade

Cross Reference Name: Board of Dentistry  
Cross Reference Number: 83400-001-00-00-00000

| <i>Description</i>                   | General Fund | Lottery Funds | Other Funds       | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds         |
|--------------------------------------|--------------|---------------|-------------------|---------------|------------------------|--------------------------|-------------------|
| <b>Services &amp; Supplies</b>       |              |               |                   |               |                        |                          |                   |
| Publicity and Publications           | -            | -             | 24,823            | -             | -                      | -                        | 24,823            |
| <b>Total Services &amp; Supplies</b> | -            | -             | <b>\$24,823</b>   | -             | -                      | -                        | <b>\$24,823</b>   |
| <b>Total Expenditures</b>            |              |               |                   |               |                        |                          |                   |
| Total Expenditures                   | -            | -             | 24,823            | -             | -                      | -                        | 24,823            |
| <b>Total Expenditures</b>            | -            | -             | <b>\$24,823</b>   | -             | -                      | -                        | <b>\$24,823</b>   |
| <b>Ending Balance</b>                |              |               |                   |               |                        |                          |                   |
| Ending Balance                       | -            | -             | (24,823)          | -             | -                      | -                        | (24,823)          |
| <b>Total Ending Balance</b>          | -            | -             | <b>(\$24,823)</b> | -             | -                      | -                        | <b>(\$24,823)</b> |

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**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Board of Dentistry  
Pkg: 300 - HR and Payroll Services

Cross Reference Name: Board of Dentistry  
Cross Reference Number: 83400-001-00-00-00000

| <i>Description</i>                   | General Fund | Lottery Funds | Other Funds      | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds        |
|--------------------------------------|--------------|---------------|------------------|---------------|------------------------|--------------------------|------------------|
| <b>Services &amp; Supplies</b>       |              |               |                  |               |                        |                          |                  |
| Professional Services                | -            | -             | 4,296            | -             | -                      | -                        | 4,296            |
| <b>Total Services &amp; Supplies</b> | -            | -             | <b>\$4,296</b>   | -             | -                      | -                        | <b>\$4,296</b>   |
| <b>Total Expenditures</b>            |              |               |                  |               |                        |                          |                  |
| Total Expenditures                   | -            | -             | 4,296            | -             | -                      | -                        | 4,296            |
| <b>Total Expenditures</b>            | -            | -             | <b>\$4,296</b>   | -             | -                      | -                        | <b>\$4,296</b>   |
| <b>Ending Balance</b>                |              |               |                  |               |                        |                          |                  |
| Ending Balance                       | -            | -             | (4,296)          | -             | -                      | -                        | (4,296)          |
| <b>Total Ending Balance</b>          | -            | -             | <b>(\$4,296)</b> | -             | -                      | -                        | <b>(\$4,296)</b> |

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**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Oregon Board of Dentistry**  
**Pkg: 400 - Health Care Investigator Restoration**

**Cross Reference Name: Board of Dentistry**  
**Cross Reference Number: 83400-001-00-00-00000**

| <i>Description</i>                  | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|-------------------------------------|--------------|---------------|-------------|---------------|------------------------|--------------------------|-----------|
| <b>Personal Services</b>            |              |               |             |               |                        |                          |           |
| Class/Unclass Sal. and Per Diem     | -            | -             | -           | -             | -                      | -                        | -         |
| Empl. Rel. Bd. Assessments          | -            | -             | -           | -             | -                      | -                        | -         |
| Public Employees' Retire Cont       | -            | -             | -           | -             | -                      | -                        | -         |
| Social Security Taxes               | -            | -             | -           | -             | -                      | -                        | -         |
| Paid Family Medical Leave Insurance | -            | -             | -           | -             | -                      | -                        | -         |
| Worker's Comp. Assess. (WCD)        | -            | -             | -           | -             | -                      | -                        | -         |
| Flexible Benefits                   | -            | -             | -           | -             | -                      | -                        | -         |
| <b>Total Personal Services</b>      | -            | -             | -           | -             | -                      | -                        | -         |
| <b>Total Expenditures</b>           |              |               |             |               |                        |                          |           |
| Total Expenditures                  | -            | -             | -           | -             | -                      | -                        | -         |
| <b>Total Expenditures</b>           | -            | -             | -           | -             | -                      | -                        | -         |
| <b>Ending Balance</b>               |              |               |             |               |                        |                          |           |
| Ending Balance                      | -            | -             | -           | -             | -                      | -                        | -         |
| <b>Total Ending Balance</b>         | -            | -             | -           | -             | -                      | -                        | -         |
| <b>Total Positions</b>              |              |               |             |               |                        |                          |           |
| Total Positions                     |              |               |             |               |                        |                          | -         |
| <b>Total Positions</b>              | -            | -             | -           | -             | -                      | -                        | -         |

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**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Oregon Board of Dentistry**  
**Pkg: 400 - Health Care Investigator Restoration**

**Cross Reference Name: Board of Dentistry**  
**Cross Reference Number: 83400-001-00-00-00000**

| <i>Description</i> | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|--------------------|--------------|---------------|-------------|---------------|------------------------|--------------------------|-----------|
| <b>Total FTE</b>   |              |               |             |               |                        |                          |           |
| Total FTE          |              |               |             |               |                        |                          | -         |
| <b>Total FTE</b>   | -            | -             | -           | -             | -                      | -                        | -         |



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

Oregon Board of Dentistry  
2025-27 Biennium

Agency Number: 83400  
Cross Reference Number: 83400-000-00-00-00000

| <i>Source</i>                   | 2021-23 Actuals    | 2023-25 Leg<br>Adopted Budget | 2023-25 Leg<br>Approved Budget | 2025-27 Agency<br>Request Budget | 2025-27<br>Governor's Budget | 2025-27 Leg.<br>Adopted Budget |
|---------------------------------|--------------------|-------------------------------|--------------------------------|----------------------------------|------------------------------|--------------------------------|
| <b>Other Funds</b>              |                    |                               |                                |                                  |                              |                                |
| Business Lic and Fees           | 3,096,266          | 3,495,150                     | 3,495,150                      | 4,174,320                        | 4,174,320                    | -                              |
| Non-business Lic. and Fees      | 22,230             | 14,900                        | 14,900                         | 14,000                           | 14,000                       | -                              |
| Charges for Services            | 25,635             | 148,355                       | 148,355                        | 146,000                          | 146,000                      | -                              |
| Fines and Forfeitures           | 188,289            | 240,000                       | 240,000                        | 240,000                          | 240,000                      | -                              |
| Interest Income                 | 49,115             | 60,000                        | 60,000                         | 60,000                           | 60,000                       | -                              |
| Other Revenues                  | 6,852              | 14,000                        | 14,000                         | 9,000                            | 9,000                        | -                              |
| Tsfr To Oregon Health Authority | (194,105)          | (267,000)                     | (267,000)                      | (200,000)                        | (200,000)                    | -                              |
| <b>Total Other Funds</b>        | <b>\$3,194,282</b> | <b>\$3,705,405</b>            | <b>\$3,705,405</b>             | <b>\$4,443,320</b>               | <b>\$4,443,320</b>           | <b>-</b>                       |

\_\_\_ Agency Request  
2025-27 Biennium

\_\_\_ Governor's Budget  
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\_\_\_ Legislatively Adopted  
Detail of LF, OF, and FF Revenues - BPR012

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

Oregon Board of Dentistry  
2025-27 Biennium

Agency Number: 83400  
Cross Reference Number: 83400-001-00-00-00000

| <i>Source</i>                   | 2021-23 Actuals    | 2023-25 Leg<br>Adopted Budget | 2023-25 Leg<br>Approved Budget | 2025-27 Agency<br>Request Budget | 2025-27<br>Governor's Budget | 2025-27 Leg.<br>Adopted Budget |
|---------------------------------|--------------------|-------------------------------|--------------------------------|----------------------------------|------------------------------|--------------------------------|
| <b>Other Funds</b>              |                    |                               |                                |                                  |                              |                                |
| Business Lic and Fees           | 3,096,266          | 3,495,150                     | 3,495,150                      | 4,174,320                        | 4,174,320                    | -                              |
| Non-business Lic. and Fees      | 22,230             | 14,900                        | 14,900                         | 14,000                           | 14,000                       | -                              |
| Charges for Services            | 25,635             | 148,355                       | 148,355                        | 146,000                          | 146,000                      | -                              |
| Fines and Forfeitures           | 188,289            | 240,000                       | 240,000                        | 240,000                          | 240,000                      | -                              |
| Interest Income                 | 49,115             | 60,000                        | 60,000                         | 60,000                           | 60,000                       | -                              |
| Other Revenues                  | 6,852              | 14,000                        | 14,000                         | 9,000                            | 9,000                        | -                              |
| Tsfr To Oregon Health Authority | (194,105)          | (267,000)                     | (267,000)                      | (200,000)                        | (200,000)                    | -                              |
| <b>Total Other Funds</b>        | <b>\$3,194,282</b> | <b>\$3,705,405</b>            | <b>\$3,705,405</b>             | <b>\$4,443,320</b>               | <b>\$4,443,320</b>           | <b>-</b>                       |

\_\_\_ Agency Request  
2025-27 Biennium

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\_\_\_ Legislatively Adopted  
Detail of LF, OF, and FF Revenues - BPR012

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

| Source                       | Fund | ORBITS Revenue Acct | 2021-23 Actual  | 2023-25 Leg Adopted | 2023-25 Estimates | 2025-27          |                   |                       |
|------------------------------|------|---------------------|-----------------|---------------------|-------------------|------------------|-------------------|-----------------------|
|                              |      |                     |                 |                     |                   | Agency Requested | Governor's Budget | Legislatively Adopted |
| OTHER BUSINESS LICENSES      | OF   | 0205                | \$ 3,096,266.00 | \$ 3,495,150.00     | \$ 3,495,150.00   | \$ 3,765,000.00  | \$4,174,320.00    |                       |
| OTHER NONBUSINESS LIC & FEES | OF   | 0210                | \$ 22,230.00    | \$ 14,900.00        | \$ 14,900.00      | \$ 14,900.00     | \$14,000.00       |                       |
| CHARGES FOR SERVICES         | OF   | 0410                | \$ 25,635.00    | \$ 25,100.00        | \$ 25,100.00      | \$ 146,000.00    | \$146,000.00      |                       |
| FINES AND FORFEITS           | OF   | 0505                | \$ 191,788.52   | \$ 240,000.00       | \$ 240,000.00     | \$ 240,000.00    | \$240,000.00      |                       |
| INTEREST AND INVESTMENTS     | OF   | 0605                | \$ 49,114.59    | \$ 60,000.00        | \$ 60,000.00      | \$ 60,000.00     | \$60,000.00       |                       |
| OTHER REVENUE                | OF   | 0975                | \$ 6,853.00     | \$ 14,000.00        | \$ 14,000.00      | \$ 9,000.00      | \$9,000.00        |                       |
|                              |      |                     |                 |                     |                   |                  |                   |                       |
|                              |      |                     |                 |                     |                   |                  |                   |                       |
|                              |      |                     |                 |                     |                   |                  |                   |                       |
|                              |      |                     |                 |                     |                   |                  |                   |                       |

**Oregon Board of Dentistry**

**Summary Cross Reference Listing and Packages  
2025-27 Biennium**

**Agency Number: 83400**

**M Analyst: Vellaipandian, Harikrishnan**

**Budget Coordinator: Moreland, Katherine - (503)378-0257**

| <b>Cross Reference Number</b> | <b>Cross Reference Description</b> | <b>Package Number</b> | <b>Priority</b> | <b>Package Description</b>                      | <b>Package Group</b> |
|-------------------------------|------------------------------------|-----------------------|-----------------|---|----------------------|
| 001-00-00-00000               | Board of Dentistry                 | 010                   | 0               | Vacancy Factor and Non-ORPICS Personal Services | Essential Packages   |
| 001-00-00-00000               | Board of Dentistry                 | 021                   | 0               | Phase-in  | Essential Packages   |
| 001-00-00-00000               | Board of Dentistry                 | 022                   | 0               | Phase-out Pgm & One-time Costs                  | Essential Packages   |
| 001-00-00-00000               | Board of Dentistry                 | 031                   | 0               | Standard Inflation                              | Essential Packages   |
| 001-00-00-00000               | Board of Dentistry                 | 032                   | 0               | Above Standard Inflation                        | Essential Packages   |
| 001-00-00-00000               | Board of Dentistry                 | 033                   | 0               | Exceptional Inflation                           | Essential Packages   |
| 001-00-00-00000               | Board of Dentistry                 | 040                   | 0               | Mandated Caseload                               | Essential Packages   |
| 001-00-00-00000               | Board of Dentistry                 | 050                   | 0               | Fundshifts                                      | Essential Packages   |
| 001-00-00-00000               | Board of Dentistry                 | 060                   | 0               | Technical Adjustments                           | Essential Packages   |
| 001-00-00-00000               | Board of Dentistry                 | 070                   | 0               | Revenue Shortfalls                              | Policy Packages      |
| 001-00-00-00000               | Board of Dentistry                 | 081                   | 0               | May 2024 Emergency Board                        | Policy Packages      |
| 001-00-00-00000               | Board of Dentistry                 | 082                   | 0               | September 2024 Emergency Board                  | Policy Packages      |
| 001-00-00-00000               | Board of Dentistry                 | 090                   | 0               | Analyst Adjustments                             | Policy Packages      |
| 001-00-00-00000               | Board of Dentistry                 | 092                   | 0               | Statewide AG Adjustment                         | Policy Packages      |
| 001-00-00-00000               | Board of Dentistry                 | 093                   | 0               | Statewide Adjustment DAS Chgs                   | Policy Packages      |
| 001-00-00-00000               | Board of Dentistry                 | 100                   | 1               | Fee Increases                                   | Policy Packages      |
| 001-00-00-00000               | Board of Dentistry                 | 200                   | 2               | List Serve Upgrade                              | Policy Packages      |
| 001-00-00-00000               | Board of Dentistry                 | 300                   | 3               | HR and Payroll Services                         | Policy Packages      |
| 001-00-00-00000               | Board of Dentistry                 | 400                   | 4               | Health Care Investigator Restoration            | Policy Packages      |

**Oregon Board of Dentistry**

**Policy Package List by Priority  
2025-27 Biennium**

**Agency Number: 83400**

**BAM Analyst: Vellaipandian, Harikrishnan**

**Budget Coordinator: Moreland, Katherine - (503)378-0257**

| <i>Priority</i> | <i>Policy Pkg Number</i> | <i>Policy Pkg Description</i>        | <i>Summary Cross Reference Number</i> | <i>Cross Reference Description</i> |
|-----------------|--------------------------|--------------------------------------|---------------------------------------|------------------------------------|
| 0               | 070                      | Revenue Shortfalls                   | 001-00-00-00000                       | Board of Dentistry                 |
|                 | 081                      | May 2024 Emergency Board             | 001-00-00-00000                       | Board of Dentistry                 |
|                 | 082                      | September 2024 Emergency Board       | 001-00-00-00000                       | Board of Dentistry                 |
|                 | 090                      | Analyst Adjustments                  | 001-00-00-00000                       | Board of Dentistry                 |
|                 | 092                      | Statewide AG Adjustment              | 001-00-00-00000                       | Board of Dentistry                 |
|                 | 093                      | Statewide Adjustment DAS Chgs        | 001-00-00-00000                       | Board of Dentistry                 |
| 1               | 100                      | Fee Increases                        | 001-00-00-00000                       | Board of Dentistry                 |
| 2               | 200                      | List Serve Upgrade                   | 001-00-00-00000                       | Board of Dentistry                 |
| 3               | 300                      | HR and Payroll Services              | 001-00-00-00000                       | Board of Dentistry                 |
| 4               | 400                      | Health Care Investigator Restoration | 001-00-00-00000                       | Board of Dentistry                 |

| Description                            | 2021-23 Actuals    | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|--|--------------------|----------------------------|-----------------------------|-------------------------------|---------------------------|-----------------------------|
| <b>BEGINNING BALANCE</b>               |                    |                            |                             |                               |                           |                             |
| <b>0025 Beginning Balance</b>          |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 1,523,460          | 1,100,000                  | 1,100,000                   | 988,911                       | 988,911                   | -                           |
| <b>REVENUE CATEGORIES</b>              |                    |                            |                             |                               |                           |                             |
| <b>LICENSES AND FEES</b>               |                    |                            |                             |                               |                           |                             |
| <b>0205 Business Lic and Fees</b>      |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 3,096,266          | 3,495,150                  | 3,495,150                   | 4,174,320                     | 4,174,320                 | -                           |
| <b>0210 Non-business Lic. and Fees</b> |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 22,230             | 14,900                     | 14,900                      | 14,000                        | 14,000                    | -                           |
| <b>LICENSES AND FEES</b>               |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 3,118,496          | 3,510,050                  | 3,510,050                   | 4,188,320                     | 4,188,320                 | -                           |
| <b>TOTAL LICENSES AND FEES</b>         | <b>\$3,118,496</b> | <b>\$3,510,050</b>         | <b>\$3,510,050</b>          | <b>\$4,188,320</b>            | <b>\$4,188,320</b>        | <b>-</b>                    |
| <b>CHARGES FOR SERVICES</b>            |                    |                            |                             |                               |                           |                             |
| <b>0410 Charges for Services</b>       |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 25,635             | 148,355                    | 148,355                     | 146,000                       | 146,000                   | -                           |
| <b>FINES, RENTS AND ROYALTIES</b>      |                    |                            |                             |                               |                           |                             |
| <b>0505 Fines and Forfeitures</b>      |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 188,289            | 240,000                    | 240,000                     | 240,000                       | 240,000                   | -                           |
| <b>INTEREST EARNINGS</b>               |                    |                            |                             |                               |                           |                             |
| <b>0605 Interest Income</b>            |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 49,115             | 60,000                     | 60,000                      | 60,000                        | 60,000                    | -                           |
| <b>OTHER</b>                           |                    |                            |                             |                               |                           |                             |
| <b>0975 Other Revenues</b>             |                    |                            |                             |                               |                           |                             |

| Description                                 | 2021-23 Actuals    | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|--------------------|----------------------------|-----------------------------|-------------------------------|---------------------------|-----------------------------|
| 3400 Other Funds Ltd                        | 6,852              | 14,000                     | 14,000                      | 9,000                         | 9,000                     | -                           |
| <b>REVENUE CATEGORIES</b>                   |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                        | 3,388,387          | 3,972,405                  | 3,972,405                   | 4,643,320                     | 4,643,320                 | -                           |
| <b>TOTAL REVENUE CATEGORIES</b>             | <b>\$3,388,387</b> | <b>\$3,972,405</b>         | <b>\$3,972,405</b>          | <b>\$4,643,320</b>            | <b>\$4,643,320</b>        | -                           |
| <b>TRANSFERS OUT</b>                        |                    |                            |                             |                               |                           |                             |
| <b>2443 Tsfr To Oregon Health Authority</b> |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                        | (194,105)          | (267,000)                  | (267,000)                   | (200,000)                     | (200,000)                 | -                           |
| <b>AVAILABLE REVENUES</b>                   |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                        | 4,717,742          | 4,805,405                  | 4,805,405                   | 5,432,231                     | 5,432,231                 | -                           |
| <b>TOTAL AVAILABLE REVENUES</b>             | <b>\$4,717,742</b> | <b>\$4,805,405</b>         | <b>\$4,805,405</b>          | <b>\$5,432,231</b>            | <b>\$5,432,231</b>        | -                           |
| <b>EXPENDITURES</b>                         |                    |                            |                             |                               |                           |                             |
| <b>PERSONAL SERVICES</b>                    |                    |                            |                             |                               |                           |                             |
| <b>SALARIES &amp; WAGES</b>                 |                    |                            |                             |                               |                           |                             |
| <b>3110 Class/Unclass Sal. and Per Diem</b> |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                        | 1,569,855          | 1,405,182                  | 1,549,507                   | 1,533,920                     | 1,445,276                 | -                           |
| <b>3160 Temporary Appointments</b>          |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                        | -                  | 4,585                      | 4,585                       | 4,778                         | 4,778                     | -                           |
| <b>3170 Overtime Payments</b>               |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                        | 592                | 6,669                      | 6,669                       | 6,949                         | 6,949                     | -                           |
| <b>3190 All Other Differential</b>          |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                        | 16,099             | 41,509                     | 41,509                      | 43,252                        | 43,252                    | -                           |
| <b>SALARIES &amp; WAGES</b>                 |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                        | 1,586,546          | 1,457,945                  | 1,602,270                   | 1,588,899                     | 1,500,255                 | -                           |

Budget Support - Detail Revenues and Expenditures  
 2025-27 Biennium  
 Oregon Board of Dentistry

Cross Reference Number: 83400-000-00-00-00000

| Description                                     | 2021-23 Actuals    | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|--------------------|----------------------------|-----------------------------|-------------------------------|---------------------------|-----------------------------|
| <b>TOTAL SALARIES &amp; WAGES</b>               | <b>\$1,586,546</b> | <b>\$1,457,945</b>         | <b>\$1,602,270</b>          | <b>\$1,588,899</b>            | <b>\$1,500,255</b>        | <b>-</b>                    |
| <b>OTHER PAYROLL EXPENSES</b>                   |                    |                            |                             |                               |                           |                             |
| <b>3210 Empl. Rel. Bd. Assessments</b>          |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                            | 432                | 404                        | 404                         | 522                           | 504                       | -                           |
| <b>3220 Public Employees' Retire Cont</b>       |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                            | 264,504            | 245,192                    | 278,323                     | 315,393                       | 296,742                   | -                           |
| <b>3221 Pension Obligation Bond</b>             |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                            | 82,126             | 80,296                     | 72,030                      | 67,187                        | 67,187                    | -                           |
| <b>3230 Social Security Taxes</b>               |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                            | 120,069            | 111,534                    | 126,330                     | 120,471                       | 113,690                   | -                           |
| <b>3241 Paid Family Medical Leave Insurance</b> |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                            | 1,993              | 5,391                      | 5,391                       | 5,927                         | 5,572                     | -                           |
| <b>3250 Worker's Comp. Assess. (WCD)</b>        |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                            | 345                | 351                        | 351                         | 304                           | 294                       | -                           |
| <b>3260 Mass Transit Tax</b>                    |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                            | 9,214              | 9,155                      | 10,315                      | 9,533                         | 9,533                     | -                           |
| <b>3270 Flexible Benefits</b>                   |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                            | 263,162            | 301,950                    | 301,950                     | 307,458                       | 296,856                   | -                           |
| <b>OTHER PAYROLL EXPENSES</b>                   |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                            | 741,845            | 754,273                    | 795,094                     | 826,795                       | 790,378                   | -                           |
| <b>TOTAL OTHER PAYROLL EXPENSES</b>             | <b>\$741,845</b>   | <b>\$754,273</b>           | <b>\$795,094</b>            | <b>\$826,795</b>              | <b>\$790,378</b>          | <b>-</b>                    |
| <b>P.S. BUDGET ADJUSTMENTS</b>                  |                    |                            |                             |                               |                           |                             |
| <b>3465 Reconciliation Adjustment</b>           |                    |                            |                             |                               |                           |                             |



| Description                            | 2021-23 Actuals    | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|--|--------------------|----------------------------|-----------------------------|-------------------------------|---------------------------|-----------------------------|
| 3400 Other Funds Ltd                   | -                  | 60,962                     | 60,962                      | -                             | -                         | -                           |
| <b>PERSONAL SERVICES</b>               |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 2,328,391          | 2,273,180                  | 2,458,326                   | 2,415,694                     | 2,290,633                 | -                           |
| <b>TOTAL PERSONAL SERVICES</b>         | <b>\$2,328,391</b> | <b>\$2,273,180</b>         | <b>\$2,458,326</b>          | <b>\$2,415,694</b>            | <b>\$2,290,633</b>        | -                           |
| <b>SERVICES &amp; SUPPLIES</b>         |                    |                            |                             |                               |                           |                             |
| <b>4100 Instate Travel</b>             |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 19,738             | 55,194                     | 55,194                      | 57,512                        | 57,512                    | -                           |
| <b>4125 Out of State Travel</b>        |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | -                  | 8,219                      | 8,219                       | 8,564                         | 8,564                     | -                           |
| <b>4150 Employee Training</b>          |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 18,881             | 58,929                     | 58,929                      | 61,404                        | 61,404                    | -                           |
| <b>4175 Office Expenses</b>            |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 53,827             | 99,149                     | 99,149                      | 103,313                       | 103,313                   | -                           |
| <b>4200 Telecommunications</b>         |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 30,405             | 27,089                     | 27,089                      | 28,227                        | 28,227                    | -                           |
| <b>4225 State Gov. Service Charges</b> |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 74,830             | 94,114                     | 94,114                      | 272,488                       | 265,651                   | -                           |
| <b>4250 Data Processing</b>            |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 114,566            | 163,404                    | 163,404                     | 170,267                       | 170,267                   | -                           |
| <b>4275 Publicity and Publications</b> |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 4,041              | 16,145                     | 16,145                      | 41,646                        | 41,646                    | -                           |
| <b>4300 Professional Services</b>      |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 288,925            | 458,367                    | 458,367                     | 457,636                       | 457,636                   | -                           |

| Description                                  | 2021-23 Actuals    | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|--|--------------------|----------------------------|-----------------------------|-------------------------------|---------------------------|-----------------------------|
| <b>4315 IT Professional Services</b>         |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | -                  | 161,038                    | 161,038                     | 171,989                       | 171,989                   | -                           |
| <b>4325 Attorney General</b>                 |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | 281,955            | 338,907                    | 338,907                     | 417,737                       | 386,532                   | -                           |
| <b>4375 Employee Recruitment and Develop</b> |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | -                  | 766                        | 766                         | 798                           | 798                       | -                           |
| <b>4400 Dues and Subscriptions</b>           |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | 13,103             | 11,331                     | 11,331                      | 11,807                        | 11,807                    | -                           |
| <b>4425 Facilities Rental and Taxes</b>      |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | 167,897            | 206,576                    | 206,576                     | 215,252                       | 215,252                   | -                           |
| <b>4475 Facilities Maintenance</b>           |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | -                  | 634                        | 634                         | 661                           | 661                       | -                           |
| <b>4575 Agency Program Related S and S</b>   |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | 48,047             | 142,660                    | 142,660                     | 148,652                       | 148,652                   | -                           |
| <b>4650 Other Services and Supplies</b>      |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | 112,580            | 94,384                     | 94,384                      | 98,348                        | 106,001                   | -                           |
| <b>4700 Expendable Prop 250 - 5000</b>       |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | -                  | 6,343                      | 6,343                       | 6,609                         | 6,609                     | -                           |
| <b>4715 IT Expendable Property</b>           |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | 63,732             | 25,521                     | 25,521                      | 26,593                        | 26,593                    | -                           |
| <b>SERVICES &amp; SUPPLIES</b>               |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | 1,292,527          | 1,968,770                  | 1,968,770                   | 2,299,503                     | 2,269,114                 | -                           |
| <b>TOTAL SERVICES &amp; SUPPLIES</b>         | <b>\$1,292,527</b> | <b>\$1,968,770</b>         | <b>\$1,968,770</b>          | <b>\$2,299,503</b>            | <b>\$2,269,114</b>        | <b>-</b>                    |

| Description                       | 2021-23 Actuals    | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|-----------------------------------|--------------------|----------------------------|-----------------------------|-------------------------------|---------------------------|-----------------------------|
| <b>EXPENDITURES</b>               |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd              | 3,620,918          | 4,241,950                  | 4,427,096                   | 4,715,197                     | 4,559,747                 | -                           |
| <b>TOTAL EXPENDITURES</b>         | <b>\$3,620,918</b> | <b>\$4,241,950</b>         | <b>\$4,427,096</b>          | <b>\$4,715,197</b>            | <b>\$4,559,747</b>        | -                           |
| <b>ENDING BALANCE</b>             |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd              | 1,096,824          | 563,455                    | 378,309                     | 717,034                       | 872,484                   | -                           |
| <b>TOTAL ENDING BALANCE</b>       | <b>\$1,096,824</b> | <b>\$563,455</b>           | <b>\$378,309</b>            | <b>\$717,034</b>              | <b>\$872,484</b>          | -                           |
| <b>AUTHORIZED POSITIONS</b>       |                    |                            |                             |                               |                           |                             |
| 8150 Class/Unclass Positions      | 8                  | 8                          | 8                           | 8                             | 7                         | -                           |
| <b>TOTAL AUTHORIZED POSITIONS</b> | <b>8</b>           | <b>8</b>                   | <b>8</b>                    | <b>8</b>                      | <b>7</b>                  | -                           |
| <b>AUTHORIZED FTE</b>             |                    |                            |                             |                               |                           |                             |
| 8250 Class/Unclass FTE Positions  | 8.00               | 7.62                       | 7.62                        | 7.25                          | 7.00                      | -                           |
| <b>TOTAL AUTHORIZED FTE</b>       | <b>8.00</b>        | <b>7.62</b>                | <b>7.62</b>                 | <b>7.25</b>                   | <b>7.00</b>               | -                           |

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| Description                            | 2021-23 Actuals    | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|--|--------------------|----------------------------|-----------------------------|-------------------------------|---------------------------|-----------------------------|
| <b>BEGINNING BALANCE</b>               |                    |                            |                             |                               |                           |                             |
| <b>0025 Beginning Balance</b>          |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 1,523,460          | 1,100,000                  | 1,100,000                   | 988,911                       | 988,911                   | -                           |
| <b>REVENUE CATEGORIES</b>              |                    |                            |                             |                               |                           |                             |
| <b>LICENSES AND FEES</b>               |                    |                            |                             |                               |                           |                             |
| <b>0205 Business Lic and Fees</b>      |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 3,096,266          | 3,495,150                  | 3,495,150                   | 4,174,320                     | 4,174,320                 | -                           |
| <b>0210 Non-business Lic. and Fees</b> |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 22,230             | 14,900                     | 14,900                      | 14,000                        | 14,000                    | -                           |
| <b>LICENSES AND FEES</b>               |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 3,118,496          | 3,510,050                  | 3,510,050                   | 4,188,320                     | 4,188,320                 | -                           |
| <b>TOTAL LICENSES AND FEES</b>         | <b>\$3,118,496</b> | <b>\$3,510,050</b>         | <b>\$3,510,050</b>          | <b>\$4,188,320</b>            | <b>\$4,188,320</b>        | <b>-</b>                    |
| <b>CHARGES FOR SERVICES</b>            |                    |                            |                             |                               |                           |                             |
| <b>0410 Charges for Services</b>       |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 25,635             | 148,355                    | 148,355                     | 146,000                       | 146,000                   | -                           |
| <b>FINES, RENTS AND ROYALTIES</b>      |                    |                            |                             |                               |                           |                             |
| <b>0505 Fines and Forfeitures</b>      |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 188,289            | 240,000                    | 240,000                     | 240,000                       | 240,000                   | -                           |
| <b>INTEREST EARNINGS</b>               |                    |                            |                             |                               |                           |                             |
| <b>0605 Interest Income</b>            |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 49,115             | 60,000                     | 60,000                      | 60,000                        | 60,000                    | -                           |
| <b>OTHER</b>                           |                    |                            |                             |                               |                           |                             |
| <b>0975 Other Revenues</b>             |                    |                            |                             |                               |                           |                             |

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| Description                                 | 2021-23 Actuals    | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|--------------------|----------------------------|-----------------------------|-------------------------------|---------------------------|-----------------------------|
| 3400 Other Funds Ltd                        | 6,852              | 14,000                     | 14,000                      | 9,000                         | 9,000                     | -                           |
| <b>REVENUE CATEGORIES</b>                   |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                        | 3,388,387          | 3,972,405                  | 3,972,405                   | 4,643,320                     | 4,643,320                 | -                           |
| <b>TOTAL REVENUE CATEGORIES</b>             | <b>\$3,388,387</b> | <b>\$3,972,405</b>         | <b>\$3,972,405</b>          | <b>\$4,643,320</b>            | <b>\$4,643,320</b>        | -                           |
| <b>TRANSFERS OUT</b>                        |                    |                            |                             |                               |                           |                             |
| <b>2443 Tsfr To Oregon Health Authority</b> |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                        | (194,105)          | (267,000)                  | (267,000)                   | (200,000)                     | (200,000)                 | -                           |
| <b>AVAILABLE REVENUES</b>                   |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                        | 4,717,742          | 4,805,405                  | 4,805,405                   | 5,432,231                     | 5,432,231                 | -                           |
| <b>TOTAL AVAILABLE REVENUES</b>             | <b>\$4,717,742</b> | <b>\$4,805,405</b>         | <b>\$4,805,405</b>          | <b>\$5,432,231</b>            | <b>\$5,432,231</b>        | -                           |
| <b>EXPENDITURES</b>                         |                    |                            |                             |                               |                           |                             |
| <b>PERSONAL SERVICES</b>                    |                    |                            |                             |                               |                           |                             |
| <b>SALARIES &amp; WAGES</b>                 |                    |                            |                             |                               |                           |                             |
| <b>3110 Class/Unclass Sal. and Per Diem</b> |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                        | 1,569,855          | 1,405,182                  | 1,549,507                   | 1,533,920                     | 1,445,276                 | -                           |
| <b>3160 Temporary Appointments</b>          |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                        | -                  | 4,585                      | 4,585                       | 4,778                         | 4,778                     | -                           |
| <b>3170 Overtime Payments</b>               |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                        | 592                | 6,669                      | 6,669                       | 6,949                         | 6,949                     | -                           |
| <b>3190 All Other Differential</b>          |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                        | 16,099             | 41,509                     | 41,509                      | 43,252                        | 43,252                    | -                           |
| <b>SALARIES &amp; WAGES</b>                 |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                        | 1,586,546          | 1,457,945                  | 1,602,270                   | 1,588,899                     | 1,500,255                 | -                           |

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| Description                                     | 2021-23 Actuals    | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|--------------------|----------------------------|-----------------------------|-------------------------------|---------------------------|-----------------------------|
| <b>TOTAL SALARIES &amp; WAGES</b>               | <b>\$1,586,546</b> | <b>\$1,457,945</b>         | <b>\$1,602,270</b>          | <b>\$1,588,899</b>            | <b>\$1,500,255</b>        | <b>-</b>                    |
| <b>OTHER PAYROLL EXPENSES</b>                   |                    |                            |                             |                               |                           |                             |
| <b>3210 Empl. Rel. Bd. Assessments</b>          |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                            | 432                | 404                        | 404                         | 522                           | 504                       | -                           |
| <b>3220 Public Employees' Retire Cont</b>       |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                            | 264,504            | 245,192                    | 278,323                     | 315,393                       | 296,742                   | -                           |
| <b>3221 Pension Obligation Bond</b>             |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                            | 82,126             | 80,296                     | 72,030                      | 67,187                        | 67,187                    | -                           |
| <b>3230 Social Security Taxes</b>               |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                            | 120,069            | 111,534                    | 126,330                     | 120,471                       | 113,690                   | -                           |
| <b>3241 Paid Family Medical Leave Insurance</b> |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                            | 1,993              | 5,391                      | 5,391                       | 5,927                         | 5,572                     | -                           |
| <b>3250 Worker's Comp. Assess. (WCD)</b>        |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                            | 345                | 351                        | 351                         | 304                           | 294                       | -                           |
| <b>3260 Mass Transit Tax</b>                    |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                            | 9,214              | 9,155                      | 10,315                      | 9,533                         | 9,533                     | -                           |
| <b>3270 Flexible Benefits</b>                   |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                            | 263,162            | 301,950                    | 301,950                     | 307,458                       | 296,856                   | -                           |
| <b>OTHER PAYROLL EXPENSES</b>                   |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                            | 741,845            | 754,273                    | 795,094                     | 826,795                       | 790,378                   | -                           |
| <b>TOTAL OTHER PAYROLL EXPENSES</b>             | <b>\$741,845</b>   | <b>\$754,273</b>           | <b>\$795,094</b>            | <b>\$826,795</b>              | <b>\$790,378</b>          | <b>-</b>                    |
| <b>P.S. BUDGET ADJUSTMENTS</b>                  |                    |                            |                             |                               |                           |                             |
| <b>3465 Reconciliation Adjustment</b>           |                    |                            |                             |                               |                           |                             |

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|--|--------------------|----------------------------|-----------------------------|-------------------------------|---------------------------|-----------------------------|
| 3400 Other Funds Ltd                   | -                  | 60,962                     | 60,962                      | -                             | -                         | -                           |
| <b>PERSONAL SERVICES</b>               |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 2,328,391          | 2,273,180                  | 2,458,326                   | 2,415,694                     | 2,290,633                 | -                           |
| <b>TOTAL PERSONAL SERVICES</b>         | <b>\$2,328,391</b> | <b>\$2,273,180</b>         | <b>\$2,458,326</b>          | <b>\$2,415,694</b>            | <b>\$2,290,633</b>        | -                           |
| <b>SERVICES &amp; SUPPLIES</b>         |                    |                            |                             |                               |                           |                             |
| <b>4100 Instate Travel</b>             |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 19,738             | 55,194                     | 55,194                      | 57,512                        | 57,512                    | -                           |
| <b>4125 Out of State Travel</b>        |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | -                  | 8,219                      | 8,219                       | 8,564                         | 8,564                     | -                           |
| <b>4150 Employee Training</b>          |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 18,881             | 58,929                     | 58,929                      | 61,404                        | 61,404                    | -                           |
| <b>4175 Office Expenses</b>            |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 53,827             | 99,149                     | 99,149                      | 103,313                       | 103,313                   | -                           |
| <b>4200 Telecommunications</b>         |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 30,405             | 27,089                     | 27,089                      | 28,227                        | 28,227                    | -                           |
| <b>4225 State Gov. Service Charges</b> |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 74,830             | 94,114                     | 94,114                      | 272,488                       | 265,651                   | -                           |
| <b>4250 Data Processing</b>            |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 114,566            | 163,404                    | 163,404                     | 170,267                       | 170,267                   | -                           |
| <b>4275 Publicity and Publications</b> |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 4,041              | 16,145                     | 16,145                      | 41,646                        | 41,646                    | -                           |
| <b>4300 Professional Services</b>      |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                   | 288,925            | 458,367                    | 458,367                     | 457,636                       | 457,636                   | -                           |

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| Description                                  | 2021-23 Actuals    | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|--|--------------------|----------------------------|-----------------------------|-------------------------------|---------------------------|-----------------------------|
| <b>4315 IT Professional Services</b>         |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | -                  | 161,038                    | 161,038                     | 171,989                       | 171,989                   | -                           |
| <b>4325 Attorney General</b>                 |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | 281,955            | 338,907                    | 338,907                     | 417,737                       | 386,532                   | -                           |
| <b>4375 Employee Recruitment and Develop</b> |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | -                  | 766                        | 766                         | 798                           | 798                       | -                           |
| <b>4400 Dues and Subscriptions</b>           |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | 13,103             | 11,331                     | 11,331                      | 11,807                        | 11,807                    | -                           |
| <b>4425 Facilities Rental and Taxes</b>      |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | 167,897            | 206,576                    | 206,576                     | 215,252                       | 215,252                   | -                           |
| <b>4475 Facilities Maintenance</b>           |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | -                  | 634                        | 634                         | 661                           | 661                       | -                           |
| <b>4575 Agency Program Related S and S</b>   |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | 48,047             | 142,660                    | 142,660                     | 148,652                       | 148,652                   | -                           |
| <b>4650 Other Services and Supplies</b>      |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | 112,580            | 94,384                     | 94,384                      | 98,348                        | 106,001                   | -                           |
| <b>4700 Expendable Prop 250 - 5000</b>       |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | -                  | 6,343                      | 6,343                       | 6,609                         | 6,609                     | -                           |
| <b>4715 IT Expendable Property</b>           |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | 63,732             | 25,521                     | 25,521                      | 26,593                        | 26,593                    | -                           |
| <b>SERVICES &amp; SUPPLIES</b>               |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd                         | 1,292,527          | 1,968,770                  | 1,968,770                   | 2,299,503                     | 2,269,114                 | -                           |
| <b>TOTAL SERVICES &amp; SUPPLIES</b>         | <b>\$1,292,527</b> | <b>\$1,968,770</b>         | <b>\$1,968,770</b>          | <b>\$2,299,503</b>            | <b>\$2,269,114</b>        | <b>-</b>                    |



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| Description                       | 2021-23 Actuals    | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|-----------------------------------|--------------------|----------------------------|-----------------------------|-------------------------------|---------------------------|-----------------------------|
| <b>EXPENDITURES</b>               |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd              | 3,620,918          | 4,241,950                  | 4,427,096                   | 4,715,197                     | 4,559,747                 | -                           |
| <b>TOTAL EXPENDITURES</b>         | <b>\$3,620,918</b> | <b>\$4,241,950</b>         | <b>\$4,427,096</b>          | <b>\$4,715,197</b>            | <b>\$4,559,747</b>        | -                           |
| <b>ENDING BALANCE</b>             |                    |                            |                             |                               |                           |                             |
| 3400 Other Funds Ltd              | 1,096,824          | 563,455                    | 378,309                     | 717,034                       | 872,484                   | -                           |
| <b>TOTAL ENDING BALANCE</b>       | <b>\$1,096,824</b> | <b>\$563,455</b>           | <b>\$378,309</b>            | <b>\$717,034</b>              | <b>\$872,484</b>          | -                           |
| <b>AUTHORIZED POSITIONS</b>       |                    |                            |                             |                               |                           |                             |
| 8150 Class/Unclass Positions      | 8                  | 8                          | 8                           | 8                             | 7                         | -                           |
| <b>TOTAL AUTHORIZED POSITIONS</b> | <b>8</b>           | <b>8</b>                   | <b>8</b>                    | <b>8</b>                      | <b>7</b>                  | -                           |
| <b>AUTHORIZED FTE</b>             |                    |                            |                             |                               |                           |                             |
| 8250 Class/Unclass FTE Positions  | 8.00               | 7.62                       | 7.62                        | 7.25                          | 7.00                      | -                           |
| <b>TOTAL AUTHORIZED FTE</b>       | <b>8.00</b>        | <b>7.62</b>                | <b>7.62</b>                 | <b>7.25</b>                   | <b>7.00</b>               | -                           |

| Description                       | Agency Request Budget (V-01)<br>2025-27 Base Budget | Governor's Budget (Y-01)<br>2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|-----------------------------------|---|---|-------------------------|------------------------------------|
|                                   | Column 1  | Column 2  |                         |                                    |
| <b>BEGINNING BALANCE</b>          |   |   |                         |                                    |
| 0025 Beginning Balance            |   |   |                         |                                    |
| 3400 Other Funds Ltd              | 988,911   | 988,911   | 0                       | -                                  |
| <b>REVENUE CATEGORIES</b>         |   |   |                         |                                    |
| <b>LICENSES AND FEES</b>          |   |   |                         |                                    |
| 0205 Business Lic and Fees        |   |   |                         |                                    |
| 3400 Other Funds Ltd              | 3,765,000   | 3,765,000                                       | 0                       | -                                  |
| 0210 Non-business Lic. and Fees   |   |   |                         |                                    |
| 3400 Other Funds Ltd              | 14,000  | 14,000  | 0                       | -                                  |
| <b>TOTAL LICENSES AND FEES</b>    |   |   |                         |                                    |
| 3400 Other Funds Ltd              | 3,779,000   | 3,779,000                                       | 0                       | -                                  |
| <b>CHARGES FOR SERVICES</b>       |   |   |                         |                                    |
| 0410 Charges for Services         |   |   |                         |                                    |
| 3400 Other Funds Ltd              | 146,000   | 146,000   | 0                       | -                                  |
| <b>FINES, RENTS AND ROYALTIES</b> |   |   |                         |                                    |
| 0505 Fines and Forfeitures        |   |   |                         |                                    |
| 3400 Other Funds Ltd              | 240,000   | 240,000   | 0                       | -                                  |
| <b>INTEREST EARNINGS</b>          |   |   |                         |                                    |
| 0605 Interest Income              |   |   |                         |                                    |
| 3400 Other Funds Ltd              | 60,000  | 60,000  | 0                       | -                                  |
| <b>OTHER</b>                      |   |   |                         |                                    |
| 0975 Other Revenues               |   |   |                         |                                    |
| 3400 Other Funds Ltd              | 9,000   | 9,000   | 0                       | -                                  |
| <b>TOTAL REVENUES</b>             |   |   |                         |                                    |

| Description                                 | Agency Request Budget (V-01)<br>2025-27 Base Budget | Governor's Budget (Y-01)<br>2025-27 Base Budget | Column 2 minus<br>Column 1 | % Change from<br>Column 1 to Column 2 |
|---|---|---|----------------------------|---------------------------------------|
|   | Column 1  | Column 2  |                            |                                       |
| 3400 Other Funds Ltd                        | 4,234,000   | 4,234,000                                       | 0                          | -                                     |
| <b>TRANSFERS OUT</b>                        |   |   |                            |                                       |
| <b>2443 Tsfr To Oregon Health Authority</b> |   |   |                            |                                       |
| 3400 Other Funds Ltd                        | (200,000)   | (200,000)                                       | 0                          | -                                     |
| <b>AVAILABLE REVENUES</b>                   |   |   |                            |                                       |
| 3400 Other Funds Ltd                        | 5,022,911   | 5,022,911                                       | 0                          | -                                     |
| <b>EXPENDITURES</b>                         |   |   |                            |                                       |
| <b>PERSONAL SERVICES</b>                    |   |   |                            |                                       |
| <b>SALARIES &amp; WAGES</b>                 |   |   |                            |                                       |
| <b>3110 Class/Unclass Sal. and Per Diem</b> |   |   |                            |                                       |
| 3400 Other Funds Ltd                        | 1,665,113   | 1,665,113                                       | 0                          | -                                     |
| <b>3160 Temporary Appointments</b>          |   |   |                            |                                       |
| 3400 Other Funds Ltd                        | 4,585   | 4,585   | 0                          | -                                     |
| <b>3170 Overtime Payments</b>               |   |   |                            |                                       |
| 3400 Other Funds Ltd                        | 6,669   | 6,669   | 0                          | -                                     |
| <b>3190 All Other Differential</b>          |   |   |                            |                                       |
| 3400 Other Funds Ltd                        | 41,509  | 41,509  | 0                          | -                                     |
| <b>TOTAL SALARIES &amp; WAGES</b>           |   |   |                            |                                       |
| 3400 Other Funds Ltd                        | 1,717,876   | 1,717,876                                       | 0                          | -                                     |
| <b>OTHER PAYROLL EXPENSES</b>               |   |   |                            |                                       |
| <b>3210 Empl. Rel. Bd. Assessments</b>      |   |   |                            |                                       |
| 3400 Other Funds Ltd                        | 549   | 549   | 0                          | -                                     |
| <b>3220 Public Employees' Retire Cont</b>   |   |   |                            |                                       |
| 3400 Other Funds Ltd                        | 342,570   | 342,570   | 0                          | -                                     |

| Description                                     | Agency Request Budget (V-01)<br>2025-27 Base Budget | Governor's Budget (Y-01)<br>2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|-------------------------|------------------------------------|
|   | Column 1  | Column 2  |                         |                                    |
| <b>3221 Pension Obligation Bond</b>             |   |   |                         |                                    |
| 3400 Other Funds Ltd                            | 72,030  | 72,030  | 0                       | -                                  |
| <b>3230 Social Security Taxes</b>               |   |   |                         |                                    |
| 3400 Other Funds Ltd                            | 130,339   | 130,339   | 0                       | -                                  |
| <b>3241 Paid Family Medical Leave Insurance</b> |   |   |                         |                                    |
| 3400 Other Funds Ltd                            | 6,443   | 6,443   | 0                       | -                                  |
| <b>3250 Worker's Comp. Assess. (WCD)</b>        |   |   |                         |                                    |
| 3400 Other Funds Ltd                            | 320   | 320   | 0                       | -                                  |
| <b>3260 Mass Transit Tax</b>                    |   |   |                         |                                    |
| 3400 Other Funds Ltd                            | 10,315  | 10,315  | 0                       | -                                  |
| <b>3270 Flexible Benefits</b>                   |   |   |                         |                                    |
| 3400 Other Funds Ltd                            | 323,361   | 323,361   | 0                       | -                                  |
| <b>TOTAL OTHER PAYROLL EXPENSES</b>             |   |   |                         |                                    |
| 3400 Other Funds Ltd                            | 885,927   | 885,927   | 0                       | -                                  |
| <b>TOTAL PERSONAL SERVICES</b>                  |   |   |                         |                                    |
| 3400 Other Funds Ltd                            | 2,603,803   | 2,603,803                                       | 0                       | -                                  |
| <b>SERVICES &amp; SUPPLIES</b>                  |   |   |                         |                                    |
| <b>4100 Instate Travel</b>                      |   |   |                         |                                    |
| 3400 Other Funds Ltd                            | 55,194  | 55,194  | 0                       | -                                  |
| <b>4125 Out of State Travel</b>                 |   |   |                         |                                    |
| 3400 Other Funds Ltd                            | 8,219   | 8,219   | 0                       | -                                  |
| <b>4150 Employee Training</b>                   |   |   |                         |                                    |
| 3400 Other Funds Ltd                            | 58,929  | 58,929  | 0                       | -                                  |
| <b>4175 Office Expenses</b>                     |   |   |                         |                                    |

| Description                                  | Agency Request Budget (V-01)<br>2025-27 Base Budget | Governor's Budget (Y-01)<br>2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|--|---|---|-------------------------|------------------------------------|
|  | Column 1  | Column 2  |                         |                                    |
| 3400 Other Funds Ltd                         | 99,149  | 99,149  | 0                       | -                                  |
| <b>4200 Telecommunications</b>               |   |   |                         |                                    |
| 3400 Other Funds Ltd                         | 27,089  | 27,089  | 0                       | -                                  |
| <b>4225 State Gov. Service Charges</b>       |   |   |                         |                                    |
| 3400 Other Funds Ltd                         | 94,114  | 94,114  | 0                       | -                                  |
| <b>4250 Data Processing</b>                  |   |   |                         |                                    |
| 3400 Other Funds Ltd                         | 163,404   | 163,404   | 0                       | -                                  |
| <b>4275 Publicity and Publications</b>       |   |   |                         |                                    |
| 3400 Other Funds Ltd                         | 16,145  | 16,145  | 0                       | -                                  |
| <b>4300 Professional Services</b>            |   |   |                         |                                    |
| 3400 Other Funds Ltd                         | 458,367   | 458,367   | 0                       | -                                  |
| <b>4315 IT Professional Services</b>         |   |   |                         |                                    |
| 3400 Other Funds Ltd                         | 161,038   | 161,038   | 0                       | -                                  |
| <b>4325 Attorney General</b>                 |   |   |                         |                                    |
| 3400 Other Funds Ltd                         | 338,907   | 338,907   | 0                       | -                                  |
| <b>4375 Employee Recruitment and Develop</b> |   |   |                         |                                    |
| 3400 Other Funds Ltd                         | 766   | 766   | 0                       | -                                  |
| <b>4400 Dues and Subscriptions</b>           |   |   |                         |                                    |
| 3400 Other Funds Ltd                         | 11,331  | 11,331  | 0                       | -                                  |
| <b>4425 Facilities Rental and Taxes</b>      |   |   |                         |                                    |
| 3400 Other Funds Ltd                         | 206,576   | 206,576   | 0                       | -                                  |
| <b>4475 Facilities Maintenance</b>           |   |   |                         |                                    |
| 3400 Other Funds Ltd                         | 634   | 634   | 0                       | -                                  |
| <b>4575 Agency Program Related S and S</b>   |   |   |                         |                                    |

| Description                             | Agency Request Budget (V-01)<br>2025-27 Base Budget | Governor's Budget (Y-01)<br>2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|-------------------------|------------------------------------|
|   | Column 1  | Column 2  |                         |                                    |
| 3400 Other Funds Ltd                    | 142,660   | 142,660   | 0                       | -                                  |
| <b>4650 Other Services and Supplies</b> |   |   |                         |                                    |
| 3400 Other Funds Ltd                    | 94,384  | 94,384  | 0                       | -                                  |
| <b>4700 Expendable Prop 250 - 5000</b>  |   |   |                         |                                    |
| 3400 Other Funds Ltd                    | 6,343   | 6,343   | 0                       | -                                  |
| <b>4715 IT Expendable Property</b>      |   |   |                         |                                    |
| 3400 Other Funds Ltd                    | 25,521  | 25,521  | 0                       | -                                  |
| <b>TOTAL SERVICES &amp; SUPPLIES</b>    |   |   |                         |                                    |
| 3400 Other Funds Ltd                    | 1,968,770   | 1,968,770                                       | 0                       | -                                  |
| <b>TOTAL EXPENDITURES</b>               |   |   |                         |                                    |
| 3400 Other Funds Ltd                    | 4,572,573   | 4,572,573                                       | 0                       | -                                  |
| <b>ENDING BALANCE</b>                   |   |   |                         |                                    |
| 3400 Other Funds Ltd                    | 450,338   | 450,338   | 0                       | -                                  |
| <b>AUTHORIZED POSITIONS</b>             |   |   |                         |                                    |
| 8150 Class/Unclass Positions            | 8   | 8   | 0                       | -                                  |
| <b>AUTHORIZED FTE</b>                   |   |   |                         |                                    |
| 8250 Class/Unclass FTE Positions        | 7.62  | 7.62  | 0                       | -                                  |

Package Comparison Report - Detail  
 2025-27 Biennium  
 Board of Dentistry

Cross Reference Number: 83400-001-00-00-00000  
 Package: Vacancy Factor and Non-ORPICS Personal Services  
 Pkg Group: ESS Pkg Type: 010 Pkg Number: 010

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

**EXPENDITURES**

**PERSONAL SERVICES**

**SALARIES & WAGES**

**3160 Temporary Appointments**

3400 Other Funds Ltd 193 193 0 0.00%

**3170 Overtime Payments**

3400 Other Funds Ltd 280 280 0 0.00%

**3190 All Other Differential**

3400 Other Funds Ltd 1,743 1,743 0 0.00%

**SALARIES & WAGES**

3400 Other Funds Ltd 2,216 2,216 0 0.00%

**TOTAL SALARIES & WAGES**

**\$2,216 \$2,216 \$0 0.00%**

**OTHER PAYROLL EXPENSES**

**3220 Public Employees Retire Cont**

3400 Other Funds Ltd 426 426 0 0.00%

**3221 Pension Obligation Bond**

3400 Other Funds Ltd (4,843) (4,843) 0 0.00%

**3230 Social Security Taxes**

3400 Other Funds Ltd 169 169 0 0.00%

Package Comparison Report - Detail  
 2025-27 Biennium  
 Board of Dentistry

Cross Reference Number: 83400-001-00-00-00000  
 Package: Vacancy Factor and Non-ORPICS Personal Services  
 Pkg Group: ESS Pkg Type: 010 Pkg Number: 010

| Description                                     | Agency Request Budget (V-01) | Governor's Budget (Y-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|------------------------------|--------------------------|-------------------------|------------------------------------|
|   | Column 1                     | Column 2                 |                         |                                    |
| <b>3241 Paid Family Medical Leave Insurance</b> |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                            | 8                            | 8                        | 0                       | 0.00%                              |
| <b>3260 Mass Transit Tax</b>                    |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                            | 6                            | 6                        | 0                       | 0.00%                              |
| <b>OTHER PAYROLL EXPENSES</b>                   |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                            | (4,234)                      | (4,234)                  | 0                       | 0.00%                              |
| <b>TOTAL OTHER PAYROLL EXPENSES</b>             | <b>(\$4,234)</b>             | <b>(\$4,234)</b>         | <b>\$0</b>              | <b>0.00%</b>                       |
| <b>PERSONAL SERVICES</b>                        |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                            | (2,018)                      | (2,018)                  | 0                       | 0.00%                              |
| <b>TOTAL PERSONAL SERVICES</b>                  | <b>(\$2,018)</b>             | <b>(\$2,018)</b>         | <b>\$0</b>              | <b>0.00%</b>                       |
| <b>EXPENDITURES</b>                             |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                            | (2,018)                      | (2,018)                  | 0                       | 0.00%                              |
| <b>TOTAL EXPENDITURES</b>                       | <b>(\$2,018)</b>             | <b>(\$2,018)</b>         | <b>\$0</b>              | <b>0.00%</b>                       |
| <b>ENDING BALANCE</b>                           |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                            | 2,018                        | 2,018                    | 0                       | 0.00%                              |
| <b>TOTAL ENDING BALANCE</b>                     | <b>\$2,018</b>               | <b>\$2,018</b>           | <b>\$0</b>              | <b>0.00%</b>                       |



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

EXPENDITURES

SERVICES & SUPPLIES

4100 Instate Travel

3400 Other Funds Ltd 2,318 2,318 0 0.00%

4125 Out of State Travel

3400 Other Funds Ltd 345 345 0 0.00%

4150 Employee Training

3400 Other Funds Ltd 2,475 2,475 0 0.00%

4175 Office Expenses

3400 Other Funds Ltd 4,164 4,164 0 0.00%

4200 Telecommunications

3400 Other Funds Ltd 1,138 1,138 0 0.00%

4225 State Gov. Service Charges

3400 Other Funds Ltd 178,374 178,374 0 0.00%

4250 Data Processing

3400 Other Funds Ltd 6,863 6,863 0 0.00%

4275 Publicity and Publications

3400 Other Funds Ltd 678 678 0 0.00%

4300 Professional Services

| Description                                  | Agency Request Budget (V-01) | Governor's Budget (Y-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|--|------------------------------|--------------------------|-------------------------|------------------------------------|
|  | Column 1                     | Column 2                 |                         |                                    |
| 3400 Other Funds Ltd                         | 31,169                       | 31,169                   | 0                       | 0.00%                              |
| <b>4315 IT Professional Services</b>         |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                         | 10,951                       | 10,951                   | 0                       | 0.00%                              |
| <b>4325 Attorney General</b>                 |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                         | 78,830                       | 78,830                   | 0                       | 0.00%                              |
| <b>4375 Employee Recruitment and Develop</b> |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                         | 32                           | 32                       | 0                       | 0.00%                              |
| <b>4400 Dues and Subscriptions</b>           |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                         | 476                          | 476                      | 0                       | 0.00%                              |
| <b>4425 Facilities Rental and Taxes</b>      |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                         | 8,676                        | 8,676                    | 0                       | 0.00%                              |
| <b>4475 Facilities Maintenance</b>           |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                         | 27                           | 27                       | 0                       | 0.00%                              |
| <b>4575 Agency Program Related S and S</b>   |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                         | 5,992                        | 5,992                    | 0                       | 0.00%                              |
| <b>4650 Other Services and Supplies</b>      |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                         | 3,964                        | 3,964                    | 0                       | 0.00%                              |
| <b>4700 Expendable Prop 250 - 5000</b>       |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                         | 266                          | 266                      | 0                       | 0.00%                              |

| Description                          | Agency Request Budget (V-01) | Governor's Budget (Y-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|--------------------------------------|------------------------------|--------------------------|-------------------------|------------------------------------|
|                                      | Column 1                     | Column 2                 |                         |                                    |
| <b>4715 IT Expendable Property</b>   |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | 1,072                        | 1,072                    | 0                       | 0.00%                              |
| <b>SERVICES &amp; SUPPLIES</b>       |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | 337,810                      | 337,810                  | 0                       | 0.00%                              |
| <b>TOTAL SERVICES &amp; SUPPLIES</b> | <b>\$337,810</b>             | <b>\$337,810</b>         | <b>\$0</b>              | <b>0.00%</b>                       |
| <b>EXPENDITURES</b>                  |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | 337,810                      | 337,810                  | 0                       | 0.00%                              |
| <b>TOTAL EXPENDITURES</b>            | <b>\$337,810</b>             | <b>\$337,810</b>         | <b>\$0</b>              | <b>0.00%</b>                       |
| <b>ENDING BALANCE</b>                |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | (337,810)                    | (337,810)                | 0                       | 0.00%                              |
| <b>TOTAL ENDING BALANCE</b>          | <b>(\$337,810)</b>           | <b>(\$337,810)</b>       | <b>\$0</b>              | <b>0.00%</b>                       |

Package Comparison Report - Detail  
 2025-27 Biennium  
 Board of Dentistry

Cross Reference Number: 83400-001-00-00-00000  
 Package: Above Standard Inflation  
 Pkg Group: ESS Pkg Type: 030 Pkg Number: 032

| Description                          | Agency Request Budget (V-01) | Governor's Budget (Y-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|--------------------------------------|------------------------------|--------------------------|-------------------------|------------------------------------|
|                                      | Column 1                     | Column 2                 |                         |                                    |
| <b>EXPENDITURES</b>                  |                              |                          |                         |                                    |
| <b>SERVICES &amp; SUPPLIES</b>       |                              |                          |                         |                                    |
| <b>4300 Professional Services</b>    |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | 1,328                        | 1,328                    | 0                       | 0.00%                              |
| <b>SERVICES &amp; SUPPLIES</b>       |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | 1,328                        | 1,328                    | 0                       | 0.00%                              |
| <b>TOTAL SERVICES &amp; SUPPLIES</b> | <b>\$1,328</b>               | <b>\$1,328</b>           | <b>\$0</b>              | <b>0.00%</b>                       |
| <b>EXPENDITURES</b>                  |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | 1,328                        | 1,328                    | 0                       | 0.00%                              |
| <b>TOTAL EXPENDITURES</b>            | <b>\$1,328</b>               | <b>\$1,328</b>           | <b>\$0</b>              | <b>0.00%</b>                       |
| <b>ENDING BALANCE</b>                |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | (1,328)                      | (1,328)                  | 0                       | 0.00%                              |
| <b>TOTAL ENDING BALANCE</b>          | <b>(\$1,328)</b>             | <b>(\$1,328)</b>         | <b>\$0</b>              | <b>0.00%</b>                       |

| Description                          | Agency Request Budget (V-01) | Governor's Budget (Y-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|--------------------------------------|------------------------------|--------------------------|-------------------------|------------------------------------|
|                                      | Column 1                     | Column 2                 |                         |                                    |
| <b>EXPENDITURES</b>                  |                              |                          |                         |                                    |
| <b>SERVICES &amp; SUPPLIES</b>       |                              |                          |                         |                                    |
| <b>4300 Professional Services</b>    |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | 107,476                      | 107,476                  | 0                       | 0.00%                              |
| <b>SERVICES &amp; SUPPLIES</b>       |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | 107,476                      | 107,476                  | 0                       | 0.00%                              |
| <b>TOTAL SERVICES &amp; SUPPLIES</b> | <b>\$107,476</b>             | <b>\$107,476</b>         | <b>\$0</b>              | <b>0.00%</b>                       |
| <b>EXPENDITURES</b>                  |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | 107,476                      | 107,476                  | 0                       | 0.00%                              |
| <b>TOTAL EXPENDITURES</b>            | <b>\$107,476</b>             | <b>\$107,476</b>         | <b>\$0</b>              | <b>0.00%</b>                       |
| <b>ENDING BALANCE</b>                |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | (107,476)                    | (107,476)                | 0                       | 0.00%                              |
| <b>TOTAL ENDING BALANCE</b>          | <b>(\$107,476)</b>           | <b>(\$107,476)</b>       | <b>\$0</b>              | <b>0.00%</b>                       |

| Description                                 | Agency Request Budget (V-01) | Governor's Budget (Y-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|------------------------------|--------------------------|-------------------------|------------------------------------|
|   | Column 1                     | Column 2                 |                         |                                    |
| <b>EXPENDITURES</b>                         |                              |                          |                         |                                    |
| <b>PERSONAL SERVICES</b>                    |                              |                          |                         |                                    |
| <b>SALARIES &amp; WAGES</b>                 |                              |                          |                         |                                    |
| <b>3110 Class/Unclass Sal. and Per Diem</b> |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                        | (219,837)                    | (219,837)                | 0                       | 0.00%                              |
| <b>SALARIES &amp; WAGES</b>                 |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                        | (219,837)                    | (219,837)                | 0                       | 0.00%                              |
| <b>TOTAL SALARIES &amp; WAGES</b>           | <b>(\$219,837)</b>           | <b>(\$219,837)</b>       | <b>\$0</b>              | <b>0.00%</b>                       |

|   |          |          |   |       |
|---|----------|----------|---|-------|
| <b>OTHER PAYROLL EXPENSES</b>                   |          |          |   |       |
| <b>3210 Empl. Rel. Bd. Assessments</b>          |          |          |   |       |
| 3400 Other Funds Ltd                            | (45)     | (45)     | 0 | 0.00% |
| <b>3220 Public Employees Retire Cont</b>        |          |          |   |       |
| 3400 Other Funds Ltd                            | (46,254) | (46,254) | 0 | 0.00% |
| <b>3230 Social Security Taxes</b>               |          |          |   |       |
| 3400 Other Funds Ltd                            | (16,818) | (16,818) | 0 | 0.00% |
| <b>3241 Paid Family Medical Leave Insurance</b> |          |          |   |       |
| 3400 Other Funds Ltd                            | (879)    | (879)    | 0 | 0.00% |
| <b>3250 Workers Comp. Assess. (WCD)</b>         |          |          |   |       |
| 3400 Other Funds Ltd                            | (26)     | (26)     | 0 | 0.00% |

| Description                          | Agency Request Budget (V-01) | Governor's Budget (Y-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|--------------------------------------|------------------------------|--------------------------|-------------------------|------------------------------------|
|                                      | Column 1                     | Column 2                 |                         |                                    |
| <b>3260 Mass Transit Tax</b>         |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | (788)                        | (788)                    | 0                       | 0.00%                              |
| <b>3270 Flexible Benefits</b>        |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | (26,505)                     | (26,505)                 | 0                       | 0.00%                              |
| <b>OTHER PAYROLL EXPENSES</b>        |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | (91,315)                     | (91,315)                 | 0                       | 0.00%                              |
| <b>TOTAL OTHER PAYROLL EXPENSES</b>  | <b>(\$91,315)</b>            | <b>(\$91,315)</b>        | <b>\$0</b>              | <b>0.00%</b>                       |
| <b>PERSONAL SERVICES</b>             |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | (311,152)                    | (311,152)                | 0                       | 0.00%                              |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>(\$311,152)</b>           | <b>(\$311,152)</b>       | <b>\$0</b>              | <b>0.00%</b>                       |
| <b>SERVICES &amp; SUPPLIES</b>       |                              |                          |                         |                                    |
| <b>4300 Professional Services</b>    |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | (145,000)                    | (145,000)                | 0                       | 0.00%                              |
| <b>SERVICES &amp; SUPPLIES</b>       |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | (145,000)                    | (145,000)                | 0                       | 0.00%                              |
| <b>TOTAL SERVICES &amp; SUPPLIES</b> | <b>(\$145,000)</b>           | <b>(\$145,000)</b>       | <b>\$0</b>              | <b>0.00%</b>                       |
| <b>EXPENDITURES</b>                  |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | (456,152)                    | (456,152)                | 0                       | 0.00%                              |
| <b>TOTAL EXPENDITURES</b>            | <b>(\$456,152)</b>           | <b>(\$456,152)</b>       | <b>\$0</b>              | <b>0.00%</b>                       |

| Description                      | Agency Request Budget (V-01) | Governor's Budget (Y-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|----------------------------------|------------------------------|--------------------------|-------------------------|------------------------------------|
|                                  | Column 1                     | Column 2                 |                         |                                    |
| <b>ENDING BALANCE</b>            |                              |                          |                         |                                    |
| 3400 Other Funds Ltd             | 456,152                      | 456,152                  | 0                       | 0.00%                              |
| <b>TOTAL ENDING BALANCE</b>      | <b>\$456,152</b>             | <b>\$456,152</b>         | <b>\$0</b>              | <b>0.00%</b>                       |
| <b>AUTHORIZED POSITIONS</b>      |                              |                          |                         |                                    |
| 8150 Class/Unclass Positions     | (1)                          | (1)                      | 0                       | 0.00%                              |
| <b>AUTHORIZED FTE</b>            |                              |                          |                         |                                    |
| 8250 Class/Unclass FTE Positions | (0.62)                       | (0.62)                   | 0.00                    | 0.00%                              |



Package Comparison Report - Detail  
 2025-27 Biennium  
 Board of Dentistry

Cross Reference Number: 83400-001-00-00-00000  
 Package: Statewide AG Adjustment  
 Pkg Group: POL Pkg Type: 090 Pkg Number: 092

| Description                          | Agency Request Budget (V-01) | Governor's Budget (Y-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|--------------------------------------|------------------------------|--------------------------|-------------------------|------------------------------------|
|                                      | Column 1                     | Column 2                 |                         |                                    |
| <b>EXPENDITURES</b>                  |                              |                          |                         |                                    |
| <b>SERVICES &amp; SUPPLIES</b>       |                              |                          |                         |                                    |
| <b>4325 Attorney General</b>         |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | -                            | (31,205)                 | (31,205)                | 100.00%                            |
| <b>SERVICES &amp; SUPPLIES</b>       |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | -                            | (31,205)                 | (31,205)                | 100.00%                            |
| <b>TOTAL SERVICES &amp; SUPPLIES</b> | -                            | <b>(\$31,205)</b>        | <b>(\$31,205)</b>       | <b>100.00%</b>                     |
| <b>EXPENDITURES</b>                  |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | -                            | (31,205)                 | (31,205)                | 100.00%                            |
| <b>TOTAL EXPENDITURES</b>            | -                            | <b>(\$31,205)</b>        | <b>(\$31,205)</b>       | <b>100.00%</b>                     |
| <b>ENDING BALANCE</b>                |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | -                            | 31,205                   | 31,205                  | 100.00%                            |
| <b>TOTAL ENDING BALANCE</b>          | -                            | <b>\$31,205</b>          | <b>\$31,205</b>         | <b>100.00%</b>                     |

Package Comparison Report - Detail  
 2025-27 Biennium  
 Board of Dentistry

Cross Reference Number: 83400-001-00-00-00000  
 Package: Statewide Adjustment DAS Chgs  
 Pkg Group: POL Pkg Type: 090 Pkg Number: 093

| Description                             | Agency Request Budget (V-01) | Governor's Budget (Y-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|------------------------------|--------------------------|-------------------------|------------------------------------|
|   | Column 1                     | Column 2                 |                         |                                    |
| <b>EXPENDITURES</b>                     |                              |                          |                         |                                    |
| <b>SERVICES &amp; SUPPLIES</b>          |                              |                          |                         |                                    |
| <b>4225 State Gov. Service Charges</b>  |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                    | -                            | (6,837)                  | (6,837)                 | 100.00%                            |
| <b>4650 Other Services and Supplies</b> |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                    | -                            | 7,653                    | 7,653                   | 100.00%                            |
| <b>SERVICES &amp; SUPPLIES</b>          |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                    | -                            | 816                      | 816                     | 100.00%                            |
| <b>TOTAL SERVICES &amp; SUPPLIES</b>    | -                            | <b>\$816</b>             | <b>\$816</b>            | <b>100.00%</b>                     |
| <b>EXPENDITURES</b>                     |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                    | -                            | 816                      | 816                     | 100.00%                            |
| <b>TOTAL EXPENDITURES</b>               | -                            | <b>\$816</b>             | <b>\$816</b>            | <b>100.00%</b>                     |
| <b>ENDING BALANCE</b>                   |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                    | -                            | (816)                    | (816)                   | 100.00%                            |
| <b>TOTAL ENDING BALANCE</b>             | -                            | <b>(\$816)</b>           | <b>(\$816)</b>          | <b>100.00%</b>                     |

| Description                       | Agency Request Budget (V-01) | Governor's Budget (Y-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|-----------------------------------|------------------------------|--------------------------|-------------------------|------------------------------------|
|                                   | Column 1                     | Column 2                 |                         |                                    |
| <b>REVENUE CATEGORIES</b>         |                              |                          |                         |                                    |
| <b>LICENSES AND FEES</b>          |                              |                          |                         |                                    |
| <b>0205 Business Lic and Fees</b> |                              |                          |                         |                                    |
| 3400 Other Funds Ltd              | 409,320                      | 409,320                  | 0                       | 0.00%                              |
| <b>AVAILABLE REVENUES</b>         |                              |                          |                         |                                    |
| 3400 Other Funds Ltd              | 409,320                      | 409,320                  | 0                       | 0.00%                              |
| <b>TOTAL AVAILABLE REVENUES</b>   | <b>\$409,320</b>             | <b>\$409,320</b>         | <b>\$0</b>              | <b>0.00%</b>                       |
| <b>ENDING BALANCE</b>             |                              |                          |                         |                                    |
| 3400 Other Funds Ltd              | 409,320                      | 409,320                  | 0                       | 0.00%                              |
| <b>TOTAL ENDING BALANCE</b>       | <b>\$409,320</b>             | <b>\$409,320</b>         | <b>\$0</b>              | <b>0.00%</b>                       |

| Description                            | Agency Request Budget (V-01) | Governor's Budget (Y-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|--|------------------------------|--------------------------|-------------------------|------------------------------------|
|  | Column 1                     | Column 2                 |                         |                                    |
| <b>EXPENDITURES</b>                    |                              |                          |                         |                                    |
| <b>SERVICES &amp; SUPPLIES</b>         |                              |                          |                         |                                    |
| <b>4275 Publicity and Publications</b> |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                   | 24,823                       | 24,823                   | 0                       | 0.00%                              |
| <b>SERVICES &amp; SUPPLIES</b>         |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                   | 24,823                       | 24,823                   | 0                       | 0.00%                              |
| <b>TOTAL SERVICES &amp; SUPPLIES</b>   | <b>\$24,823</b>              | <b>\$24,823</b>          | <b>\$0</b>              | <b>0.00%</b>                       |
| <b>EXPENDITURES</b>                    |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                   | 24,823                       | 24,823                   | 0                       | 0.00%                              |
| <b>TOTAL EXPENDITURES</b>              | <b>\$24,823</b>              | <b>\$24,823</b>          | <b>\$0</b>              | <b>0.00%</b>                       |
| <b>ENDING BALANCE</b>                  |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                   | (24,823)                     | (24,823)                 | 0                       | 0.00%                              |
| <b>TOTAL ENDING BALANCE</b>            | <b>(\$24,823)</b>            | <b>(\$24,823)</b>        | <b>\$0</b>              | <b>0.00%</b>                       |

| Description                          | Agency Request Budget (V-01) | Governor's Budget (Y-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|--------------------------------------|------------------------------|--------------------------|-------------------------|------------------------------------|
|                                      | Column 1                     | Column 2                 |                         |                                    |
| <b>EXPENDITURES</b>                  |                              |                          |                         |                                    |
| <b>SERVICES &amp; SUPPLIES</b>       |                              |                          |                         |                                    |
| <b>4300 Professional Services</b>    |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | 4,296                        | 4,296                    | 0                       | 0.00%                              |
| <b>SERVICES &amp; SUPPLIES</b>       |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | 4,296                        | 4,296                    | 0                       | 0.00%                              |
| <b>TOTAL SERVICES &amp; SUPPLIES</b> | <b>\$4,296</b>               | <b>\$4,296</b>           | <b>\$0</b>              | <b>0.00%</b>                       |
| <b>EXPENDITURES</b>                  |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | 4,296                        | 4,296                    | 0                       | 0.00%                              |
| <b>TOTAL EXPENDITURES</b>            | <b>\$4,296</b>               | <b>\$4,296</b>           | <b>\$0</b>              | <b>0.00%</b>                       |
| <b>ENDING BALANCE</b>                |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                 | (4,296)                      | (4,296)                  | 0                       | 0.00%                              |
| <b>TOTAL ENDING BALANCE</b>          | <b>(\$4,296)</b>             | <b>(\$4,296)</b>         | <b>\$0</b>              | <b>0.00%</b>                       |

Package Comparison Report - Detail  
 2025-27 Biennium  
 Board of Dentistry

Cross Reference Number: 83400-001-00-00-00000  
 Package: Health Care Investigator Restoration  
 Pkg Group: POL Pkg Type: POL Pkg Number: 400

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

**EXPENDITURES**

**PERSONAL SERVICES**

**SALARIES & WAGES**

**3110 Class/Unclass Sal. and Per Diem**

|                      |        |   |          |           |
|----------------------|--------|---|----------|-----------|
| 3400 Other Funds Ltd | 88,644 | - | (88,644) | (100.00%) |
|----------------------|--------|---|----------|-----------|

**SALARIES & WAGES**

|                      |        |   |          |           |
|----------------------|--------|---|----------|-----------|
| 3400 Other Funds Ltd | 88,644 | - | (88,644) | (100.00%) |
|----------------------|--------|---|----------|-----------|

|                                   |                 |   |                   |                  |
|-----------------------------------|-----------------|---|-------------------|------------------|
| <b>TOTAL SALARIES &amp; WAGES</b> | <b>\$88,644</b> | - | <b>(\$88,644)</b> | <b>(100.00%)</b> |
|-----------------------------------|-----------------|---|-------------------|------------------|

**OTHER PAYROLL EXPENSES**

**3210 Empl. Rel. Bd. Assessments**

|                      |    |   |      |           |
|----------------------|----|---|------|-----------|
| 3400 Other Funds Ltd | 18 | - | (18) | (100.00%) |
|----------------------|----|---|------|-----------|

**3220 Public Employees Retire Cont**

|                      |        |   |          |           |
|----------------------|--------|---|----------|-----------|
| 3400 Other Funds Ltd | 18,651 | - | (18,651) | (100.00%) |
|----------------------|--------|---|----------|-----------|

**3230 Social Security Taxes**

|                      |       |   |         |           |
|----------------------|-------|---|---------|-----------|
| 3400 Other Funds Ltd | 6,781 | - | (6,781) | (100.00%) |
|----------------------|-------|---|---------|-----------|

**3241 Paid Family Medical Leave Insurance**

|                      |     |   |       |           |
|----------------------|-----|---|-------|-----------|
| 3400 Other Funds Ltd | 355 | - | (355) | (100.00%) |
|----------------------|-----|---|-------|-----------|

**3250 Workers Comp. Assess. (WCD)**

|                      |    |   |      |           |
|----------------------|----|---|------|-----------|
| 3400 Other Funds Ltd | 10 | - | (10) | (100.00%) |
|----------------------|----|---|------|-----------|

| Description                         | Agency Request Budget (V-01) | Governor's Budget (Y-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|-------------------------------------|------------------------------|--------------------------|-------------------------|------------------------------------|
|                                     | Column 1                     | Column 2                 |                         |                                    |
| <b>3270 Flexible Benefits</b>       |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                | 10,602                       | -                        | (10,602)                | (100.00%)                          |
| <b>OTHER PAYROLL EXPENSES</b>       |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                | 36,417                       | -                        | (36,417)                | (100.00%)                          |
| <b>TOTAL OTHER PAYROLL EXPENSES</b> | <b>\$36,417</b>              | <b>-</b>                 | <b>(\$36,417)</b>       | <b>(100.00%)</b>                   |
| <b>PERSONAL SERVICES</b>            |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                | 125,061                      | -                        | (125,061)               | (100.00%)                          |
| <b>TOTAL PERSONAL SERVICES</b>      | <b>\$125,061</b>             | <b>-</b>                 | <b>(\$125,061)</b>      | <b>(100.00%)</b>                   |
| <b>EXPENDITURES</b>                 |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                | 125,061                      | -                        | (125,061)               | (100.00%)                          |
| <b>TOTAL EXPENDITURES</b>           | <b>\$125,061</b>             | <b>-</b>                 | <b>(\$125,061)</b>      | <b>(100.00%)</b>                   |
| <b>ENDING BALANCE</b>               |                              |                          |                         |                                    |
| 3400 Other Funds Ltd                | (125,061)                    | -                        | 125,061                 | 100.00%                            |
| <b>TOTAL ENDING BALANCE</b>         | <b>(\$125,061)</b>           | <b>-</b>                 | <b>\$125,061</b>        | <b>100.00%</b>                     |
| <b>AUTHORIZED POSITIONS</b>         |                              |                          |                         |                                    |
| 8150 Class/Unclass Positions        | 1                            | -                        | (1)                     | (100.00%)                          |
| <b>AUTHORIZED FTE</b>               |                              |                          |                         |                                    |
| 8250 Class/Unclass FTE Positions    | 0.25                         | -                        | (0.25)                  | (100.00%)                          |

**PIC100 - Position Budget Report**

**Oregon Board of Dentistry**

2025-27 Biennium  
Budget Preparation

Cross Reference Number: 83400-000-00-00-00000  
Governors Budget

| Position Number                | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos  | Step | Rate | SAL/OPE | Salary/OPE |    |           |    |           |   |           |
|--------------------------------|----------------|---------------------|---------|----------|---------|-----|------|------|------|---------|------------|----|-----------|----|-----------|---|-----------|
|                                |                |                     |         |          |         |     |      |      |      |         | GF         | LF | OF        | FF | AF        |   |           |
| <b>Total Salary</b>            |                |                     |         |          |         |     |      |      |      |         | -          | -  | 1,445,276 | -  | 1,445,276 |   |           |
| <b>Total OPE</b>               |                |                     |         |          |         |     |      |      |      |         | -          | -  | 698,690   | -  | 698,690   |   |           |
| <b>Total Personal Services</b> |                |                     |         |          |         | 7   | 7.00 |      |      |         |            |    | -         | -  | 2,143,966 | - | 2,143,966 |



**PIC100 - Position Budget Report**

**Board of Dentistry**

**2025-27 Biennium  
Budget Preparation**

**Cross Reference Number: 83400-001-01-00-00000  
Governors Budget**

| Position Number | Classification | Classification Name              | Sal Rng | Pos Type | Pos Cnt | FTE  | Mos | Step | Rate  | SAL/OPE | Salary/OPE |    |         |    |         |
|-----------------|----------------|----------------------------------|---------|----------|---------|------|-----|------|-------|---------|------------|----|---------|----|---------|
|                 |                |                                  |         |          |         |      |     |      |       |         | GF         | LF | OF      | FF | AF      |
| 0000521         | MEAH Z7588 HF  | AGENCY HEAD 8                    | 34X     | PF       | 1       | 1.00 | 24  | 10   | 13613 | SAL     | -          | -  | 326,712 | -  | 326,712 |
|                 |                |                                  |         |          |         |      |     |      |       | OPE     | -          | -  | 137,562 | -  | 137,562 |
| 0000524         | MMS X0806 AP   | OFFICE MANAGER 2                 | 22      | PF       | 1       | 1.00 | 24  | 8    | 6791  | SAL     | -          | -  | 162,984 | -  | 162,984 |
|                 |                |                                  |         |          |         |      |     |      |       | OPE     | -          | -  | 89,934  | -  | 89,934  |
| 0000525         | OAS C0108 AP   | ADMINISTRATIVE SPECIALIST 2      | 20      | PF       | 1       | 1.00 | 24  | 6    | 5169  | SAL     | -          | -  | 124,056 | -  | 124,056 |
|                 |                |                                  |         |          |         |      |     |      |       | OPE     | -          | -  | 78,609  | -  | 78,609  |
| 0000528         | OAS C5232 AP   | INVESTIGATOR 2                   | 23      | PF       | 1       | 1.00 | 24  | 10   | 7206  | SAL     | -          | -  | 172,944 | -  | 172,944 |
|                 |                |                                  |         |          |         |      |     |      |       | OPE     | -          | -  | 92,831  | -  | 92,831  |
| 0000529         | OAS C0104 AP   | OFFICE SPECIALIST 2              | 15      | PF       | 1       | 1.00 | 24  | 5    | 3952  | SAL     | -          | -  | 94,848  | -  | 94,848  |
|                 |                |                                  |         |          |         |      |     |      |       | OPE     | -          | -  | 70,113  | -  | 70,113  |
| 0000530         | OAS C5232 AP   | INVESTIGATOR 2                   | 23      | PF       | 1       | 1.00 | 24  | 3    | 5169  | SAL     | -          | -  | 124,056 | -  | 124,056 |
|                 |                |                                  |         |          |         |      |     |      |       | OPE     | -          | -  | 78,609  | -  | 78,609  |
| 0000532         | OAS C5911 EP   | HEALTH CARE INVESTIGATOR/ADVISOR | 26      | PF       | 1       | 1.00 | 24  | 9    | 14774 | SAL     | -          | -  | 354,576 | -  | 354,576 |
|                 |                |                                  |         |          |         |      |     |      |       | OPE     | -          | -  | 144,522 | -  | 144,522 |
| 0004501         | B Y7500 AE     | BOARD AND COMMISSION MEMBER      | 0       | PP       | 0       | 0.00 | 0   | 0    | 0     | SAL     | -          | -  | 8,510   | -  | 8,510   |
|                 |                |                                  |         |          |         |      |     |      |       | OPE     | -          | -  | 651     | -  | 651     |
| 0004502         | B Y7500 AE     | BOARD AND COMMISSION MEMBER      | 0       | PP       | 0       | 0.00 | 0   | 0    | 0     | SAL     | -          | -  | 8,510   | -  | 8,510   |
|                 |                |                                  |         |          |         |      |     |      |       | OPE     | -          | -  | 651     | -  | 651     |
| 0004503         | B Y7500 AE     | BOARD AND COMMISSION MEMBER      | 0       | PP       | 0       | 0.00 | 0   | 0    | 0     | SAL     | -          | -  | 8,510   | -  | 8,510   |
|                 |                |                                  |         |          |         |      |     |      |       | OPE     | -          | -  | 651     | -  | 651     |
| 0004504         | B Y7500 AE     | BOARD AND COMMISSION MEMBER      | 0       | PP       | 0       | 0.00 | 0   | 0    | 0     | SAL     | -          | -  | 8,510   | -  | 8,510   |
|                 |                |                                  |         |          |         |      |     |      |       | OPE     | -          | -  | 651     | -  | 651     |
| 0004505         | B Y7500 AE     | BOARD AND COMMISSION MEMBER      | 0       | PP       | 0       | 0.00 | 0   | 0    | 0     | SAL     | -          | -  | 8,510   | -  | 8,510   |
|                 |                |                                  |         |          |         |      |     |      |       | OPE     | -          | -  | 651     | -  | 651     |
| 0004506         | B Y7500 AE     | BOARD AND COMMISSION MEMBER      | 0       | PP       | 0       | 0.00 | 0   | 0    | 0     | SAL     | -          | -  | 8,510   | -  | 8,510   |
|                 |                |                                  |         |          |         |      |     |      |       | OPE     | -          | -  | 651     | -  | 651     |
| 0004507         | B Y7500 AE     | BOARD AND COMMISSION MEMBER      | 0       | PP       | 0       | 0.00 | 0   | 0    | 0     | SAL     | -          | -  | 8,510   | -  | 8,510   |
|                 |                |                                  |         |          |         |      |     |      |       | OPE     | -          | -  | 651     | -  | 651     |
| 0004508         | B Y7500 AE     | BOARD AND COMMISSION MEMBER      | 0       | PP       | 0       | 0.00 | 0   | 0    | 0     | SAL     | -          | -  | 8,510   | -  | 8,510   |
|                 |                |                                  |         |          |         |      |     |      |       | OPE     | -          | -  | 651     | -  | 651     |
| 0004509         | B Y7500 AE     | BOARD AND COMMISSION MEMBER      | 0       | PP       | 0       | 0.00 | 0   | 0    | 0     | SAL     | -          | -  | 8,510   | -  | 8,510   |

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**PIC100 - Position Budget Report**

**Board of Dentistry**

**2025-27 Biennium  
Budget Preparation**

**Cross Reference Number: 83400-001-01-00-00000  
Governors Budget**

| Position Number                | Classification | Classification Name         | Sal Rng | Pos Type | Pos Cnt | FTE      | Mos         | Step | Rate | SAL/OPE | Salary/OPE |    |           |                  |           |                  |
|--------------------------------|----------------|-----------------------------|---------|----------|---------|----------|-------------|------|------|---------|------------|----|-----------|------------------|-----------|------------------|
|                                |                |                             |         |          |         |          |             |      |      |         | GF         | LF | OF        | FF               | AF        |                  |
|                                |                |                             |         |          |         |          |             |      |      | OPE     | -          | -  | 651       | -                | 651       |                  |
| 0004511                        | B Y7500 AE     | BOARD AND COMMISSION MEMBER | 0       | PP       | 0       | 0.00     | 0           | 0    | 0    | SAL     | -          | -  | 8,510     | -                | 8,510     |                  |
|                                |                |                             |         |          |         |          |             |      |      | OPE     | -          | -  | 651       | -                | 651       |                  |
| <b>Total Salary</b>            |                |                             |         |          |         |          |             |      |      |         | -          | -  | 1,445,276 | -                | 1,445,276 |                  |
| <b>Total OPE</b>               |                |                             |         |          |         |          |             |      |      |         | -          | -  | 698,690   | -                | 698,690   |                  |
| <b>Total Personal Services</b> |                |                             |         |          |         | <b>7</b> | <b>7.00</b> |      |      |         |            | -  | -         | <b>2,143,966</b> | -         | <b>2,143,966</b> |

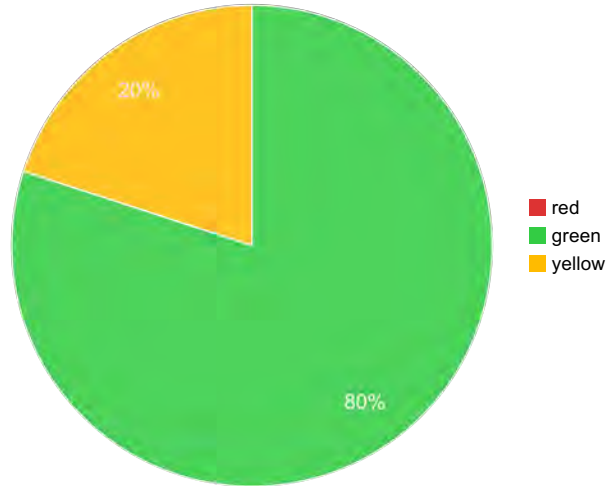
# Board of Dentistry

Annual Performance Progress Report

Reporting Year 2024

Published: 8/27/2024 1:29:33 PM

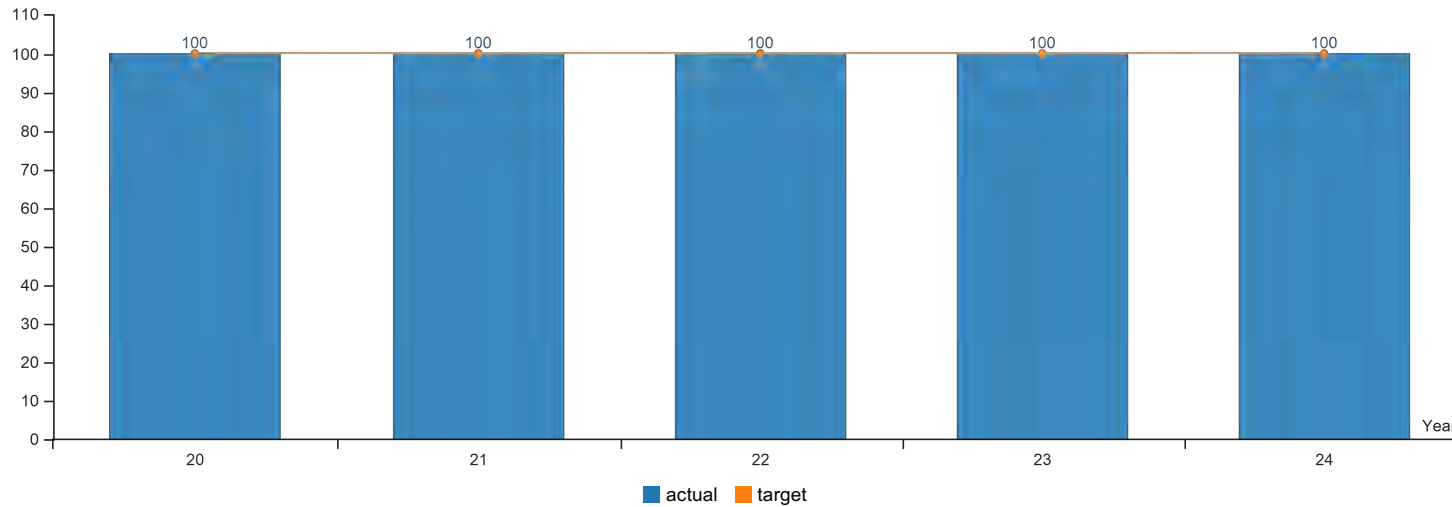
| KPM # | Approved Key Performance Measures (KPMs)   |
|-------|--|
| 1     | Continuing Education Compliance - Percent of Licensees in compliance with continuing education requirements.   |
| 2     | Time to Investigate Complaints - Average months from receipt of new complaints to completed investigation.   |
| 3     | Days to Complete License Paperwork - Average number of working days from receipt of completed paperwork to issuance of license.  |
| 4     | Customer Satisfaction with Agency Services - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. |
| 5     | Board Best Practices - Percent of total best practices met by the Board.   |



| Performance Summary | Green           | Yellow               | Red             |
|---------------------|-----------------|----------------------|-----------------|
|                     | = Target to -5% | = Target -5% to -15% | = Target > -15% |
| Summary Stats:      | 80%             | 20%                  | 0%              |

|        |  |
|--------|--|
| KPM #1 | Continuing Education Compliance - Percent of Licensees in compliance with continuing education requirements. |
|        | Data Collection Period: Jul 01 - Jun 30  |

\* Upward Trend = positive result



| Report Year  | 2020 | 2021 | 2022 | 2023 | 2024 |
|--|------|------|------|------|------|
| <b>Percent of Licensees in Compliance with Continuing Education Requirements</b> |      |      |      |      |      |
| Actual   | 100% | 100% | 100% | 100% | 100% |
| Target   | 100% | 100% | 100% | 100% | 100% |

**How Are We Doing**

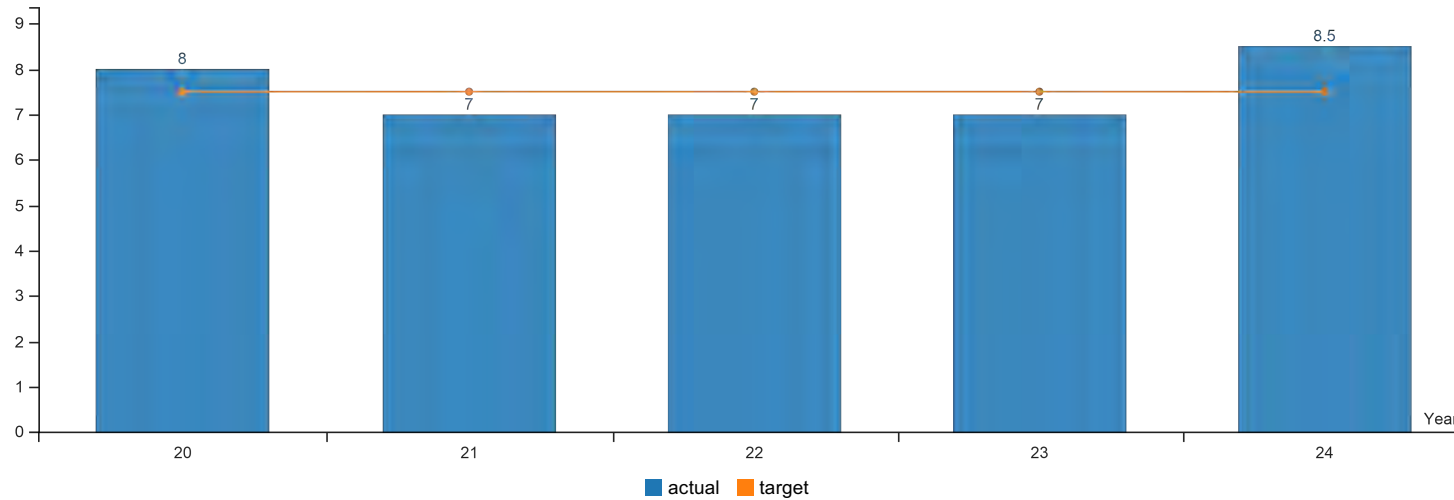
For FY 2024 we accomplished this goal by requiring our licensees complete and comply with continuing education requirements. The Board's view is that licensees should keep current on practice issues. One way to do this is to take continuing education courses during their two-year licensure period. The Board monitors their compliance with questions on their license renewal forms, it is requested in investigations and also verified in audits each renewal cycle. Board Staff follows up and ensures all licensees meet their CE requirement.

**Factors Affecting Results**

Board staff work with licensees to communicate the requirements to be in compliance with Board rules.

|        |  |
|--------|--|
| KPM #2 | Time to Investigate Complaints - Average months from receipt of new complaints to completed investigation. |
|        | Data Collection Period: Jul 01 - Jun 30  |

\* Upward Trend = negative result



| Report Year                                   | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|------|------|------|------|------|
| <b>Average time to Investigate Complaints</b> |      |      |      |      |      |
| Actual  | 8    | 7    | 7    | 7    | 8.50 |
| Target  | 7.50 | 7.50 | 7.50 | 7.50 | 7.50 |

**How Are We Doing**

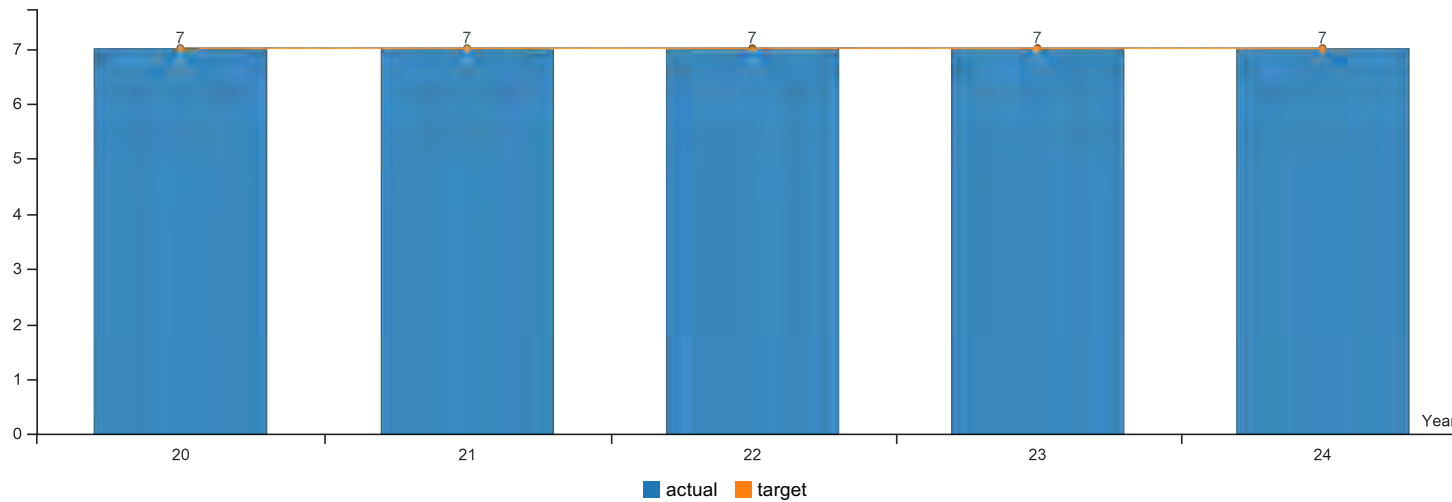
The investigators worked diligently to close the cases and bring forward to the regularly scheduled Board Meetings. An investigation can sometimes take longer than usual because of a number of reasons: the number of treatment providers involved in the case, the complexity of the case, the timely responses of all involved and their cooperation as well.

**Factors Affecting Results**

The total number of investigations opened in FY 2024 was 178 compared to 213 in FY 2023. The number of cases closed in FY 2024 was 176 compared to 170 in FY 2023. Staff turnover impacted case disposition and time to close cases, though the OBD is fully staffed at the time of this report.

|        |   |
|--------|---|
| KPM #3 | Days to Complete License Paperwork - Average number of working days from receipt of completed paperwork to issuance of license. |
|        | Data Collection Period: Jul 01 - Jun 30   |

\* Upward Trend = positive result



| Report Year  | 2020 | 2021 | 2022 | 2023 | 2024 |
|--|------|------|------|------|------|
| <b>Average Number of Working Days to Issue license after Paperwork is Completed.</b> |      |      |      |      |      |
| Actual   | 7    | 7    | 7    | 7    | 7    |
| Target   | 7    | 7    | 7    | 7    | 7    |

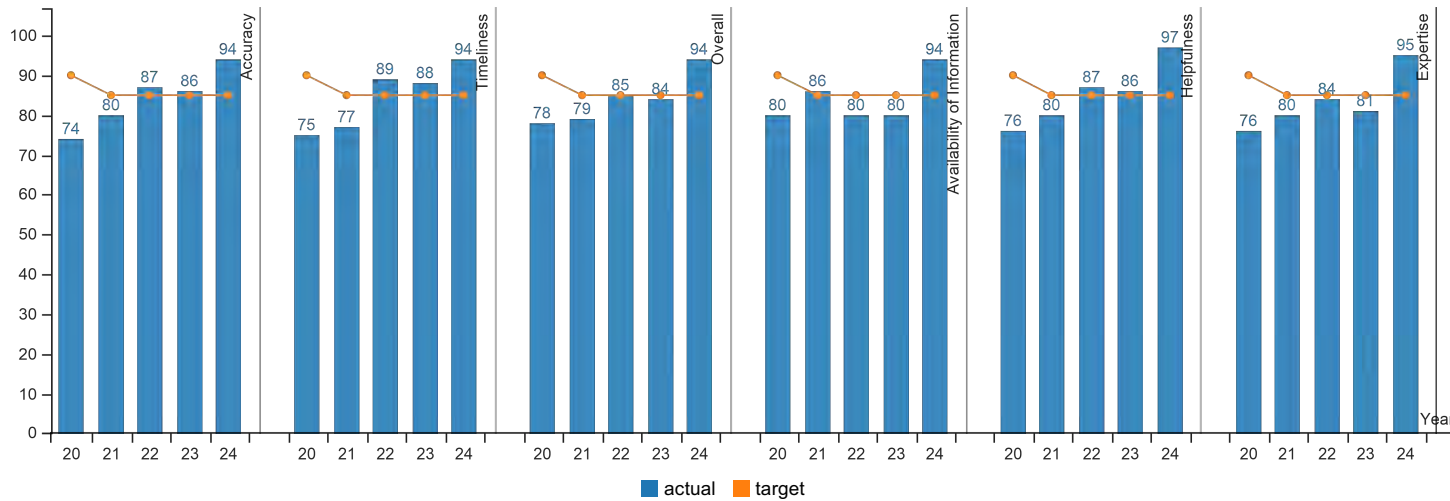
**How Are We Doing**

For FY 2024 we accomplished this goal. Although there were delays due to other agencies, schools, states and entities working remotely. Once all required documentation and paperwork is completed via the online portal, then licenses were issued with minimal delay.

**Factors Affecting Results**

It is one of our top priorities that applications and renewals be processed accurately and efficiently.

KPM #4 Customer Satisfaction with Agency Services - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.  
 Data Collection Period: Jul 01 - Jun 30



| Report Year                        | 2020 | 2021 | 2022 | 2023 | 2024 |
|------------------------------------|------|------|------|------|------|
| <b>Accuracy</b>                    |      |      |      |      |      |
| Actual                             | 74%  | 80%  | 87%  | 86%  | 94%  |
| Target                             | 90%  | 85%  | 85%  | 85%  | 85%  |
| <b>Timeliness</b>                  |      |      |      |      |      |
| Actual                             | 75%  | 77%  | 89%  | 88%  | 94%  |
| Target                             | 90%  | 85%  | 85%  | 85%  | 85%  |
| <b>Overall</b>                     |      |      |      |      |      |
| Actual                             | 78%  | 79%  | 85%  | 84%  | 94%  |
| Target                             | 90%  | 85%  | 85%  | 85%  | 85%  |
| <b>Availability of Information</b> |      |      |      |      |      |
| Actual                             | 80%  | 86%  | 80%  | 80%  | 94%  |
| Target                             | 90%  | 85%  | 85%  | 85%  | 85%  |
| <b>Helpfulness</b>                 |      |      |      |      |      |
| Actual                             | 76%  | 80%  | 87%  | 86%  | 97%  |
| Target                             | 90%  | 85%  | 85%  | 85%  | 85%  |
| <b>Expertise</b>                   |      |      |      |      |      |
| Actual                             | 76%  | 80%  | 84%  | 81%  | 95%  |
| Target                             | 90%  | 85%  | 85%  | 85%  | 85%  |

How Are We Doing

2025 – 2027

         Agency Request

  X   Governor’s Recommended

         Legislatively Adopted



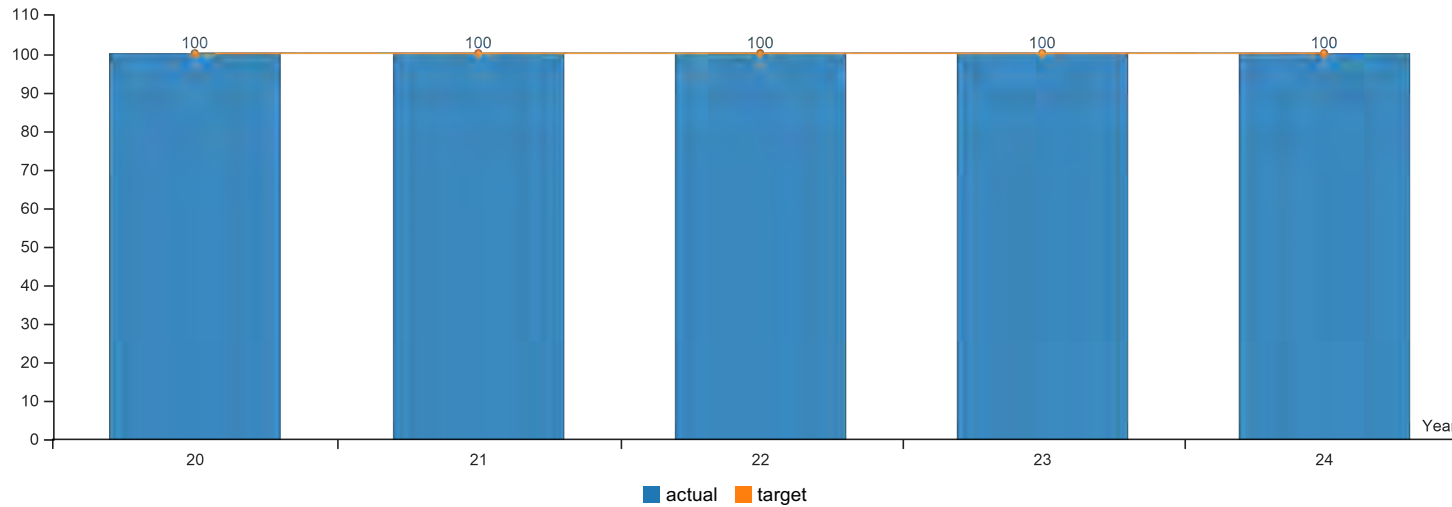
For FY 2024 we accomplished this goal. In compliance with the Oregon Legislatures directive, the Board conducts a Customer Service Survey as one tool to determine the customer satisfaction with the accuracy of carrying out the statutory requirements and Mission of the Board. The overall results were positive.

**Factors Affecting Results**

People choose to respond to surveys and we will continue to promote the survey and encourage feedback. We receive direct feedback outside the survey and it is good to know how the OBD's actions are impacting others and the information received is always useful.

|        |  |
|--------|--|
| KPM #5 | Board Best Practices - Percent of total best practices met by the Board. |
|        | Data Collection Period: Jul 01 - Jun 30                                  |

\* Upward Trend = positive result



| Report Year   | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|------|------|------|------|------|
| <b>Compliance with Best Practices Performance Measurement</b> |      |      |      |      |      |
| Actual  | 100% | 100% | 100% | 100% | 100% |
| Target  | 100% | 100% | 100% | 100% | 100% |

**How Are We Doing**

For FY 2024 we accomplished this goal. Annually at the August Board Meeting the Board reviews the 15 metrics outlined on the Board Best Practices document. It conducted a 360-degree performance review of the Executive Director in March 2024. The current Executive Director has had an annual review every year since 2015.

**Factors Affecting Results**

The Board Members are engaged and dedicated to their responsibilities, duties and obligations serving Oregon in their capacity. The Board reviewed the Board Best Practices' Assessment document at its August 23, 2024, Board Meeting and unanimously agreed that all 15 metrics were met.

## Best Practices Self-Assessment

Annually, Board members are to self-evaluate their adherence to a set of best practices and report the percent total best practices met by the Board (percent of yes responses in the table below) in the Annual Performance Progress Report as specified in the agency Budget instructions.

### Best Practices Assessment Score Card

| Best Practices Criteria   | Yes         | No |
|---|-------------|----|
| 1. Executive Director’s performance expectations are current.                           | ✓           |    |
| 2. Executive Director receives annual performance feedback.                             | ✓           |    |
| 3. The agency’s mission and high-level goals are current and applicable.                | ✓           |    |
| 4. The Board reviews the Annual Performance Progress Report.                            | ✓           |    |
| 5. The Board is appropriately involved in review of agency’s key communications.        | ✓           |    |
| 6. The Board is appropriately involved in policy-making activities.                     | ✓           |    |
| 7. The agency’s policy option budget packages are aligned with their mission and goals. | ✓           |    |
| 8. The Board reviews all proposed budgets.  | ✓           |    |
| 9. The Board periodically reviews key financial information and audit findings.         | ✓           |    |
| 10. The Board is appropriately accounting for resources.                                | ✓           |    |
| 11. The agency adheres to accounting rules and other relevant financial controls.       | ✓           |    |
| 12. Board members act in accordance with their roles as public representatives.         | ✓           |    |
| 13. The Board coordinates with others where responsibilities and interest overlap.      | ✓           |    |
| 14. The Board members identify and attend appropriate training sessions.                | ✓           |    |
| 15. The Board reviews its management practices to ensure best practices are utilized.   | ✓           |    |
| <b>Total Number</b>   | <b>15</b>   |    |
| <b>Percentage of total:</b>   | <b>100%</b> |    |

At the August 23, 2024 Board Meeting, the Board reviewed the best practices self-assessment documents and unanimously agreed that all Best Practices were met.



# Oregon

Tina Kotek, Governor

## Board of Dentistry

1500 SW 1<sup>st</sup> Ave, Ste 770

Portland, OR 97201-5837

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[www.oregon.gov/dentistry](http://www.oregon.gov/dentistry)

### Oregon Board of Dentistry Affirmative Action Plan 2025 – 2027 Biennium

At the Oregon Board of Dentistry (OBD), we are committed to equal opportunity and providing a workplace free of discrimination and harassment based on race, color, sex, marital status, sexual orientation, religion, national origin, age, mental or physical disability, or any reason prohibited by state or federal law. We are also committed to the right of any employee to work and advance on the basis of merit, ability, and potential. We believe that all of us at the OBD are responsible for creating and contributing to an inclusive and professional work environment. To help ensure the effective implementation of our policy statements and the success of our 2025-2027 biennium goals, the OBD will work with our DAS CHRO Human Resources Partner and our Board to monitor implementation and ongoing effectiveness, adjusting as necessary. We are dedicated to finding new ways to foster staff and board diversity and promote an inclusive and professional work environment.

I am pleased to share the OBD's Affirmative Action Plan for the 2025-2027 Biennium. This report was finalized in conjunction with the compilation of the OBD's 2025-2027 Agency Request Budget in the summer of 2024.

Sincerely,

Stephen Prisby  
OBD Executive Director

*The Mission of the Oregon Board of Dentistry is to promote quality oral health care and protect all communities in the State of Oregon by equitably and ethically regulating dental professionals.*

**OREGON BOARD OF DENTISTRY**  
1500 SW 1st Ave., Suite 770  
Portland, OR 97201  
Telephone: 971-673-3200



**Affirmative Action Plan  
2025 – 2027 Biennium**

## **AGENCY MISSION**

The Mission of the Oregon Board of Dentistry is to promote quality oral health care and protect all communities in the State of Oregon by equitably and ethically regulating dental professionals.

## **AGENCY FUNCTION**

The Oregon Board of Dentistry (OBD) is comprised of a ten member board and eight staff members. The Board Members are selected by the Governor and confirmed by the Senate. The staff members are state employees who were hired through the state of Oregon's HR employment system. The OBD utilizes outside HR support for all recruitment efforts. The authority and responsibilities of the Oregon Board of Dentistry (OBD) are contained in Oregon Revised Statutes Chapter 679 (Dentists & Dental Therapists), Chapter 680.010 to 680.205 (Dental Hygienists), and Oregon Administrative Rules, Chapter 818. These statutes charge the OBD with the responsibility to regulate the practice of dentistry, dental therapy and dental hygiene by enforcing the standards of practice established in statute and rule. The primary program activities are Licensing, Enforcement, Monitoring and Administration.

## **AGENCY REPRESENTATIVES**

### **Agency Director**

Stephen Prisby, Executive Director  
1500 SW 1st Ave., Suite #770  
Portland, OR 97201  
971-673-3200

### **Governor's Policy Advisor**

Kristina Narayan  
Office of Governor Tina Kotek  
503-378-6727

### **Affirmative Action Representative**

Stephen Prisby, Executive Director  
1500 SW 1st Ave., Suite #770  
Portland, OR 97201  
971-673-320

The OBD ensures that it creates and maintains a diverse and inclusive environment and organizational culture throughout the agency in keeping with the Office of Cultural Change (OCC) and The Governor’s Office’s (GO) policies. The BOLI and appropriate policies are posted in the office kitchen/break room. All staff are regularly updated on HR policies and information when distributed to the executive director.

**The OBD’s Policy Statement on affirmative action is:**

*“The Oregon Board of Dentistry affirms and supports the Governor’s Affirmative Action Plan and is dedicated to creating a work environment which will attract and retain employees who represent the broadest possible spectrum of society including women, minorities and people with disabilities.”*

This policy applies to all employees and Board members of the OBD. This policy applies to all matters relating to hiring, termination, promotion, benefits, compensation, and other terms and conditions of employment, as well as delivery of OBD services.

The OBD also ensures that all Oregonians, regardless of gender, age, race, national origin, color, ethnicity, religion, people with disabilities, sexual orientation, veterans etc., have a fair and equal chance for available job opportunities within the agency.

The OBD will also ensure that it provides an environment for all applicants and employees that is free from sexual harassment and intimidation, creating a professional workplace environment regardless of an individual’s race, color, religion, gender, sexual orientation, national origin, age, or disability.

The OBD supports the spirit and letter of equal employment opportunity laws, rules and regulations, affirmative action concepts, and the right of all persons to work and advance based on merit, ability, and potential. OBD will not discriminate, nor tolerate discrimination, against any applicant or employee because of physical or mental disability in regard to any position for which the applicant for employment is qualified.

The OBD is an autonomous agency, created by an act of the legislature in 1887, but it receives Human Resource services through an interagency agreement with the Oregon Medical Board's HR staff and overall support as a client agency of the Department of Administrative Services (DAS).

The OBD's 2022-2025 Strategic plan aligns with our agency's goals based on the State of Oregon's 2023-2025 Affirmative Action Plan. The OBD's DEI Plan, and this AAP, are all working in concert for the agency.

While the OBD was created by state laws, we seek to ensure that the OBD builds an organization that uses the concepts of diversity, equity, and inclusion (DEI), such as problem-solving, innovation, and organizational development, to create a workplace that is stronger, better functioning, and more dynamic, and that can deliver the best possible service to the people of Oregon.

**2023-2025 PROGRESS REPORT**

During the 2023-25 biennium, the OBD has continued to work toward meeting its affirmative action, diversity, equity, inclusion, and altruistic goals. It is embedded in our work, our managers and we believe we are adhering to all policies applicable and also working in the full spirit of its intent.

The worldwide Covid pandemic has finally subsided, and we were fortunate enough that no OBD

Staff experienced severe medical issues, deaths, quits or terminations. The Board members turned over due to the term limits on Board members. We welcomed six new Board members since 2022. These six were chosen by the Governor and confirmed by the Senate. We had turnover with two OBD employees moving over to sister state agencies and two new hires joining the OBD. One was from another state agency and one is new to state government service.

All the basic tasks and mission of the Board to license regulate and protect the public were accomplished. The OBD fulfilled its goal of initiating and completing strategic planning.

Employees are urged to cross-train whenever possible so that they may take advantage of those opportunities when they occur. The OBD's Executive Director promotes and encourages professional development training. OBD Staff have annually attended the DEI Conference and found great value in it.

## **2025-2027 OBJECTIVES**

In the 2025-27 biennium, OBD will pursue the following strategies as the bedrock of its Affirmative Action Plan:

### **Strategy 1 – Engage the Racial Justice Commission and OCC:**

Actions:

Attend Meetings.

Ensure all Executive Orders are being followed and implemented. Share employment opportunities with the Office of Cultural Change, Partners in Diversity, and other DEI minded organizations.

### **Strategy 2 – Strengthen Community Engagement**

Actions:

Review current outreach processes.

Connect with professional associations, dental school, dental hygiene schools and dental therapy programs.

Educate staff and Board Members on affirmative action processes during staff and Board meetings.

The [OBD's 2022 – 2025 Strategic Plan](#) defines priorities in alignment with its statutory obligations and its mission - to promote quality oral health care and protect all communities in the State of Oregon by equitably and ethically regulating dental professionals.

A top priority in the strategic plan is: Community Interaction and Equity

- Increase ease of access to OBD services and information
- Ensure equity exists in investigation outcomes

Assign a dedicated staff member to this initiative to work with the executive director and advise Board on its efforts.

### **Strategy 3 - Increase Awareness of Diversity, Equity, and Inclusion among OBD Board Members and staff.**

Actions:

Share and encourage participation by OBD staff in all DEI events and educational opportunities, such as the Annual DEI Conference.

Our strategies to revise and update our current processes, while encouraging the awareness of the importance of diversity, equity, and inclusion within our Board and staff, will be implemented



over the next biennium with the hopes of creating an inclusive working environment so that all OBD employees and Board members can thrive.

**Strategy 4 – No Tolerance for Racism, Hate and Discrimination**

Actions:

Revisit and Reinforce State HR Policies.

Provide additional training for staff and Board Members.

Encourage attendance at DEI Conference.

Investigations of Licensees that are unacceptable though may not violate the DPA will be reviewed closely to work with appropriate sister agencies for referral.

**Complaint Options:**

An individual who has interviewed for employment or has any complaint or grievance, may file a complaint with the Executive Director, Office Manager or the Board President.

Oregon Board of Dentistry

1500 SW 1<sup>st</sup> Ave. Suite #770

Portland, OR 97201

Executive Director, Stephen Prisby [stephen.prisby@obd.oregon.gov](mailto:stephen.prisby@obd.oregon.gov)

In addition, a person may go directly to DAS-CHRO for guidance and help if they choose to as well. All reported incidents will be investigated promptly, thoroughly, impartially, and discreetly in compliance with DAS Policy. Formal appeals/complaints may also be filed with the state’s Affirmative Action Office; the Bureau of Labor and Industries; the Equal Employment Opportunity Commission (909 First Avenue, Ste. 400, Seattle, WA 98104-1061); or the United States Department of Labor, Office of Civil Rights.

The OBD adheres to policies and practice in effect by DAS. Subject Investigations of Human Resource Management Practices, Number 10.25.01, effective date 2/1/2019.

**Succession Plan:**

The OBD has a Succession Plan, which was reviewed, accepted and on file with DAS and available upon request.

**Contracting:**

The OBD has current contracts for IT and licensing process system. Due the small size of the agency, it has utilized DAS for support and service when conducting any procurement or contracting needs or work. During 2023-2025 no contracts or new procurement was undertaken by the OBD and none are planned for the 2025-2027 Biennium.

**OBD Diversity, Equity & Inclusion Statement**

OBD is committed to establishing, monitoring, and maintaining a diverse workforce, reflective of the population in the State of Oregon, where all employees are valued, treated fairly, and given opportunities to develop, thrive and feel that they truly belong. This is a commitment to an active program that provides equal opportunities for all persons regardless of race, color, religion, sex, sexual orientation, national origin, marital status, age, or disability. Every employee plays a part in our diverse workforce and inclusive work environment by being respectful and supportive, and by acting with integrity and respect to one another. Each person’s skills, talents, knowledge, experiences, and personalities broaden the range of perspectives and approaches to conducting the work we do at OBD.

OBD can best promote excellence by recruiting, retaining, and accommodating a diverse group of

2025-2027 Affirmative Action Plan

Page 5

staff in an environment of respect that is supportive of their workplace success. This climate of diversity, inclusion and excellence is critical to successfully attaining our mission of contributing leadership and resources to increase the skills, knowledge and career opportunities of Oregonians.

The OBD is an equal-opportunity employer that is committed to a proactive role in the recruitment and selection process. The OBD will use diverse recruitment strategies to identify and attract candidates and establish interview panels that represent protected-class groups.

The OBD is committed to providing broad and culturally enriched training, career growth and developmental opportunities to all employees on an equal basis, enabling them to further advance and promote their knowledge, skills, and abilities and their value of diversity

The Affirmative Action Policy and Diversity & Inclusion Statement will appear on OBD's webpage. Additionally, OBD's plan will be provided to all new employees, posted in the employees' common area, and linked in OBD's quarterly newsletter. All OBD employees, with a higher emphasis of responsibility placed on management employees, are responsible for the implementation of the Affirmative Action Policy and Diversity & Inclusion in the workplace. Employees and Board members are expected to ensure that they are aware of the Affirmative Action Policy and Diversity & Inclusion statement and follow the policy and statement guidelines as it pertains to their work, especially during the hiring process.

An individual who has interviewed for employment, who believes they were denied employment based on any of the aforementioned discriminatory factors, may file a complaint with the Executive Director on behalf of the Board. All reported incidents will be investigated promptly, thoroughly, impartially, and discreetly. The investigator will notify the complainant in writing of the results of the investigation. Formal appeals/complaints may also be filed with the state's Affirmative Action Office; the Bureau of Labor and Industries; the Equal Employment Opportunity Commission (909 First Avenue, Ste. 400, Seattle, WA 98104-1061); or the United States Department of Labor, Office of Civil Rights.

### **Leadership Evaluation Report:**

The OBD's Executive Director ensures that ORS 659A.012 is adhered to. It states that agencies are required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance. The OBD has two staff that meet management criteria: the Executive Director and the Office Manager.

The Executive Director has been held accountable by the Board with an annual performance review since 2015. The Executive Director was honored to be assessed in a 360-degree performance Evaluation in March 2024. The questions and comments related to affirmative action and diversity were all positive and in alignment with the Governor's expectations. These included feedback on how the director fosters and promotes an inclusive workplace environment (95% rated effective/very effective). The Executive Director has individual goals as well as directives from the Governor's Office, OBD Strategic Plan and shifting agency priorities. They include and are not limited to the following:

- Lead the agency on all diversity and equal opportunity efforts in conjunction with the Governor's executive orders and directives from the Racial Justice Commission to create a work environment which will attract and retain employees who represent the broadest spectrum of society.
- Foster and promote to employees the importance of a diverse and discrimination and

2025-2027 Affirmative Action Plan

Page 6

harassment free workplace. Participate in cultural diversity trainings, orientations, and be an example of cultural sensitivity.

- Meet as needed, with the Board's Office Manager to review equal employment opportunities, evaluate affirmative action and diverse work environment progress, and identify problems. Approve strategies and timetables for meeting goals.
- Annual performance reviews will include ratings on the Director's support and effectiveness of the agency's Affirmative Action Plan.
- Ensure incorporation of the Affirmative Action Plan, diversity, and inclusion responsibilities.
- Hold managers accountable for participating in and promoting affirmative action activities and for communicating this same responsibility to their subordinate supervisors and employees. The effectiveness of managers and supervisors in promoting the affirmative action activities, goals and objectives for OBD is included in their annual performance appraisals. ORS 659.025(1) states: To achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, handicap or age, every state agency shall be required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance."
- Work with the Human Resources Section to utilize State of Oregon procedures and rules in filling vacancies.
- Attend equal opportunity, affirmative action and other diversity and inclusion-related training in order to be informed of current issues.
- Display the Board's Affirmative Action Policy Statement and have available a hard copy of the Affirmative Action Plan in the office. An electronic copy of the Board's Affirmative Action Policy Statement will also be maintained on the OBD website.
- Act in a timely manner if they become aware of any Board employee engaging in any type of harassment.

**Actions management personnel are implementing from the Strategic Plan to advance the AAP.**

Monitoring work and progress on the OBD's 2022-2025 Strategic plan which includes this priority, goal & work: STRATEGIC PRIORITY C Community Interaction and Equity

The Oregon Board of Dentistry recognizes that systemic inequities exist in our society which have resulted in practices that have not always provided equitable access to dental care across our community. Protecting the Community has always been at the center of the Oregon Board of Dentistry Mission. Fairness and equity are imbedded in the OBD Values. The OBD believes it can do more to address the systemic inequities that have existed and ensure more fully that our mission and values apply to everyone.

- Communicate and market to reach the diverse communities within Oregon
- Increase ease of access to OBD services
- Ensure equity exists in Investigation outcomes
- Increase OBD Licensee, patient, and community understanding of OBD roles, responsibilities, and services

**Work done to support AAP work and in alignment with this goal:**

- Oregon DAS Office of Cultural Change invited to Aug 2022 Board Meeting.
- Engage the dental therapy community and added a regular standing Dental Therapy Rules Oversight Committee. (DAWSAC)

- Recognized and accepted comments & feedback from the dental assistant community on legislative and other issues. Dental Assistants are the most diverse oral health care providers and their status is not as elevated as dentists or dental hygienists.
- Implemented DAWSAC and fulfilling requirement to have regular meetings.
- OBD Tribal Relationship & Cooperation Policy sent to all board and staff members for review and acknowledgement.
- The 9 Tribes are annual invited and welcomed to participate at board and committee meetings (updated on email distribution list for all announcements). The Tribes also are on every regular board meeting agenda to participate and address the Board on any issue.
- The Board also updated rules to support cultural competence continuing education for all licensees.
- The Board also updated rules for healthcare interpreters, per OHA rules. These rules will more than likely be updated and refined further through the next few years.
- Tracking and measuring progress.

**Next Steps & more work to do:**

- Align OBD AAP & Diversity, Equity, and Inclusion plans to the guidance provided by the State of Oregon Racial Justice Council including more specific direction on rulemaking process and engagement of all communities in Oregon that are impacted by those rules.
- Enable OBD to take complaints in complainant’s first language, this is being done now with assistance from the OHA and their resources. We need to fine tune this process.
- Create analysis of prior investigations, findings, and actions across Licensee demographics to frame equity-related data, to see if the OBD needs to change how it does things to support all communities better.
- Continue working with the Governor’s Office and the Office of Cultural Change on best practices and attend meetings and workshops.
- Continue sharing updates with staff from the Governor’s Office and DAS on information, policies and training offered on affirmative action and implementation of work.
- Incorporate AAP into the next strategic plan as the OBD will undertake strategic planning in 2026.

**Diversity, Equity & Inclusion Plan**

The OBD’s Diversity, Equity & Inclusion Plan is provided in this budget document. The OBD’s Affirmative Action Policy and DEI Policy are both posted on the OBD’s Website and available upon request.

**Racial Equity Impact Statement**

The OBD is committed to following all examples, guidelines and directives from the Governor’s Office in support of the important work toward Oregon State Government championing racial equity in support of all Oregonians.



**Oregon Board of Dentistry Diversity, Equity & Inclusion Plan  
2025 – 2027 Biennium**

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1. Who benefits from agency programs, both directly and indirectly?

*All Oregonians may benefit from us. Oral health care is health care. It is critical that all have access, education and resources to maintain their oral health.*

2. Who will be burdened by agency programs?

*The Licensees need to comport with Board of Dentistry statutes and rules. The Legislature has delegated authority to this Board/Agency to regulate the oral health care providers in Oregon.*

3. How does the agency increase or decrease racial equity? Do proposed new programs have potential unintended/racial equity consequences? What benefits may result from the program?

*The Board/Agency has important work to do in regulating oral health care professionals. In small ways the Agency helps with requiring all Licensees complete cultural competency continuing education. The Board/Agency believes that Dental Therapy will have the biggest near term impact as this new profession and new type of Licensee should help serve historically underserved populations and communities in Oregon. The benefits are more people receiving oral health care and also from providers that are more culturally and ethnically diverse as well.*

4. Whose voices and perspectives are not at the table? Why?

*The ten Board members are appointed by the Governor and confirmed by the Senate. These 6 dentists, 2 dental hygienists and 2 public members can in no way represent all the diversity of Oregon. The Licensees are all encouraged to stay connected and engaged with the Board of Dentistry. Consumers and other interested parties look to the Board for rules, guidance and understanding of related oral health issues.*

5. What does the agency do to ensure multiple perspectives are part of our decision-making process?

*The Board works with the professional associations and includes all 9 federally recognized Tribes on every regular board meeting agenda. The Board sends out regular emails and news on meetings, rulemaking and other important updates. The Board operates in an open and transparent manner.*

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## **Diversity, Equity, and Inclusion Plan**

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The Oregon Board of Dentistry (OBD) is comprised of a ten member board and eight staff members. The Board Members are selected by the Governor and confirmed by the Senate. The staff members are state employees who were hired through the state of Oregon's HR employment system. The OBD utilizes outside HR support for all recruitment efforts. The authority and responsibilities of the Oregon Board of Dentistry (OBD) are contained in Oregon Revised Statutes Chapter 679 (Dentists & Dental Therapists), Chapter 680.010 to 680.205 (Dental Hygienists), and Oregon Administrative Rules, Chapter 818. These statutes charge the OBD with the responsibility to regulate the practice of dentistry, dental therapy and dental hygiene by enforcing the standards of practice established in statute and rule. The primary program activities are Licensing, Enforcement and Monitoring, and Administration.



## **Diversity, Equity, and Inclusion Statement**

OBD is committed to establishing, monitoring, and maintaining a diverse workforce, reflective of the population in the State of Oregon, where all employees are valued, treated fairly, and given opportunities to develop, thrive and feel that they truly belong. This is a commitment to an active program that provides equal opportunities for all persons regardless of race, color, religion, sex, sexual orientation, national origin, marital status, age, or disability. Every employee and Board member plays a part in our diverse workforce and inclusive work environment by being respectful and supportive, and by acting with integrity and respect to one another. Each person's skills, talents, knowledge, experiences, and personalities broaden the range of perspectives and approaches to conducting the work we do at the OBD.

OBD can best promote excellence by recruiting, retaining, and accommodating a diverse group of staff in an environment of respect that is supportive of their workplace success. This climate of diversity, inclusion and excellence is critical to successfully attaining our mission of contributing leadership and resources to increase the skills, knowledge and career opportunities of Oregonians.

The OBD is an equal-opportunity employer that is committed to a proactive role in the recruitment and selection process. The OBD will use diverse recruitment strategies across multiple platforms to identify and attract candidates and establish interview panels that represent protected- class groups.

The OBD is committed to providing broad and culturally enriched training, career growth and developmental opportunities to all employees and Board members on an equal basis, enabling them to further advance and promote their knowledge, skills, and abilities and their value of diversity

The Affirmative Action Policy and Diversity & Inclusion Statement will appear on the OBD's webpage. Additionally, OBD's plan will be provided to all new employees, posted in the employees' common area, and linked in OBD's quarterly newsletter. All OBD employees, with a higher emphasis of responsibility placed on management employees, are responsible for the implementation of the Affirmative Action Policy and Diversity & Inclusion in the workplace. Employees and Board members are expected to ensure that they are aware of the Affirmative Action Policy and Diversity & Inclusion statement and follow the policy and statement guidelines as it pertains to their work, especially during the hiring process.

An individual who has interviewed for employment, who believes they were denied employment based on any of the aforementioned discriminatory factors, may file a complaint with the Executive Director on behalf of the Board. All reported incidents will be investigated promptly, thoroughly, impartially, and discreetly. The investigator will notify the complainant in writing of the results of the investigation. Formal appeals/complaints may also be filed with the state's Affirmative Action Office; the Bureau of Labor and Industries; the Equal Employment Opportunity Commission (909 First Avenue, Ste. 400, Seattle, WA 98104-1061); or the United States Department of Labor, Office of Civil Rights.

The purpose of this statement is to update and maintain the previously initiated affirmative action program for the OBD in keeping with the directive of the GO, State and Federal laws and regulations, and executive orders of the President of the United States of America concerning diversity and inclusion/affirmative action discrimination/non-discrimination guidelines appropriate under the Civil Rights Acts, equal employment opportunity (EEO) policies, and the Americans with Disabilities Act by which our good faith efforts must be directed. We support the work of the OCC and GO, both inside and outside of state government.

The OBD's 2022 -2025 Strategic plan aligns with our agency's goals based on the State of Oregon's 2023-2025 Affirmative Action Plan and the State of Oregon's Diversity, Equity, and Inclusion Action Plan.

While the OBD was created by state laws, we seek to ensure that the OBD builds an organization that uses the concepts of diversity, equity, and inclusion (DEI), such as problem-solving, innovation, and organizational development, to create a workplace that is stronger, better functioning, and more dynamic, and that can deliver the best possible service to the people of Oregon (see Appendix B).

### **2025-2027 Overview and Plan**

During the 2025-2027 biennium, the OBD will work toward meeting its affirmative action, diversity, equity, inclusion, and altruistic goals.

The Board members turned over due to the term limits on Board members. It welcomed five new Board members during the 2021-2023 Biennium. These five were chosen by Governor Kate Brown and confirmed by the Senate. The OBD welcomed three new board members during the 2023-2025 Biennium due to board members terming out at various times. These three were chosen by Governor Tina Kotek and confirmed by the Senate.

All the basic tasks and mission of the Board to license, regulate and protect the public will remain the Board's highest priorities.

The OBD's 2022 – 2025 Strategic Plan defines priorities in alignment with its statutory obligations and its mission - to promote quality oral health care and protect all communities in the State of Oregon by equitably and ethically regulating dental professionals. The OBD is challenged to address a rapid and accelerating rate of change. Significant shifts are occurring in oral healthcare, dentistry practice, dental therapy services, organizational structures, business models and markets. Examples of these are: workforce shortage issues, examination requirements, a new license type introduced by the legislature - dental therapists, and multiple proposed licensing compacts. The Strategic Plan is referenced in this document for its direct alignment with this affirmative action plan for 2023 – 2025.

The OBD sees its mission as elevating the standard of oral health care in Oregon, not solely through regulation but through information, outreach, and education. Additionally, new mandates from the Governor and the Legislature challenge all state agencies to address racial disparities and social determinants of health in the healthcare environment.

The OBD seeks to be an active partner with those that seek a better Oregon for everyone in ways that our small agency can make an impact.

The OBD Board Members and staff ratios have historically remained consistent in terms of the protected classes. At the time of this report, the Board is comprised of 10 Board members, of whom are: one Caucasian man, one African American man, one Middle Eastern man, two Asian women, three Caucasian women, and one who declined to answer. There are currently eight OBD staff comprised of two Caucasian men, one Hispanic man, two Multiple Ethnicities, and three Caucasian women. As of June 1 2024, OBD staff include one Millennial, six Generation X, and one Baby Boomers.

### 10 Board Members

| As of June 30, 2024  |               |           |
|--|---------------|-----------|
| Race/Ethnicity   | Officials and |           |
|  | Percent       | Number    |
| American Indian or Alaska Native (United States of America)          |               |           |
| Asian (United States of America)                                     | 20.0%         | 2         |
| Black or African American (United States of America)                 | 10.0%         | 1         |
| Hispanic or Latino (United States of America)                        |               |           |
| I do not wish to answer. (United States of America)                  | 10.0%         | 1         |
| Native Hawaiian or Other Pacific Islander (United States of America) |               |           |
| Two or More Races (United States of America)                         |               |           |
| White (United States of America)                                     | 60.0%         | 6         |
| <b>Total</b>   | <b>100.0%</b> | <b>10</b> |

### 8 Staff Members

| As of June 30, 2024  |                |          |               |          |               |          |               |          |
|--|----------------|----------|---------------|----------|---------------|----------|---------------|----------|
| Race/Ethnicity   | Administrative |          | Officials and |          | Professionals |          | Total         |          |
|  | Percent        | Number   | Percent       | Number   | Percent       | Number   | Percent       | Number   |
| American Indian or Alaska Native (United States of America)          |                |          |               |          |               |          |               |          |
| Asian (United States of America)                                     |                |          |               |          |               |          |               |          |
| Black or African American (United States of America)                 |                |          |               |          |               |          |               |          |
| Hispanic or Latino (United States of America)                        |                |          | 12.5%         | 1        |               |          | 12.5%         | 1        |
| I do not wish to answer. (United States of America)                  |                |          |               |          |               |          |               |          |
| Native Hawaiian or Other Pacific Islander (United States of America) |                |          |               |          |               |          |               |          |
| Two or More Races (United States of America)                         | 12.5%          | 1        |               |          | 12.5%         | 1        | 24.0%         | 2        |
| White (United States of America)                                     | 12.5%          | 1        | 37.5%         | 3        | 12.5%         | 1        | 62.5%         | 5        |
| <b>Total</b>   | <b>24.0%</b>   | <b>2</b> | <b>50.0%</b>  | <b>4</b> | <b>24.0%</b>  | <b>2</b> | <b>100.0%</b> | <b>8</b> |

## 2025-2027 DEI Plan

We have finite resources and bandwidth to address and work meaningfully on all 10 strategies identified in the state's most recent Diversity, Equity and Inclusion Action Plan.



### The OBD will focus on these 4 areas:

#### Strategy/Focus Area - Communications

Challenge: Staff and communities are unaware of programs and services available to them.

Actions: Engage the Racial Justice Commission and Office of Cultural Change.

Attend Meetings. Ensure all Executive Orders are being followed and implemented. Share employment opportunities with the Office of Cultural Change, Partners in Diversity, and other DEI minded organizations.

Timeline: By July 1, 2025

#### Strategy/Focus Area – Community Engagement

Challenge: Staff and communities are overburdened by engagement process. Time needs to be allocated to further engage in DEI actions to support community engagement with the OBD.

Actions: Review current outreach processes.

Connect with professional associations, dental school, dental hygiene schools and dental therapy programs. Educate staff and Board Members on DEI processes during staff and Board meetings.

- Increase ease of access to OBD services and information
- Ensure equity exists in investigation outcomes

Timeline: By July 1, 2026

### **Strategy/Focus Area – Diversifying Workforce**

**Challenge:** The OBD has limited resources and its mission is not directly focused on workforce, growth, shortages or other. It can do its part with information, education and be a resource.

**Actions:** How to leverage and partner with organizations that have more resources and focus in the area of the oral healthcare work force.

- Dental Assisting education programs
- Dental Hygiene Programs
- Dental Therapy programs
- Tribes
- OHA
- OHAA
- ODHA
- ODA

**Timeline:** By July 1, 2026

### **Strategy/Focus Area – Increase Awareness of Diversity, Equity, and Inclusion within the Board**

**Challenge:** There are a lot of hats that Board and Staff members wear and a lot of documents to read and review. Need to plan extra time for integration and awareness.

**Actions:** Share and encourage participation by OBD staff in all DEI events and educational opportunities, such as the Annual DEI Conference. Our strategy is to revise and update our current processes, while encouraging the awareness of the importance of diversity, equity, and inclusion within our Board and staff, will be implemented over the next biennium with the hopes of creating a more inclusive working environment and culture that supports the Governor's efforts and the OBD as well.

**Timeline:** By July 1, 2025

### **Strategy/Focus Area – Data**

**Challenge:** There is very little data on communities we serve and where consumers look for information

**Actions:** Develop a data strategy that gathers where community members are looking for information about the OBD and the services we provide.

**Timeline:** By July 1, 2026

# Oregon Board of Dentistry



## Strategic Plan 2022-2025

Adopted February 25, 2022



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# Oregon Board of Dentistry 2022-2025 Strategic Plan

Board members and staff of the Oregon Board of Dentistry who participated in the development of this strategic plan at the October 22-23, 2021 Planning Session:

Alicia Riedman, RDH - President  
Jose Javier, DDS - Vice President  
Amy B. Fine, DMD  
Gary Underhill, DMD  
Reza J. Sharifi, DMD  
Charles "Chip" Dunn  
Yadira Martinez, RDH  
Jennifer Brixey  
Aarati Kalluri, DDS  
Sheena Kansal, DDS

Stephen Prisby - Executive Director  
Haley Robinson - Office Manager  
Winthrop "Bernie" Carter, DDS - Dental Director/Chief Investigator  
Angela M. Smorra, DMD - Dental Investigator  
Ingrid Nye - Investigator  
Lori Lindley - Sr. Assistant Attorney General

### Facilitators:

Jennifer Coyne - CEO, The PEAK Fleet  
Theresa Trelstad - Contractor Consultant, The PEAK Fleet



## Oregon Board of Dentistry Strategic Plan Overview

The Oregon Board of Dentistry’s (OBD) responsibilities and oversight authority is bestowed from the Oregon Revised Statutes Chapter 679 (Dentists), Chapter 680.010 to 680.205 (Dental Hygienists), Oregon Administrative Rules Chapter 818. In addition, direction for Dental Therapists is guided by HB 2528 (2021) and the addition of Interim Therapeutic Restorations, HB 2627 (2021) for Expanded Practice Dental Hygienists. These new statutes task the OBD with regulation and oversight of the practice of dentistry and dental hygiene by enforcing standards of practice established in the Oregon Legislature statutes and rule.

At the end of the previous 2017-2020 planning cycle and after hardships of the COVID 19 pandemic (which has persisted from 2020 into 2022), OBD had established transformative ways of addressing critical issues. Strong relationships with the Governor’s office, Oregon Legislature, Oregon Health Authority, peer professional organizations, and national associations gave context and direction, and kept a finger on the pulse of rapid changes in the dental profession, business practices, and operating models.

In mid-2021 the Board and staff of OBD agreed to secure professional, external strategy and facilitation services in the creation of their next multi-year strategic plan, building upon the efforts of the 2017-2020 Plan.

During the planning process, the OBD Board and Staff agreed to update the mission statement to reflect a focus on access to care as well as on integrity. The OBD will implement the strategic plan, adaptively to rapidly changing circumstances, in support of its Mission: to promote quality oral health care and protect all communities in the State of Oregon by equitably and ethically regulating dental professionals.

Through external market research, initial discussions with the Board and Staff, and tabulation of the licensee surveys, a set of priorities emerged. Through the facilitated process between August and October 2021, five key strategic priorities were defined and goals established. Actions needed to meet the strategic goals were drafted and prioritized.

Covered in more detail in the subsequent pages, focus for the next 3-5 years will be on Licensure Evolution (including Dental Therapy legislation implementation),

Dental Practice Accountability, Workplace Environment, Technology & Processes, and Community Interaction & Equity.

This multi-year strategic plan outlines OBD’s path and efforts to engage constituents on many levels to upscale practices and processes reflecting the changing environment and statutory responsibilities.

The new strategic plan is built upon a foundation of strength in Staff and Board expertise and experience, as well as positive Licensee sentiment, expressed as 78% positive, following a very tough year with the pandemic and other social impacts (especially on the healthcare industry). In addition, the Board and Staff defined and approved organizational core values of *integrity*, *fairness*, *responsibility*, and *community*. Combined with a focus on mission, the newly defined core values are a visible lens through which to make decisions and set direction.

## Oregon Board of Dentistry Mission Statement & Core Values

### Mission of the Oregon Board of Dentistry:

*To promote quality oral health care and protect all communities in the State of Oregon by equitably and ethically regulating dental professionals.*

### Oregon Board of Dentistry Core Values:

- Integrity
- Fairness
- Responsibility
- Community

## Oregon Board of Dentistry

### Organizational & External Influences Analysis

This organizational and external analysis covers the internal factors that will influence the ability to respond to operational needs as well as the external factors that may drive change. The Oregon Board of Dentistry analyzed the social, technological, economic, legal/regulatory, and environmental factors that might affect the practice of dentistry and the OBD’s oversight. In addition, the current organizational status was analyzed primarily through staff interviews.

The most significant Strengths, Weaknesses, Opportunities, and Threats that affect the OBD are:

|  |  |
|--|--|
| <p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Foundation of known, common values: Integrity, Fairness, Responsibility, Community and commitment to the mission</li> <li>• Skilled, experienced, and dedicated staff</li> <li>• Successful migration and knowledge transfer as new Board and Staff onboarded during previous strategic period</li> <li>• Foresight and proactive succession and onboarding planning</li> <li>• Board composition provides a breadth of perspectives</li> <li>• Member survey shows support in OBD remains high at 78% after problematic pandemic year</li> </ul> | <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Lack of clear understanding for OBD scope and jurisdiction by public, patients and Licensees</li> <li>• Limited control over budget/funding impact ability to adjust staffing plans to meet overall strategic plan needs</li> <li>• Legislature changes can create significant increases in staff work that are not in alignment with staffing capacity</li> <li>• Low levels of Licensee participation in inputs/surveys. 2020 strategic priorities member survey had 265 responses</li> <li>• Board member turnover creates loss of continuity and historical knowledge</li> </ul> |
| <p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Ability to implement Dental Therapy licensure process</li> <li>• Migration of technology to improve licensee experience, overall processes &amp; efficiency, and provide workplace flexibility</li> <li>• Collaboration with Oregon Health Authority (OHA) to manage public engagement and expectations for language, cultural diversity, equity, and inclusion across OHA partners. (With guidance from the State Racial Justice Council.)</li> </ul>  | <p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Continued lagging technology infrastructure</li> <li>• Shifts in business operations and managed care pose challenges to dentistry practices and regulation</li> <li>• Insurance maximums dating to the 1960’s influence patient care recommendations</li> </ul>  |

In addition to the SWOT items called out above it is important to note that ability to address Opportunities, Threats, and Weaknesses will come from the areas of Strength. For instance, the Engaged Board and Staff expertise coupled with the learnings from the migration and knowledge transfer of the previous period is the key to implementing needed technology infrastructure which in turn drives the hybrid work environment. In a similar fashion, collaboration with OHA and the State Racial Justice Council recommendations will set standards for community engagement, helping clarify OBD scope and public expectations for interaction with the OBD.

## STRATEGIC PRIORITY A

### Licensure Evolution

In support of providing quality oral care equitably to all, the dental profession must address the issue of communities having access to dental care services. This access may be limited by lack of dental care professionals in certain community areas such as rural areas, lower socio-economic areas, or tribal communities. Solving this problem requires creativity and the evolution of types of licenses granted. As new legislation is created, the OBD must implement rules and standards to govern dental professionals in Oregon.

#### Goals

- ⇒ Develop and implement rules based on legislation changes
- ⇒ Successfully implement Dental Therapy license

#### Action Items

- Develop and implement rules in support of HB 2528 (2021) for newly created Dental Therapist license
- Develop and implement communication strategies with communities most impacted by Dental Therapy license implementation
- Engage interested parties to learn more and gather feedback about implementing Dental Therapy practice in Oregon

## STRATEGIC PRIORITY B

### Dental Practice Accountability

The landscape of dental practices continues to evolve further toward group dentistry practice including ownership by national corporate entities. This in turn, creates challenges and complexity in ensuring the public safety and high standards of practice are upheld. In addition, when complaints are made, establishing appropriate accountability and encouraging improvements to happen is more challenging than in the past.

#### Goals

- ⇒ Ensure Licensees dictate clinical care provided to patients (in contrast to corporate non-Licensees driving care decisions)
- ⇒ Increase OBD visibility into practice ownership models
- ⇒ OBD jurisdiction over Dental practices in Oregon, regardless of ownership and business operating model
- ⇒ Correlate patient care to level of competency required by practitioners (DT, DMD, DDS, DH); hold entities accountable to the level of licenses within their practice

#### Action Items

- Implement changes to Licensee Renewal form to capture multiple office/group affiliation
- Gather dental practice ownership and training information
- Analyze complaints by ownership types
- Receive OHSU updated curriculum and include in Board Book
- Evaluate options for strengthening statute related to accountability, ownership, and standards of care

## STRATEGIC PRIORITY C

### Community Interaction and Equity

The Oregon Board of Dentistry recognizes that systemic inequities exist in our society which have resulted in practices that have not always provided equitable access to dental care across our community.

Protecting the Community has always been at the center of the Oregon Board of Dentistry Mission. Fairness and equity are imbedded in the OBD Values. The OBD believes it can do more to address the systemic inequities that have existed and ensure more fully that our mission and values apply to everyone.

#### Goals

- ⇒ Communicate and market to reach the diverse communities within Oregon
- ⇒ Increase ease of access to OBD services
- ⇒ Ensure equity exists in Investigation outcomes
- ⇒ Increase OBD Licensee, patient, and community understanding of OBD roles, responsibilities, and services

#### Action Items

- Align Diversity, Equity, and Inclusion plans to guidance provided by the State of Oregon Racial Justice Council
- Include diversity analysis when developing Marketing or Communications materials; consider diversity in visual representations
- Enable OBD to take complaints in complainant's first language
- Create analysis of prior investigations, findings, and actions across Licensee demographics to frame equity-related data

## STRATEGIC PRIORITY D

### Workplace Environment

The COVID-19 pandemic, technology advances, talent supply/demand issues as well as numerous factors affecting employee expectations of the work environment are driving the need for changes to work environments worldwide. OBD has previously been limited in ability to offer more flexible work location options due to technological limitations. Those limitations are easing, allowing for secure and effective ways to access needed information while employees work from home or other remote locations. Offering this flexibility will likely increase employee satisfaction while at the same time enabling increased efficiency.

In addition to flexible work arrangements, employees also desire clear expectations and recognition for their work as well as fair and equitable processes for advancing their careers. OBD investments in these areas should result in increased employee retention.

Board succession planning is also critical. Several Board members have terms ending in this next plan horizon. The strategic resource plans extend to the Board as well as employees.

#### Goals

- ⇒ Establish succession plan for Board members, continuing to represent many viewpoints and experiences in Board composition
- ⇒ Increase workplace flexibility through a hybrid workplace guideline
- ⇒ Increase workplace satisfaction and career development conversations

#### Action Items

- Define and implement hybrid workplace guidelines
- Evaluate overall workload and staff workload balance, consider adjustments for upcoming fiscal cycles
- Develop succession plans for Board positions coming open and establish effective process for ongoing timely replacement



## STRATEGIC PRIORITY E

### Technology & Processes

All organizations are affected by technology developments, and Oregon Board of Dentistry and the dental profession is no exception. The OBD has the strategic opportunity to implement processes and tools that will improve efficiency, employee and Board member experience as well as improve the effectiveness of processes for dental professional engaged with OBD. In addition, growing advances in data collection and analysis will enable the ability to continue to ensure fair and equitable outcomes for applicants and Licensees.

#### Goals

- ⇒ Improve efficiency and resource utilization through online record keeping
- ⇒ Increase ability to complete analytics related to licensees and investigations
- ⇒ Improve investigation case management with archived files

#### Action Items

- Complete digitization and modernization process for Board Books
- Complete implementation of InLumon system
- Build working digital database of Licensee records
- Create digital archive of investigation files
- Pilot data analysis capabilities



# Oregon Board of Dentistry Strategic Plan 2022-2025

Mission: *To promote quality oral health care and protect all communities in the State of Oregon by equitably and ethically regulating dental professionals.*

| MISSION-CRITICAL PRIORITIES  |   |  |   |   |
|--|---|--|---|---|
| A. Licensure Evolution   | B. Dental Practice Accountability   | C. Community Interaction & Equity  | D. Workplace Environment  | E. Technology and Processes   |
| <b>GOALS</b>   |   |  |   |   |
| <ul style="list-style-type: none"> <li>Develop and implement rules based on legislation changes</li> <li>Successfully implement Dental Therapy license</li> </ul>  | <ul style="list-style-type: none"> <li>Ensure licensees dictate clinical care provided to patients (in contrast to corporate non-licensees driving care decisions)</li> <li>Increase OBD visibility into practice ownership models</li> <li>OBD jurisdiction over Dental practices in Oregon, regardless of ownership and business operating model</li> <li>Correlate patient care to level of competency required by practitioners (DT, DMD, DDS, DH); hold entities accountable to the level of licenses within their practice</li> </ul> | <ul style="list-style-type: none"> <li>Communicate and market to reach the all communities within Oregon</li> <li>Increase ease of access to OBD services</li> <li>Ensure equity exists in investigation outcomes</li> <li>Increase OBD licensee, patient, and community understanding of OBD roles, responsibilities, and services</li> </ul>   | <ul style="list-style-type: none"> <li>Establish succession plan for Board members, continuing to represent many viewpoints and experiences in Board composition</li> <li>Increase workplace flexibility through a hybrid workplace guideline</li> <li>Increase workplace satisfaction and career development conversations</li> </ul>            | <ul style="list-style-type: none"> <li>Improve efficiency and resource utilization through on-line records keeping</li> <li>Increase ability to complete analytics related to licensees and investigations</li> <li>Improve investigation case management with archived files</li> </ul>  |
| <b>ACTION ITEMS</b>  |   |  |   |   |
| <ul style="list-style-type: none"> <li>Develop and implement rules in support of HB 2528 (2021) for newly created Dental Therapist license</li> <li>Develop and implement communication strategies with communities impacted by Dental Therapy license implementation</li> <li>Engage interested parties to learn more and gather feedback about implementing Dental Therapy Practice in Oregon</li> </ul> | <ul style="list-style-type: none"> <li>Implement changes to Licensee Renewal form to capture multiple office/group affiliation</li> <li>Gather dental practice ownership and training information</li> <li>Receive OHSU updated curriculum and include in Board Book</li> <li>Analyze complaints by ownership types</li> <li>Evaluate options for strengthening statute related to accountability, ownership, and standards of care</li> <li>Potential for proposed legislative changes</li> </ul>  | <ul style="list-style-type: none"> <li>Align Diversity, Equity, and Inclusion plans to guidance provided by the State of Oregon Racial Justice Council</li> <li>Enable OBD to take complaints in complainant's first language</li> <li>Include diversity analysis when developing Marketing or Communications materials; consider diversity in visual representations</li> <li>Create analysis of prior investigations, findings, and actions across licensee demographics to frame equity-related data</li> <li>Additional prioritized actions taken from recommendations and resources provided by State Racial Justice Council</li> </ul> | <ul style="list-style-type: none"> <li>Develop succession plans for Board positions coming open and establish effective process for ongoing timely replacement</li> <li>Define and implement hybrid workplace guidelines</li> <li>Evaluate overall workload and staff workload balance, consider adjustment for upcoming fiscal cycles</li> </ul> | <ul style="list-style-type: none"> <li>Complete digitization and modernization process for Board Books</li> <li>Complete implementation of InLumon system</li> <li>Build working digital database of Licensee records</li> <li>Pilot data analysis capabilities</li> <li>Create digital archive of investigation files</li> </ul> |

# Oregon Board of Dentistry 2022-2025 Strategic Plan

## Roadmap and Goals

| Strategic Priorities                    | 2022-2023   | 2023 - 2024   | 2024-2025  | Goals   |
|---|---|---|--|---|
| <b>Licensure Evolution</b>              | <ul style="list-style-type: none"> <li>Develop and implement rules in support of HB 2528 (2021) for newly created Dental Therapist license</li> </ul>   | <ul style="list-style-type: none"> <li>Engage interested parties to learn more and gather feedback about implementing Dental Therapy Practice in Oregon</li> </ul>                                      |  | <ul style="list-style-type: none"> <li>Develop and implement rules based on legislation changes</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Develop and implement communication strategies with communities impacted by Dental Therapy license implementation</li> </ul>   |   |  | <ul style="list-style-type: none"> <li>Successfully implement Dental Therapy license</li> </ul>   |
| <b>Dental Practice Accountability</b>   | <ul style="list-style-type: none"> <li>Implement changes to Licensee Renewal form to capture multiple office/group affiliation</li> <li>Gather dental practice ownership and training information</li> <li>Receive OHSU updated curriculum and include in Board Book</li> </ul> | <ul style="list-style-type: none"> <li>Analyze complaints by ownership types</li> <li>Evaluate options for strengthening statute related to accountability, ownership, and standards of care</li> </ul> | <ul style="list-style-type: none"> <li>Potential for proposed legislative changes</li> </ul>   | <ul style="list-style-type: none"> <li>Ensure licensees dictate clinical care provided to patients (in contrast to corporate non-licensees driving care decisions)</li> <li>Increase OBD visibility into practice ownership models</li> <li>OBD jurisdiction over Dental practices in Oregon, regardless of ownership and business operating model</li> <li>Correlate patient care to level of competency required by practitioners (DT, DMD, DDS, DH); hold entities accountable to the level of licenses within their practice</li> </ul> |
|   |   |   |  |   |
| <b>Community Interaction and Equity</b> | <ul style="list-style-type: none"> <li>Align Diversity, Equity, and Inclusion plans to guidance provided by the State of Oregon Racial Justice Council</li> </ul>   | <ul style="list-style-type: none"> <li>Include diversity analysis when developing Marketing or Communications materials; consider diversity in visual representations</li> </ul>                        | <ul style="list-style-type: none"> <li>Additional prioritized actions taken from recommendations and resources provided by State Racial Justice Council</li> </ul> | <ul style="list-style-type: none"> <li>Communicate and market to reach the all communities within Oregon</li> </ul>   |
|   | <ul style="list-style-type: none"> <li>Enable OBD to take complaints in complainant's first language</li> </ul>   | <ul style="list-style-type: none"> <li>Create analysis of prior investigations, findings, and actions across licensee demographics to frame equity-related data</li> </ul>                              |  | <ul style="list-style-type: none"> <li>Increase ease of access to OBD services</li> </ul>   |
|   |   |   |  | <ul style="list-style-type: none"> <li>Ensure equity exists in investigation outcomes</li> <li>Increase OBD licensee, patient, and community understanding of OBD roles, responsibilities, and services</li> </ul>  |
| <b>Workplace Environment</b>            | <ul style="list-style-type: none"> <li>Develop succession plans for Board positions coming open and establish effective process for ongoing timely replacement</li> <li>Develop and implement hybrid workplace guidelines</li> </ul>  | <ul style="list-style-type: none"> <li>Evaluate overall workload and staff workload balance, consider adjustment for upcoming fiscal cycles</li> </ul>  |  | <ul style="list-style-type: none"> <li>Establish succession plan for Board members, continuing to represent many viewpoints and experiences in Board composition</li> <li>Increase workplace flexibility through a hybrid workplace guideline</li> <li>Increase workplace satisfaction and career development conversations</li> </ul>  |
|   |   |   |  |   |
| <b>Technology and Processes</b>         | <ul style="list-style-type: none"> <li>Complete digitization and modernization process for Board Books</li> <li>Complete implementation of InLumon system</li> </ul>  | <ul style="list-style-type: none"> <li>Build working digital database of Licensee records</li> <li>Pilot data analysis capabilities</li> </ul>  | <ul style="list-style-type: none"> <li>Create digital archive of investigation files</li> </ul>  | <ul style="list-style-type: none"> <li>Improve efficiency and resource utilization through on-line records keeping</li> <li>Increase ability to complete analytics related to licensees and investigations</li> <li>Improve investigation case management with archived files</li> </ul>  |
|   |   |   |  |   |