

# Oregon Board of Chiropractic Examiners



**2025-27 Governor's Budget**

# **Introductory Information**

# Oregon Board of Chiropractic Examiners

## 2025-27 Governor's 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 Chiropractic Examiners

1225 Ferry St SE, Salem, OR 97301

**AGENCY NAME**

**AGENCY ADDRESS**

Signatures on file with the OBCE office.

Michelle Waggoner, D.C., President

**SIGNATURE**

**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

## BOARD ROSTER

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### OREGON BOARD OF CHIROPRACTIC EXAMINERS

Executive Director – Cassandra C. McLeod-Skinner, J.D.  
1225 Ferry St SE, Salem, OR 97301  
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Hillsboro, OR 97124

**Corey O’Neill, DC**

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Coos Bay, OR 97420

**Micah Warren-Johnson (Public Member)**

Address on file

# **Legislative Action**

# Senate Bill 5507

Printed pursuant to Senate Interim Rule 213.28 by order of the President of the Senate in conformance with pre-session filing rules, indicating neither advocacy nor opposition on the part of the President (at the request of Oregon Department of Administrative Services)

## SUMMARY

The following summary is not prepared by the sponsors of the measure and is not a part of the body thereof subject to consideration by the Legislative Assembly. It is an editor's brief statement of the essential features of the measure **as introduced**. The statement includes a measure digest written in compliance with applicable readability standards.

Digest: The Act creates an agency budget. (Flesch Readability Score: 73.8).

Limits biennial expenditures from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the State Board of Chiropractic Examiners.

Declares an emergency, effective July 1, 2025.

## A BILL FOR AN ACT

1  
2 Relating to the financial administration of the State Board of Chiropractic Examiners; and declaring  
3 an emergency.

4 **Be It Enacted by the People of the State of Oregon:**

5 **SECTION 1. Notwithstanding any other law limiting expenditures, the amount of**  
6 **\$2,475,556 is established for the biennium beginning July 1, 2025, as the maximum limit for**  
7 **payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts,**  
8 **but excluding lottery funds and federal funds, collected or received by the State Board of**  
9 **Chiropractic Examiners.**

10 **SECTION 2. This 2025 Act being necessary for the immediate preservation of the public**  
11 **peace, health and safety, an emergency is declared to exist, and this 2025 Act takes effect**  
12 **July 1, 2025.**

13

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**Note: For budget, see 2025-2027 Biennial Budget**

**NOTE:** Matter in **boldfaced** type in an amended section is new; matter *[italic and bracketed]* is existing law to be omitted. New sections are in **boldfaced** type.



**BSM002A - Leg Adopted & Approved Budgets - Detail**

2023-25 Biennium

Cumulative through May 2024 Emergency Board

Select Agencies Chosen

Description		Appropriated Fund	Appn No	Legislatively Adopted	Legislatively Approved	E-Board & Other Session Actions	Admin Actions
<b>CONSUMER &amp; BUSINESS SERVICES PGM</b>							
<b>81100 Oregon Board of Chiropractic Examiners</b>							
<b>HB5007</b>							
<b>Chap Law 60</b>							
01.00.00	Other Funds	3400 Other Funds Ltd	30000	2,604,293	2,604,293	-	-
<b>TOTAL HB5007</b>		<b>3400 Other Funds Ltd</b>		<b>2,604,293</b>	<b>2,604,293</b>	-	-
		<b>ALL FUNDS</b>		<b>2,604,293</b>	<b>2,604,293</b>	-	-
		<b>Authorized Positions</b>		<b>6</b>	<b>6</b>	-	-
		<b>FTE</b>		<b>5.75</b>	<b>5.75</b>	-	-
<hr/>							
<b>SB5506</b>							
<b>Chap Law 605</b>							
318.02.00	Amends 5007.1	3400 Other Funds Ltd	30000	(34,247)	(34,247)	-	-
<b>TOTAL SB5506</b>		<b>3400 Other Funds Ltd</b>		<b>(34,247)</b>	<b>(34,247)</b>	-	-
		<b>ALL FUNDS</b>		<b>(34,247)</b>	<b>(34,247)</b>	-	-
		<b>Authorized Positions</b>		-	-	-	-
		<b>FTE</b>		-	-	-	-
<hr/>							
<b>SB5701</b>							
<b>Chap Law 114</b>							
131.00.00	Amends 5007.1	3400 Other Funds Ltd	30000	-	(26,514)	(26,514)	-
517.00.00	Amends 5007.1	3400 Other Funds Ltd	30000	-	118,292	118,292	-
<b>TOTAL SB5701</b>		<b>3400 Other Funds Ltd</b>		-	<b>91,778</b>	<b>91,778</b>	-
		<b>ALL FUNDS</b>		-	<b>91,778</b>	<b>91,778</b>	-
		<b>Authorized Positions</b>		-	-	-	-
		<b>FTE</b>		-	-	-	-
<hr/>							
<b>TOTAL Oregon Board of Chiropractic Examiners</b>		<b>3400 Other Funds Ltd</b>		<b>2,570,046</b>	<b>2,661,824</b>	<b>91,778</b>	-
		<b>ALL FUNDS</b>		<b>2,570,046</b>	<b>2,661,824</b>	<b>91,778</b>	-

**BSM002A - Leg Adopted & Approved Budgets - Detail**

2023-25 Biennium

Cumulative through May 2024 Emergency Board

Select Agencies Chosen

Description	Appropriated Fund	Appn No	Legislatively Adopted	Legislatively Approved	E-Board & Other Session Actions	Admin Actions
TOTAL Oregon Board of Chiropractic Examiners	Authorized Positions		6	6	-	-
	FTE		5.75	5.75	-	-

# Enrolled House Bill 5007

Introduced and printed pursuant to House Concurrent Resolution 23 (2023) (at the request of Oregon Department of Administrative Services)

CHAPTER .....

AN ACT

Relating to the financial administration of the State Board of Chiropractic Examiners; and declaring an emergency.

**Be It Enacted by the People of the State of Oregon:**

**SECTION 1.** Notwithstanding any other law limiting expenditures, the amount of \$2,604,293 is established for the biennium beginning July 1, 2023, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the State Board of Chiropractic Examiners.

**SECTION 2.** This 2023 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2023 Act takes effect July 1, 2023.

**Passed by House April 14, 2023**

.....  
Timothy G. Sekerak, Chief Clerk of House

.....  
Dan Rayfield, Speaker of House

**Passed by Senate April 26, 2023**

.....  
Rob Wagner, President of Senate

**Received by Governor:**

.....M.,....., 2023

**Approved:**

.....M.,....., 2023

.....  
Tina Kotek, Governor

**Filed in Office of Secretary of State:**

.....M.,....., 2023

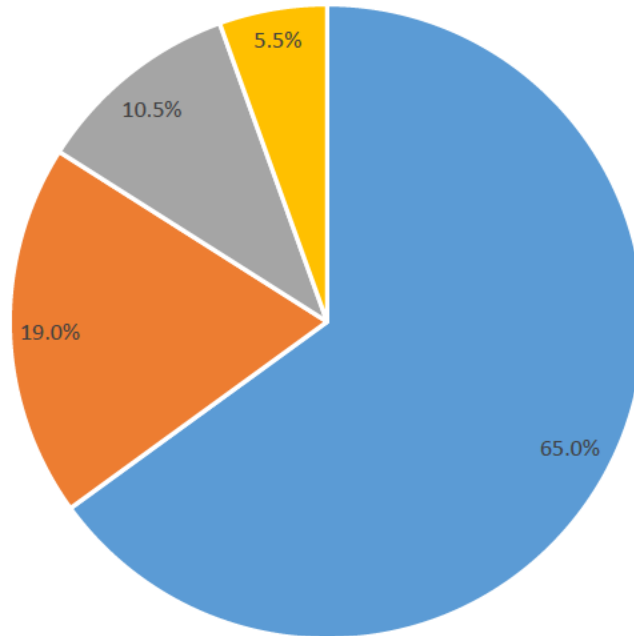
.....  
Shemia Fagan, Secretary of State

# **Agency Summary**

# BUDGET NARRATIVE

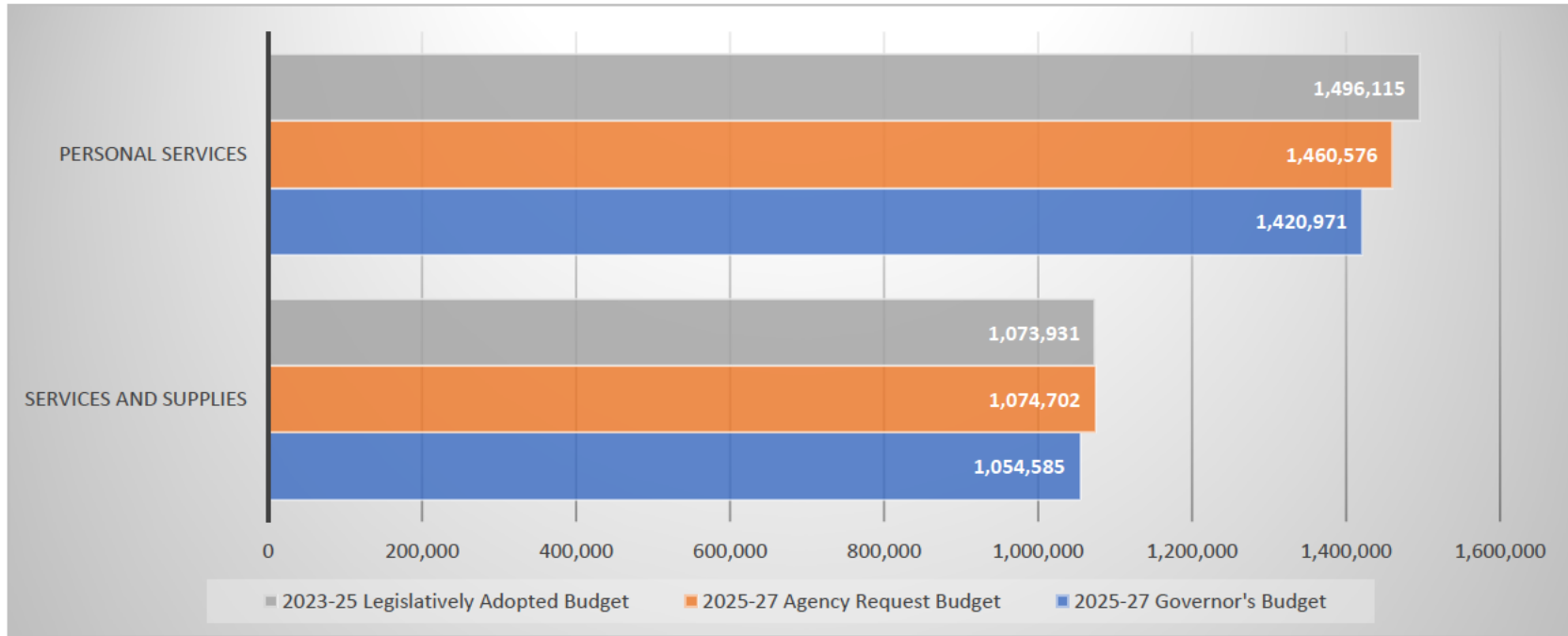
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Estimated Breakout of Program by Staff, Board, Peer Review and AAG time



■ Public Protection ■ Licensing ■ Public & Professional Information ■ Board Support

# BUDGET NARRATIVE



## AGENCY SUMMARY NARRATIVE

### Mission Statement and Statutory Authority

**Mission Statement:** *The mission of the Oregon Board of Chiropractic Examiners is to protect the public by regulating the practice of chiropractic. (01/2019).*

**Vision Statement:** *To protect the health, safety, and welfare of the public in all matters of chiropractic care by setting a national standard in educating, licensing, and regulating our licensees.*

# BUDGET NARRATIVE

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## Values:

1. Integrity – a commitment to acting honestly, ethically, and fairly.
2. Accountability – a willingness to accept responsibility for actions in a transparent manner.
3. Excellence – an expectation of the highest quality work and innovation.
4. Professionalism – a dedication to provide equitable, caring service to all Oregonians with compassion and respect.
5. Equity – create and foster a consistent environment where everyone has access and opportunity to thrive.

The Oregon Board of Chiropractic Examiners (OBCE) is a health licensing regulatory agency and board that operates under the authority of ORS Chapter 684 and OAR Chapter 811.

## **ABOUT THE BOARD**

### **Background Information**

The OBCE is an entirely Other-Funded agency established in 1915 to ensure that only qualified individuals are licensed to practice chiropractic in Oregon. It is responsible for licensure and regulation of Doctors of Chiropractic (DC) and Certified Chiropractic Assistants (CA).

The Board's current 5.75 FTE (6 positions) perform background checks on applicants for licensure, issue and renew licenses, investigate complaints, monitor disciplined licensees, and work to rehabilitate them where feasible to ensure that they are able to practice safely. In the 2015-17 biennium, a .5 FTE Doctor of Chiropractic staff position was approved as a permanent Health Care Investigator at .6 FTE. In May 2021, that position went vacant and we filled the vacancy as of September 27, 2021, which was brought to full time (1.0 FTE) during the 2023-25 budget cycle. In April 2016, the previous full-time Compliance Specialist 2 position was reclassified to an Investigator 2 position and was filled at .75 FTE until November 2019. That position was originally left vacant due to COVID-19 but was filled as of May 2022 at 1.0 FTE.

In June 2020, one of our Administrative Specialists retired after 30 years with the agency and her replacement was hired and started, as AS2 at Step 4, in July, 2020. During the 2023 legislative session, we submitted a POP to reclassify this AS2 position to Program Analyst. However, the DAS Class and Compensation team came back with an affirmation of the AS2 classification for this position rather than Program Analyst and that classification remains.

As of July 5, 2021, our other Administrative Specialist 2 retired after 15 years with the agency and the person who took on her duties was appointed to that position as of July 6, 2021, leaving a vacancy in our Office Specialist 1 (OS1) position. That position was filled as a temporary Office

## BUDGET NARRATIVE

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Specialist 2. During the 2023 legislative session, the OS1 position was approved to be reclassified to OS2 at full time (1.0 FTE) and the Healthcare Investigator position was also approved to be funded at full time (1.0 FTE), bringing our 2023-25 employee count to be 5.75 FTE (6 positions). We also hired two independent contractors/Investigators to assist in addressing our case backlog from the loss of our investigation staff, rehiring, and training gaps.

With the current projected budget shortfall of \$592,391 at the end of 2027 for the Agency Request Budget, we proposed the following changes: cut 3.5 positions, cut board per diem, cut in-state and out-of-state travel, cut in-person board meetings, AAG attendance at meetings limited only to executive session, limit board meeting days to 4x/year rather than the usual 6x/year, and cut/reduce other expenses. The Policy Option Package 101 Restore Package “buys back” 2.5 positions, board per diem, and other cuts by using the above expenditure reducing measures and including a 30% fee increase across all application and license/certificate types, leaving our total FTE count to 4.5 (not fully staffed with the Investigator 2 position unfunded/vacant). This vacancy will be a hardship on the agency and will likely lead to a similar cycle of backlog of cases and increased AAG and OAH fees due to those older cases being untimely addressed that we are currently seeing.

As such, at its July 2024 Board meeting, the OBCE voted to enter rulemaking in September 2024 to increase its fees by 45% (and an additional sum for DC applications to bring them more in line with other regional chiropractic boards) and requests approval on the 45% increase that is not found within the GB nor reflected in the anticipated 2027 ending cash balance. The details of the 45% fee increase are found within the Revenues section of this narrative and would allow the agency to be fully staffed. However, on further review in September 2024, the Board, understanding that the 45% fee increase would likely not be approved, voted to adopt a 30% fee increase instead, which became effective on November 1, 2024, with increased revenue which should be included within the beginning balance for 2025-27.

The history of this budgetary shortfall is a rather long one. Fee increases were originally recommended to the Board in 2020 (the last increases having been in 2015-17) but because of the onset of COVID and its associated stressors on our licensees, the Board opted to not increase fees at that time. The Board addressed fee increases again in September 2022 and voted to make a 20% increase across all license types and applications, effective January 2023. The fee increase didn't go into effect at that time, however, upon the request of LFO and CFO and the desire to have legislative review first. That review occurred during the 2023 legislative session and the 20% increase became effective as of October 2023, creating a lag in anticipated revenue.

Because we were so short-staffed since late 2019 and through the first years of COVID, our case investigation backlog grew. Addressing these older cases, most of which involve violations of COVID era rules regarding facial masking and other pandemic specific requirements no longer in effect, has created a much higher than usual number of requests for contested case hearings, increasing the agency's DOJ/AAG and Office of Administrative Hearings fees and costs. In addition to increased DOJ/AAG and OAH fees and costs, inflation and increased PERS costs add to the shortfall.



# BUDGET NARRATIVE

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## The Role of Board and Committee Members

The Board members study developing trends and issues in chiropractic practice, set requirements for licensure and establish Board policies and positions on chiropractic practice and licensee disciplinary issues.

- The 7 members of the OBCE (5 chiropractic physicians and 2 public members), appointed by the Governor and confirmed by the Senate, have ultimate responsibility for decisions concerning licensee discipline, adoption of administrative rules, practice policies, positions, and statements on numerous chiropractic issues. The Board members appoint and review the work of the Executive Director.
- The 9 chiropractic physician members and alternates of the statutorily mandated Peer Review Committee assist the Board with investigations by utilizing personal interviews of complainants, patient witnesses, and respondent doctors.
- Other ad hoc committees are formed on an as-needed basis, such as the Rules Advisory Committees, the ETSDP (Examination, Test, Substance, Device or Procedure) Committee, and the Minor Surgery Committee.

## Customers

The Board provides information and services to the following customers:

- Applicants and licensees
- The general public
- Provider organizations and credentialing services
- Insurance companies
- Chiropractic professional organizations
- Local and national media
- Other Oregon health-related licensing boards
- Law enforcement agencies
- Chiropractic colleges and universities
- Licensing boards of other states

## Agency Two-Year Plans for 2025-27

**1) Protecting the Public.** To address our case investigation backlog. Our normal case load is 40-45 open cases/month. As of July 2023, we had 146 open cases but due to our being fully staffed and utilizing 2 contract investigators, we've been able to get our caseload down to 50 as of January, 2025. Effective investigation of complaints and case resolutions are our top priority. To provide the highest level of public protection, the OBCE investigates and addresses complaints as quickly as possible after a complaint has been filed. The challenge is to address the serious and more complex complaints, which often require significant investigative resources, while at the same time keeping the other complaints on track for resolution.

Having a doctor of chiropractic on staff as our Healthcare Investigator has greatly increased the effectiveness of our investigations in that many more case files are investigated from a clinical practitioner's perspective prior to being reviewed by the Board. This is critically important as Board members are

# BUDGET NARRATIVE

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addressing increasingly complex and document heavy cases. This position is also important in answering chiropractic practice related questions from our licensees – helping further educate them and to resolve issues prior to issues becoming complaints.

**2) Public & Professional Information. A) Data Management System Upgrades.** For 2019-21, we were granted \$40,000 expenditure to allow for updating or replacing the Microsoft Access licensing database that has been in use since its original installation in 1993. We contracted with InLumon to provide a Software as a Service (SaaS), cloud-based, data management system to bring together our data that had been managed in three different streams, providing a more unified, and user friendly, management system. We were granted a \$50,000 expenditure in 2023 to allow for a complete roll out, continued maintenance, and projects that were originally out of scope to the original project and have gone live with the system as of March 2024. We are still working with InLumon for items not fully functioning and will continue to do so until resolved. **B) Website Overhaul.** Once we've completed the full implementation of InLumon, our website overhaul is the next IT project.

**3) Streamlining & Cost Savings: A) Online license application and renewal system.** With the migration to using inLumon's SaaS, applications are online and can be submitted and accessed no matter the device used. **B) Physical office space.** In order to cut costs, as of January 31, 2025, we have terminated the lease on our physical office space, eliminating approximately \$170,000/biennium in expenditure. **C) AAG fees.** In order to attempt to decrease AAG fees, we are limiting attendance of our AAG to only our executive sessions of board meetings. **D) Desktop phone service and fax lines.** Because all employees have work cell phones and we no longer have a physical office space, we have terminated our contract with our in-office, desktop phone service and fax lines and using purely cellular or online services at lower cost. As described earlier in this narrative, we are implementing more cost saving measures than indicated here.

## Program Descriptions and Long Term Plans

The primary program areas of the Board are:

- 1. Public Protection.** The OBCE is responsible for explaining and enforcing the laws and rules governing the practice of chiropractic in Oregon. The Board's Investigator conducts investigations and works in conjunction with the Health Care Investigator in interviewing licensees and reporting to the Board. They provide the initial contact and investigative follow-up to complaints, assists the Board's Assistant Attorney General with legal documents and contested cases, including identifying and facilitating witness and expert testimony, and provides complainants, the public, and licensees information regarding laws and rules. The Health Care Investigator is a chiropractic physician who also does investigations, interviews, and file reviews, bringing invaluable chiropractic expertise to the investigative process. The Executive Director provides overall management of the Board's executive agenda and cases that proceed to the contested case hearing process.

Over half of the time spent at the Board's regular meetings is spent reviewing complaints and disciplinary matters in executive session. The Board's Peer Review Committee (PRC) reviews complaints that may require a personal interview with doctors and complainants. Doctors on

## BUDGET NARRATIVE

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probation are monitored to ensure that disciplinary terms are carried out. Administrative Law Judges for contested case proceedings are provided by the Office of Administrative Hearings. Competency evaluations are utilized when needed, including the NBCE's Special Purposes Examinations for Competency (SPEC) and the Ethics and Boundaries Exam (EBAS). Also, psychological, psycho-sexual, and substance abuse evaluations are also ordered as needed.

- 2. Doctors of Chiropractic (DCs).** An applicant for a chiropractic (DC) license must provide the OBCE with chiropractic college transcripts, a diploma, a letter of recommendation, have two years of college level liberal arts and sciences, and evidence of passage of NBCE's tests Parts I - IV and Physiotherapy. In addition, all candidates are required to take written state specific examinations in Ethics & Jurisprudence, Minor Surgery/Proctology, and OB-GYN. The license history of reciprocity applicants from other states is reviewed. FBI criminal background checks are performed on all chiropractic physician applicants when they apply and every six years for renewal. Board members participate in NBCE's ongoing national test development and the administration of the Part IV practical examination.

Chiropractic physicians renew their license annually during their birth month and submit an affidavit of proof of 20 hours continuing education (CE) that may include additional CE mandated by the Board. A monthly random CE audit is performed on 10-15% of licensees who have renewed in the last 6 months to ensure compliance. While in transition between our legacy Access database and inLumon's SaaS, CE audits have been put on hold.

- 3. Certified Chiropractic Assistants (CAs).** Certified Chiropractic Assistants (CAs) must take a 12 hour training course and pass an examination prior to obtaining their certificate. FBI criminal background checks are performed on all CAs when they apply and every six years for renewal. CAs renew their certification annually during their birth month, submitting an affidavit of proof of 6 hours of (CE) taken that year. A monthly random CE audit is performed on 10-15% of CAs who have renewed in the last 6 months to ensure compliance. While in transition between our legacy Access database and inLumon's SaaS, CE audits have been put on hold.
- 4. Public and Professional Information.** License verifications using our website offer information about license status and disciplinary actions for all licensees/certificate holders. Board members meet with all newly licensed chiropractic physicians twice a year, in our Introduction to the Board class, to review the role of the OBCE and offer suggestions for maintaining a professional practice. Prior to COVID-19, we tried to hold at least two of our Board meetings per year outside of the Salem/Portland area (weather permitting), holding meet and greets for local licensees and members of the public who are unable to travel to Salem or Portland. Since 2014, the Board has travelled to Florence, Corvallis, Sunriver/Central Oregon, North Bend/Coos Bay, Baker City, Ashland, and Klamath Falls, among others. We reinitiated in-person board meetings in May 2022 and met in Salem, Tumalo, Portland, Pendleton, and Ashland. Unfortunately, due to our budget shortfall, we have discontinued meeting in-person and around the state, meeting virtually instead.

# BUDGET NARRATIVE

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5. **Policy and Practice Questions.** The Board’s answers to policy or practice questions are codified in the OBCE Guide to Policy and Practice Questions, updated on a regular basis, and are also addressed informally by the Health Care Investigator. Updates are posted on the website and in the electronic newsletter.
6. **Device & Procedure Review.** Upon referral from the Board, the ETSDP committee, consisting of chiropractic physicians, reviews applications regarding specific examination, treatments, substances, devices or procedures to determine if they are standard, investigational, or may not be used in Oregon.
7. **Administrative Rules.** Administrative rules are continuously evaluated for needed changes or clarification. The Board is assisted by ad hoc Rules Advisory Committees consisting of volunteer doctors and other partners, whenever the need arises.

## Plans, Goals, and Performance Measures

The OBCE’s long and short-range planning is directed by its mission, vision, values, and strategic plan goals and outcomes. The Board strives to ensure that its strategic plan is integrated with agency performance measures to support and improve the Board's mission, goals, business environment, applications of technology, and service. The Board generally participates in in-person strategic planning meetings at least every two years.

## Key Performance Measures:

Our current KPMs:

KPM #1: Days between complaint receipt and investigation report finalized for Board (investigative process step one) – Percent of cases having investigative reports written within 120 days from when a complaint is received to when the investigation is prepared for Board review/action.

KPM #2: Days between investigation report finalized and presentation to the Board (investigative process step two) – Percent of cases, with a prepared investigation that is ready for Board review/action, that are presented to the Board within 60 days of completion.

KPM #3: Summary of investigative steps: Percentage of new complaints that are assessed, investigated, and presented to the Board for an initial decision within 120 days.

KPM #4: Days between Board review/initial action and case closure (investigative process step three) – Percent of cases closed within 90 days of Board review/initial action.

KPM #5: Summary of investigative steps: Average number of days to resolve a complaint.

KPM #6: Percent of sexual misconduct/boundary complaints resolved in 180 days.

KPM #7: Percentage of chiropractic physicians meeting the annual continuing education requirements.

# BUDGET NARRATIVE

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KPM #8: Percentage of licenses issued within 5 days once all application components (that are the responsibility of the applicant) have been received.

KPM #9: Customer Service – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent” overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.

KPM #10: Board Best Practices – Percent of total best practices met by the Board.

## **Long Term Plan**

### **Goal 1: Assure Public Protection.**

- The public will benefit from quality chiropractic care and will be protected from all undue harm by chiropractic physicians. Chiropractic physicians will assure appropriate care for patients and will be responsible and accountable for their staff.
- Transparency and public access to information concerning licensees will be improved without being overly punitive.
- Chiropractic physicians subject to the OBCE’s complaint and disciplinary process will be treated equitably and fairly.
- Should a violation be determined, sanctions will be consistent with other violations of a similar nature and proportional to the potential for harm to the public.
- All affected parties will have the right of access to the process. Information will be made available to the extent allowed by law. Confidentiality will be protected to the furthest extent possible.
- Sexual misconduct by licensed Oregon chiropractic physicians will be decreased and eliminated.

### **Partnerships**

- Oregon Department of Justice (DOJ). The Board relies upon the DOJ and the Assistant Attorney General for legal advice and representation in contested case proceedings.
- Chiropractic physicians who are required to report violations and patients/public who file complaints or provide information to the OBCE.
- The Federation of Chiropractic Licensing Boards (FCLB) helps the Board to stay abreast of national developments affecting chiropractic licensure and regulation. The FCLB maintains a national database of state disciplinary actions, Chiropractic Information Network-Board Actions Database (CIN-BAD). This is used extensively to check the backgrounds of applicants and assist with investigations. Through filing with CIN-BAD, the FCLB coordinates the filing of disciplinary actions with the National Practitioner Data Bank.
- The National Board of Chiropractic Examiners (NBCE) is our national testing agency that proctors and grades all of our licensing examinations.
- Sister regulatory agencies, or law enforcement, who we may share information with as needed.
- Oregon State Police department that processes the fingerprint cards now required to screen for criminal history upon application and at renewal every 6 years.

# BUDGET NARRATIVE

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**Goal 2: Enhance Professional Competency.** Oregon’s public will be assured of access to high quality chiropractic health care.

- The Oregon public will be assured of access to high-quality chiropractic health care.
- Candidates for licensure will receive timely examination for professional competency in all areas of chiropractic.
- Board will continue to provide its Introduction to the Board classes twice per year to new licensees and provide guidance to those with practice questions or concerns.
- Cultural competency and understanding will be prioritized for licensees in their continuing education requirements and for board members and staff.
- The OBCE will work with University of Western States and any other chiropractic programs to encourage application, retention, and matriculation of diverse chiropractic students for further access to all of our communities.
- The public will have confidence that licensed chiropractic physicians in Oregon will have maintained competencies and skills necessary to practice safe and effective chiropractic.

## Partnerships

- Chiropractic colleges that educate applicants and provide college transcripts for the application process, and also provide chiropractic continuing education courses.
- NBCE that provides national and state tests for chiropractic licensure.
- State chiropractic associations, individuals, or others who are providers of chiropractic continuing education.
- Oregon chiropractors who serve as mentors to other doctors.

**Goal 3: Professional Standards & Administrative Rules.** Licensees will be educated about the Board's expectations for delivery of chiropractic care consistent with contemporary standards.

- There will be clarity and consistency in administrative rules and standards.
- The Board will continue to engage in reviewing its OCPUG, P&P, and its administrative rules and statutes to ensure contemporary standards are upheld.
- Oregon’s public will be better protected and chiropractic physicians will be better informed about standards of practice based on strong (or high levels of) evidence.

## Partnerships

# BUDGET NARRATIVE

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- Oregon chiropractic physicians, certified chiropractic assistants, and subject matter experts.

**Goal 4: Liaison/Communication.** OBCE will continue to foster its strong and effective partnerships with chiropractic associations, colleges, and other stakeholders.

- The chiropractic profession will understand the mission of the OBCE, and where that intersects with its role in public relations.
- The chiropractic profession will understand the role of the professional associations.
- The public and patients will receive information about the role of the OBCE and the chiropractic profession. The public will have access to current available information on Oregon licensees.
- Patients, public, chiropractic physicians, and other government agencies will have access to policy decisions concerning chiropractic health care and regulation.

## Partnerships

- The Oregon Chiropractic Association.
- University of Western States and other chiropractic colleges/universities.

## Environmental Factors

Some of the major factors influencing the environment in which the Board operates are:

### 1. Public Demand

There is a steady demand for licensing and examination by graduates from University of Western States and twenty other chiropractic colleges. During the initial outbreak of COVID-19, we looked closely at the number of licensees renewing over those first few months as the COVID-19 vaccination requirements and public health safety protocols became effective. There was relatively strong pushback from the licensee base with regard to these requirements, including from the Oregon Chiropractic Association (OCA)'s lobbyist and then board members. We did not see a significant decrease and actually saw an increase in our total licensee numbers at that time. The contentiousness of the original COVID era still plays out now in our contested case hearing numbers and general stances of the OCA. Between 8/1/2023 and 8/1/2024, there was a noticeable increase in Chiropractic Assistants, particularly those who are working in the field longer than a year and renewing their certificate.

	1/1/2020	8/1/2020	8/1/2021	8/1/2022	8/1/2023	8/1/2024
Chiropractic physicians – Active	1,721	1,682	1,723	1,735	1,667	1,689

## BUDGET NARRATIVE

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Chiropractic physicians - Inactive	221	221	195	251	218	220
Chiropractic Assistants	1,371	1,440	1,305	1,255	1,273	1,751
Total	3,313	3,343	3,223	3,241	3,158	3,660

### 2. Societal Factors

The regulation of chiropractic practice occurs in the context of broader societal factors, often with ethical implications. Some major societal factors currently impacting agency operations are:

- COVID-19 and post-COVID patient and provider safety protocols and requirements and contested case hearings requested based on these violations.
- Heightened awareness of the patient-doctor relationship and more awareness of, and willingness to come forward to report, inappropriate behavior.
- Definition of the scope of chiropractic practice.
- Pain management issues.
- Diversity and cultural competency issues and continuing education requirements.

### 3. Agency Issues

As a state agency, the OBCE must be responsive to multiple private and governmental entities, which have diverse needs and expectations, while keeping focused on its mission of public protection and quality improvement. Environmental factors arising from and affecting the Board's position as a state agency include:

- A responsibility to operate in a manner fair to all partners, and as openly as is consistent with Oregon and federal confidentiality laws and the demands of public protection.
- Frequent misunderstanding of the OBCE's mission of public protection and its role as a state agency. Some licensees believe the OBCE should do more to advocate for the profession which is the role of their professional trade association.
- Major staffing turnover due to retirements between 2019-2021 and the catch up on investigation backlog due to that turnover.
- Unexpected budget shortfall for the 2025-27 biennium due to higher than projected expenses outpacing incoming revenue.
- As a state agency:
  - a. The Board is tied to the State in matters such as budgeting and human resources, creating both opportunities and constraints.
  - b. Political and legal decisions affect the Board's ability to raise fees, license, investigate, and discipline.
  - c. The Board must meet increasing demands for services while operating within legislatively determined budgetary constraints.



# BUDGET NARRATIVE

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## **Initiatives and Accomplishments**

**Public Protection.** We pursued more challenging targets for existing KPMs and proposed three new KPMs (KPM#s 8-10), during the 2017-19 session, to analyze the efficiency and efficacy of our investigation team and staff. The new KPMs were given tentative targets with the understanding that an analysis of the data would occur to hone down more appropriate targets. As such, our KPMs were reworded, reorganized, renumbered and some were provided different targets for 2021 and for 2022. The challenge is to address the serious and more complex complaints, which often require significant investigative resources, while at the same time keeping the other complaints on track for resolution. With having our Investigator position vacant during all of 2020, and our Healthcare Investigator position vacant for almost half of 2021, our investigations and case resolution times dramatically slowed. Additionally, having our 30 year employee retire as of June, 2020, and our 15 year employee retire as of July, 2021, onboarding new employees to fully capture all they did was challenging with our very small staff. Fortunately, we were able to hire and retain both investigator positions, in addition to contract investigators, and they are making tremendous headway in our case backlog.

**Application/Examination Program.** The Board continues to do OSP and FBI background checks on all applicants in order to address possible character and fitness issues before licensure, thus limiting the likelihood of potential harm to the public and streamlining the process for administrative efficiencies. The Board also implemented background checks at renewal for all licensees, to occur every 6 years. The Board has almost finalized the new CA Study Guide that will be made available to CA applicants to assist in their initial testing through NBCE. Once finalized, the Board and staff will work with NBCE to update the CA Examination.

**Public Information.** Public records requests are done through our website and more transparency has been obtained with an electronic records request log that is updated at least quarterly.

**Diversity & Affirmative Action.** The Board's goal is to demonstrate progress towards promoting diversity within the chiropractic profession, within the Board itself, on the Board's committees, and within staff members and has made significant headway in appointing diverse members to the Board, Peer Review Committee, and its hiring of staff. The Board has been a sponsor for the State's Diversity Conference every year, with the purpose of promoting, recruiting, and retaining a more diverse workforce. We continue conversations with the University of Western States about their efforts in recruiting, retaining, and matriculating BIPOC professors and chiropractic students with the hope of providing the public more access to diverse licensees and, eventually, appointing those licensees to the Board. Since our first inquiries, UWS has hired a dedicated Director of DEI who has commenced initiatives to advance recruitment and retention work. UWS is developing new learning outcomes related to DEI to align with ongoing cultural competency requirements for licensure. UWS has also created scholarships dedicated for students from diverse backgrounds and underserved communities and now has a very active student chapter of the American Black Chiropractic Association (ABCA) that has been instrumental in attracting BIPOC students to its

# BUDGET NARRATIVE

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DC program. That chapter was involved in bringing the ABCA annual conference to the UWS campus in June 2024 and OBCE was a proud sponsor. Staff and board members tabled during the full 3 day conference, speaking with students and chiropractors throughout the country about Oregon’s broad scope of practice and positive work environment.

**Agency and Regulatory Streamlining.** With the implementation of our inLumon software data management system, our ability to streamline all of our business, from application for licensure, renewals, complaints, investigations, and compliance have benefited greatly. Additionally, terminating our office lease three years early and going fully remote will provide great financial benefit to the agency and greater accessibility for the public and licensees in attending board meetings.

## **Criteria for 2025-2027 Budget Development**

- I. Does the budget item address the Mission and specific outcomes to be achieved of the Strategic Plan?
  - Assure Public Protection and increase the Board’s capacity to investigate and resolve complaints
  - Enhance Professional Competency
  - Establish and Implement High Professional Standards
  - Streamline agency operations and bring up to date
  - Mitigate budget shortfall while also maintaining current service levels
  
- II. Does the budget item solve or reduce a current problem, or will it prevent or reduce future problems?
  - The GB as written will solve the shortfall but will leave the agency understaffed in the primary program area of public protection. This short-staffing will create future problems as we have seen and are currently experiencing with our case backlog.
  - A 45% fee increase will keep us close to fully staffed while also allowing for cost savings measures to be implemented.
  
- III. Will the budget item result in improved Board services?
  - The GB as written will hamper our mission of public protection by decreasing our investigation staff by half. With a 45% fee increase, the agency will remain close to fully staffed and will continue to improve its investigation case load resolution times.



## MEMORANDUM

Date: January 14, 2025  
To: DAS CFO  
From: Cass McLeod-Skinner, Executive Director  
RE: **Diversity, Equity, and Inclusion Statement Cover Memo**

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Our DEI statement is incorporated into our overall Strategic Plan. Addressing the five questions within the ARB Budget Instructions and reported here within the Governor's Budget:

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

Those applying to become Oregon licensed doctors of chiropractic and chiropractic assistants benefit from our licensing program; current licensees benefit from our online renewal program; consumers of chiropractic care benefit from our investigations and compliance programs as well as our online licensee verification; members of the chiropractic profession benefit from agency programs in being held to standards of care safe for public consumption.

2. *Who will be burdened by agency programs?*

Licensees who do not comply with state and federal law and rule may be burdened by our compliance requirements. Applicants who have either extensive or egregious criminal backgrounds may be burdened by our application review and background check requirements.

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?*

We are working with the University of Western States (UWS) at increasing their recruitment and retention efforts for chiropractic students of color, who will later qualify to become OBCE Board Members and members of our subcommittees. We recently sponsored and attended the American Black Chiropractic Association's annual conference in Portland, providing information and licensing recruitment guidance to chiropractic students of color from across the country. The more we are able to retain professionals of color within the State, the more our licensing boards will better reflect the profession and the public they serve.

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

Currently, the vast majority of chiropractic physicians in the state are White, male, and over the age of 45. Whereas, certified chiropractic assistants are predominantly BILAPOC women under the age of 30. That discrepancy leads to unbalanced input and responses to policy changes or rulemaking.

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

We provide public notice of all rulemaking and newsletters to all licensees, members of the legislature, with added emphasis in reaching out to UWS and its student groups. We also utilize Rules Advisory Committees when needed.



# **Oregon Board of Chiropractic Examiners**

## **Strategic Plan 2025-27**

Cassandra C. McLeod-Skinner, J.D., Executive Director  
530 Center Street, Suite 620  
Salem, OR 97301  
503 373-1620

**July 1, 2025 – June 30, 2027**  
Adopted July 25, 2024

## I. Agency Mission, Vision, and Values

<p><b>The business we are in</b></p>	<p style="text-align: center;"><b>Agency Mission:</b></p> <p>The mission of the Oregon Board of Chiropractic Examiners is to protect the public by regulating the practice of chiropractic. (2019)</p>
<p><b>What we want to be known for</b></p>	<p style="text-align: center;"><b>Vision</b></p> <p>To protect the health, safety, and welfare of the public in all matters of chiropractic care by setting a national standard in educating, licensing, and regulating our licensees.</p>
<p><b>What beliefs guide our actions</b></p>	<p style="text-align: center;"><b>Values</b></p> <ol style="list-style-type: none"> <li>1. Integrity – a commitment to acting honestly, ethically, and fairly.</li> <li>2. Accountability – a willingness to accept responsibility for actions in a transparent manner.</li> <li>3. Excellence – an expectation of the highest quality work and innovation.</li> <li>4. Professionalism – a dedication to provide equitable, caring service to all Oregonians with compassion and respect.</li> <li>5. Equity – create and foster a consistent environment where everyone has access and opportunity to thrive.</li> </ol>

## II. Agency Affirmative Action Contacts

### Agency Executive Director

Cassandra C. McLeod-Skinner, J.D.

[cass.mcleod-skinner@obce.oregon.gov](mailto:cass.mcleod-skinner@obce.oregon.gov), 503-373-1620

### Governor’s Policy Advisor

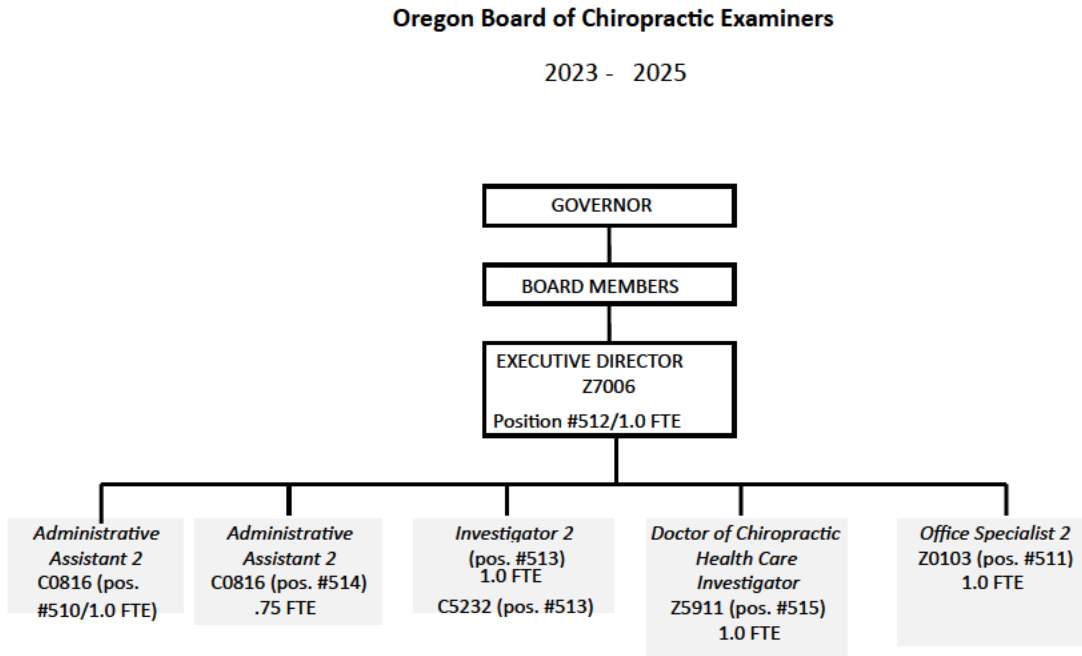
Kristina Narayan

[Kristina.narayan@oregon.gov](mailto:Kristina.narayan@oregon.gov), 503-689-0893

## DEI & Affirmative Action Representative

Cassandra C. McLeod-Skinner, J.D., Executive Director  
[cass.mcleod-skinner@obce.oregon.gov](mailto:cass.mcleod-skinner@obce.oregon.gov), 503-373-1620

### III. Organizational Chart



### IV. Agency Function

The Board of Chiropractic Examiners (OBCE or Board) is comprised of a seven member board and 6 staff members. The Board members are nominated by the Governor and confirmed by the Senate. Although our staff is rather small (5.75 FTE), we are diverse in ethnicity, age, gender, religion, sexual orientation, and ability. We strive to broaden the outreach that CHRO does on our behalf for temporary or permanent hires by including local community college career centers as well as transitional programs for job posting locations and prioritizing the ability to work in multiple languages.

The authority and responsibilities of the OBCE are contained in Oregon Revised Statutes (ORS) Chapter 676 (Health Professions Generally), ORS Chapter 684 (Chiropractors) and in Oregon Administrative Rules (OAR) Chapter 811. The

primary program activities are Licensing, Investigation, Compliance, and Administration.

## **V. Affirmative Action Statement**

The OBCE is committed to achieving a work force that represents the diversity of Oregon's population and to providing fair and equal employment opportunities. The Board is committed to an affirmative action program that provides equal opportunities for all persons regardless of race, color, religion, sex, sexual orientation, national origin, marital status, age or disability. The Board provides an environment for each applicant and employee that is free from sexual harassment, as well as harassment and intimidation on account of an individual's race, color, religion, gender, sexual orientation, national origin, age, marital status or disability. The Board employment practices are consistent with the State's Affirmative Action Statement Guidelines and with state and federal laws, which preclude discrimination.

Accordingly, the OBCE shall:

- A. Maintain a policy of equal treatment and equality of opportunity in employment for all applicants and employees in its employment decisions.
- B. Apply all terms, conditions, benefits, and privileges of employment with the agency to all applicants and employees regardless of race, color, religion, age, sex, sexual orientation, gender identity, marital status, national origin, political affiliation, FMLA/OFLA leave status, military leave status, disability, or any other reason prohibited by the law or policy of the state or federal government.
- C. Engage in efforts improve the workforce pipeline and diversity of the profession, including through collaboration with agency partners.

The Executive Director will communicate the plan to every employee via email and at an all staff meeting. The Director will review hiring and promotion patterns and job descriptions with our HR Business Partner within DAS CHRO with a goal of identifying and removing any barriers to equal employment opportunities. This partnership will also ensure that the agency's DEI/Affirmative Action Statement is posted on the agency's website and is effectively communicated to the Board's employees.

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

The Governor's Office, and the OBCE, recognize "diversity as the collective mixtures of our differences and similarities. These differences are viewed as a strength that maximizes the state's competitive advantage through innovation, effectiveness and adaptability. Equity is a value and goal, not a process. It allows all individuals to thrive and reach their full potential. Inclusion is leveraging diversity



which builds and sustains a culture in which people are engaged and motivated. Ultimately, inclusion is the environment that people create to allow these differences to thrive.” (See p. 32, *2017-2019 Affirmative Action Biennial Report*, Office of Governor Kate Brown, Diversity, Equity, and Inclusion/Affirmative Action).

As such, the OBCE is committed to establishing, monitoring, and maintaining a work environment where all employees and Board members are given opportunities to develop, treated with respect and integrity and feel part of the Board’s goals and mission. This is accomplished by promoting and retaining diverse staff where everyone feels supported and valued. The Board recognizes that given the small size of its staff, the greatest DEI impact it can have is by identifying and resourcing community engagement with its partners to help achieve the profession’s goals for chiropractic workforce development.

## **VII. Community Engagement Efforts**

While the majority of our licensee base is still white, English speaking, and men, our affected community members and patients are not. As the Executive Director for the agency and Board, I reached out to the state’s only chiropractic school (University of Western States) to learn more about their recruitment and retention practices for BIPOC students and professors. UWS has been in the process of evaluating and updating their recruitment and retention efforts for future classes of chiropractic students who will eventually become eligible for OBCE board membership.

Among those efforts, UWS is hosting the American Black Chiropractic Association’s (ABCA) annual meeting/convention being held at UWS in June 2024. OBCE Staff and Board members will be attending the convention, educating the ABCA members of licensure in Oregon, with the hope of recruiting chiropractic professionals from diverse areas of the country.

We have begun to raise workforce pipeline issues with the Federation of Chiropractic Licensing Boards (FCLB) and the National Board of Chiropractic Examiners (NBCE) and will continue to do so in order to streamline testing and licensure timelines.

## **VIII. Human Resource Services**

The OBCE contracts with Department of Administrative Services (DAS), Chief Human Resource Office (CHRO) for our HR needs in recruiting, performance evaluations, personnel actions, and payroll. We have access to all state and federal employment law documents through that office and all staff and Board members have access to CHRO through our contact person, Reba Dunnington.

## **IX. Agency Employee Diversity Training/Professional Development**

Prior to the onset of COVID in 2020, members of OBCE staff had attended the statewide DEI conference in 2019 and 2020 and brought back insights to other staff

members. The Executive Director was a member of the statewide Enterprise Leadership Team (ELT) and, as such, was also a member of the ELT's DEI subcommittee, working on fostering and promoting recruitment, retention, training, and support for BIPOC employees. The Executive Director was also co-lead for the Department of Administrative Services (DAS)'s DEI Training Advisory Committee to create new and ongoing DEI trainings for all state employees. This work was currently been on hold with changes to DAS's cultural change office and the unknown atmosphere with a new Governor and administration as of November 2022.

Continued professional development and training opportunities ensures that employees are provided with the skills needed to excel in their work, and, therefore, be retained by the agency. The OBCE uses a variety of approaches to establish a climate that supports continuous learning and development through the following:

- Webinars and other interactive online training
- Internal and external training courses
- Establish individual needs and training requests and make those a standard part of the conversation during quarterly check-ins with employees.

Investing in training opportunities for all employees reflects the value and support the Board places on our employees.

## **X. Affirmative Action Statement Previous Objectives**

### **Goals set and met**

1. *Continue to advertise and recruit for diversity for the Board and the Board's committees and have demonstrable results.*

Within the 2019-2021 biennium, the Board recruited and retained 2 female Board members and a female member for our Peer Review Committee. This is the second time in the Board's history, and the second biennia in a row, that the Board consists of a majority of women members and that trend continues, including BIPOC women.

2. *Review the Oregon Health Authority's recommendations for culturally appropriate continuing education and encourage licensees to attend those courses.*

Biannually, the OBCE hosts an Introduction to the Board continuing education class that is required for newly licensed chiropractic physicians within the state. Within that class, we review the importance of cultural competency and provide resources, including a list of OHA's recommendations, for licensees to participate in. For some disciplinary cases, the Board has required that OHA's cultural competency curriculum be utilized.

Additionally, the Executive Director is an alumna of Oregon Health Authority's Office of Equity and Inclusion's DELTA (Developing Leadership through Training and Action) program and participates with past and current members as often as possible.

3. *Propose a Board mandate of cultural competency education as part of its annual renewal continuing education requirements.*

The Board voted to mandate cultural competency CE for all doctors of chiropractic for 2021 and later required, through promulgated rulemaking, that cultural competency continuing education be required for annual license renewal.

4. *Continue to provide information and opportunities for staff to participate in diversity training and multi-cultural events, and seek new opportunities for working with higher education and local ethnic groups.*

In August 2020, the Board President and Executive Director both attended History of Racism in Oregon, a presentation put on by the staff of the Oregon Historical Society. It was such an amazing presentation – a primer for DEI work in the state – that we invited OHS, and they accepted, to present to the full board and staff at our January 2021 board meeting.

The Board will continue to develop strategies to recruit, retain, and promote a diverse staff. The Board recognizes the value of individual and cultural difference and creates a work environment where talents and abilities are valued. If vacancies occur, OBCE will explore new and different venues to promote a diverse pool of applicants, including attending job fairs and trade shows.

5. *Encourage employees to avail themselves of promotional and job developmental opportunities within Oregon State Government.*

Staff is provided notices of events that are occurring within state government and throughout the state that they are encouraged to participate in. The agency's Executive Director is involved in many multicultural professional and recreational organizations and share events through those groups with staff as well.

#### **Goals not met or not expected to meet**

1. *Identify and implement a Cultural Competency Assessment within the existing budget limitation.*

We have not yet initiated this assessment.

## X. Strategic Plan 2023-2025 objectives

<b>Accomplishments that define our success</b>	<b>Key Goal/Objectives</b>  <i>Provide information and opportunities for staff and Board members to participate in diversity training and multi-cultural events.</i>	<b>Key Goal/Objectives</b>  <i>Work with UWS and the ABCA to better recruit, retain, and matriculate diverse chiropractic students who will then become eligible for Board membership.</i>	<b>Key Goal/Objectives</b>  <i>Review all rules and policies for gender neutral language.</i>	<b>Key Goal/Objectives</b>  <i>Review continuing education requirements and recommendations for cultural responsiveness and relevance.</i>
<b>How we achieve the objectives</b>	<b>Strategies/ Initiatives</b>  <i>Share events and opportunities available through FCLB, DOJ, DAS, and other organizations. Incorporate educational field trips as part of in-person board meetings.</i>	<b>Strategies/ Initiatives</b>  <i>Communication about and participation in ABCA and UWS events.</i>	<b>Strategies/ Initiatives</b>  <i>Staff will review each section of our OARs and provide recommended amendments to the Board.</i>	<b>Strategies/ Initiatives</b>  <i>Staff will review CE requirements for cultural responsiveness and relevance and provide recommendations to the Board.</i>
<b>How we determine we are making progress</b>	<b>Evaluation/ Measure/Outcomes</b>  <i>Educational programming will be recommended to staff and Board members and will be incorporated into our Board meetings at twice per biennium.</i>	<b>Evaluation/ Measure/Outcomes</b>  <i>Attendance and participation at ABCA's Annual Conference at UWS in June 2024.</i>	<b>Evaluation/ Measure/Outcomes</b>  <i>Full rule review to be completed by end of the 2023-25 biennium.</i>	<b>Evaluation/ Measure/Outcomes</b>  <i>Full review to be completed by the end of the 2023-25 biennium.</i>

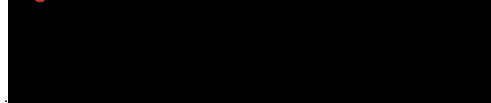
## XI. Agency Demographics

With respect to the demographics of our current staff and Board, the following reflects the current composition of the Board and its staff:

	Gender	Race/Ethnicity	Age Range	Languages Spoken	Sexual Orientation
Board Members	57% female 43% male	71% White; European 14% African American/White 14% Asian/European	14% 25-20 14% 35-40 71% 40-55	100% English	86% heterosexual 14% LGBTQ+
Staff Members	66% female 16% non-binary 16% male	66% White; European 16% Asian; Japanese 16% Hispanic/Latino; Mexican	16% 25-35 33% 35-45 16% 45-55 16% 55-60 16% 60-70	100% English 33% Spanish 16% Japanese 16% Russian	50% heterosexual 33% LGBTQ+ 16% non-report

The OBCE remains committed to its policy on Affirmative Action and Equal Opportunity and to a rigorous and active affirmative action program. My personal commitment to these ideas is represented in the Affirmative Action Statement. Likewise, the Statement represents the Board’s commitment to equal opportunity and affirmative action in employment and public service consistent with all applicable federal and state laws, including, but not limited to: Executive Order 11246; Title VII of the Civil Rights Act of 1964; Sections 503 and 504 of the Rehabilitation Act of 1974; the Vietnam Era Veterans Readjustment Assistance Act; and the Americans with Disabilities Act. This Affirmative Action Plan has my complete authorization and commitment.

Signatures on file with the OBCE office.



Cassandra C. McLeod-Skinner, J.D.  
Executive Director

\_\_\_\_\_ Date

**Summary of 2025-27 Biennium Budget**

**Oregon Board of Chiropractic Examiners  
Chiropractic Examiner, State Board of  
2025-27 Biennium**

**Governor's Budget  
Cross Reference Number: 81100-000-00-00-00000**

<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	6	5.75	2,570,046	-	-	2,570,046	-	-	-
2023-25 Emergency Boards	-	-	91,778	-	-	91,778	-	-	-
<b>2023-25 Leg Approved Budget</b>	<b>6</b>	<b>5.75</b>	<b>2,661,824</b>	-	-	<b>2,661,824</b>	-	-	-
<b>2025-27 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	125,880	-	-	125,880	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
<b>Subtotal 2025-27 Base Budget</b>	<b>6</b>	<b>5.75</b>	<b>2,787,704</b>	-	-	<b>2,787,704</b>	-	-	-
<b>Essential Packages</b>									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	15,226	-	-	15,226	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(1,797)	-	-	(1,797)	-	-	-
<b>Subtotal</b>	-	-	<b>13,429</b>	-	-	<b>13,429</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)	-	-	102,861	-	-	102,861	-	-	-
State Gov't & Services Charges Increase/(Decrease)			22,910	-	-	22,910	-	-	-

**Summary of 2025-27 Biennium Budget**

**Oregon Board of Chiropractic Examiners  
Chiropractic Examiner, State Board of  
2025-27 Biennium**

**Governor's Budget  
Cross Reference Number: 81100-000-00-00-00000**

<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</b>	-	-	125,771	-	-	125,771	-	-	-
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>6</b>	<b>5.75</b>	<b>2,926,904</b>	-	-	<b>2,926,904</b>	-	-	-

**Summary of 2025-27 Biennium Budget**

**Oregon Board of Chiropractic Examiners  
Chiropractic Examiner, State Board of  
2025-27 Biennium**

**Governor's Budget  
Cross Reference Number: 81100-000-00-00-00000**

<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>6</b>	<b>5.75</b>	<b>2,926,904</b>	-	-	<b>2,926,904</b>	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	(3)	(3.00)	(1,053,269)	-	-	(1,053,269)	-	-	-
<b>Modified 2025-27 Current Service Level</b>	<b>3</b>	<b>2.75</b>	<b>1,873,635</b>	-	-	<b>1,873,635</b>	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	(39,605)	-	-	(39,605)	-	-	-
092 - Statewide AG Adjustment	-	-	(27,094)	-	-	(27,094)	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	6,977	-	-	6,977	-	-	-
101 - Restore Package	2	2.00	661,643	-	-	661,643	-	-	-
<b>Subtotal Policy Packages</b>	<b>2</b>	<b>2.00</b>	<b>601,921</b>	<b>-</b>	<b>-</b>	<b>601,921</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total 2025-27 Governor's Budget</b>	<b>5</b>	<b>4.75</b>	<b>2,475,556</b>	<b>-</b>	<b>-</b>	<b>2,475,556</b>	<b>-</b>	<b>-</b>	<b>-</b>

Percentage Change From 2023-25 Leg Approved Budget	-16.67%	-17.39%	-7.00%	-	-	-7.00%	-	-	-
Percentage Change From 2025-27 Current Service Level	-16.67%	-17.39%	-15.42%	-	-	-15.42%	-	-	-



**Summary of 2025-27 Biennium Budget**

**Oregon Board of Chiropractic Examiners  
Operations  
2025-27 Biennium**

**Governor's Budget  
Cross Reference Number: 81100-001-00-00-00000**

<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	6	5.75	2,570,046	-	-	2,570,046	-	-	-
2023-25 Emergency Boards	-	-	91,778	-	-	91,778	-	-	-
<b>2023-25 Leg Approved Budget</b>	<b>6</b>	<b>5.75</b>	<b>2,661,824</b>	<b>-</b>	<b>-</b>	<b>2,661,824</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	-	-	125,880	-	-	125,880	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
<b>Subtotal 2025-27 Base Budget</b>	<b>6</b>	<b>5.75</b>	<b>2,787,704</b>	<b>-</b>	<b>-</b>	<b>2,787,704</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Essential Packages</b>									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	15,226	-	-	15,226	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(1,797)	-	-	(1,797)	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>13,429</b>	<b>-</b>	<b>-</b>	<b>13,429</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)	-	-	102,861	-	-	102,861	-	-	-
State Gov't & Services Charges Increase/(Decrease)			22,910	-	-	22,910	-	-	-

**Summary of 2025-27 Biennium Budget**

**Oregon Board of Chiropractic Examiners  
Operations  
2025-27 Biennium**

**Governor's Budget  
Cross Reference Number: 81100-001-00-00-00000**

<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</b>	-	-	125,771	-	-	125,771	-	-	-
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>6</b>	<b>5.75</b>	<b>2,926,904</b>	-	-	<b>2,926,904</b>	-	-	-

**Summary of 2025-27 Biennium Budget**

**Oregon Board of Chiropractic Examiners  
Operations  
2025-27 Biennium**

**Governor's Budget  
Cross Reference Number: 81100-001-00-00-00000**

<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>6</b>	<b>5.75</b>	<b>2,926,904</b>	-	-	<b>2,926,904</b>	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	(3)	(3.00)	(1,053,269)	-	-	(1,053,269)	-	-	-
<b>Modified 2025-27 Current Service Level</b>	<b>3</b>	<b>2.75</b>	<b>1,873,635</b>	-	-	<b>1,873,635</b>	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	(39,605)	-	-	(39,605)	-	-	-
092 - Statewide AG Adjustment	-	-	(27,094)	-	-	(27,094)	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	6,977	-	-	6,977	-	-	-
101 - Restore Package	2	2.00	661,643	-	-	661,643	-	-	-
<b>Subtotal Policy Packages</b>	<b>2</b>	<b>2.00</b>	<b>601,921</b>	<b>-</b>	<b>-</b>	<b>601,921</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total 2025-27 Governor's Budget</b>	<b>5</b>	<b>4.75</b>	<b>2,475,556</b>	<b>-</b>	<b>-</b>	<b>2,475,556</b>	<b>-</b>	<b>-</b>	<b>-</b>

Percentage Change From 2023-25 Leg Approved Budget	-16.67%	-17.39%	-7.00%	-	-	-7.00%	-	-	-
Percentage Change From 2025-27 Current Service Level	-16.67%	-17.39%	-15.42%	-	-	-15.42%	-	-	-

PROGRAM PRIORITIZATION FOR 2025-27

Governor's Budget

20-Jan-25

Agency Name	Oregon Board of Chiropractic Examiners	Cassandra McLeod-Skinner, Ex. Dir., 503 779-9038																					
2025 - 2027 Biennium	The Mission of the Oregon Board of Chiropractic Examiners (OBCE) is to protect the public by regulating the practice of chiropractic.																						00811
Agency-Wide 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 (ranked with highest priority first)	Dept. Initials	Program or Activity	Program Unit/Activity Description	Identify Key Performance Measures	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory for C, FM, and FO Only	Comments on Proposed Changes to CSL Included in Agency Request			
				(Percentage computation is based on an Estimated Breakout of Program by staff, Board, Peer Review, and AAG time)	Ag							2,475,556											
				Public Protection (Complaints Investigations, Peer Review, Board Review, Disciplinary Actions, Probation monitoring, Mentoring Plans, Legal) 65%	KPM 1-3, 8-10	3		1,609,111				\$ 1,609,111	1.00	1.00	N	Y	S	ORS 684			Decrease in staffing, travel, in-person meetings, AAG attendance, board meeting days/year.		
				Licensing (Application, Examination, Continuing Education, Applicant background checks) 19%	KPM 4-5	3		470,356				\$ 470,356	1	2.00	N	N	S	ORS 684					
				Public & professional information (License verifications, Web page, policy governance, policy & practice questions, administrative rulemaking standards of practice development) 10.5%	KPM 6	3		259,933				\$ 259,933	1	0.75	N	Y	S	ORS 684					
				Board Support (Administration, budget, DAS reporting, performance measures, personnel, contracts, also state government assessments revenues, correspondence, filing, accounting) 5.5%	KPM 6-7	4		136,156				\$ 136,156	1	1.00	N	Y	S	ORS 684					
												\$ -											
								2,475,556				\$ 2,475,556	5	4.75									

Document criteria used to prioritize activities:

Criteria for 2025-27 Budget Development

I. Does the budget item address the Mission and specific outcomes to be achieved of the Strategic Plan, i.e.

- Assure Public Protection
- Enhance Professional Competency
- Establish and Implement High Professional Standards
- Streamline agency operations

II. Does the budget item solve or reduce a current problem, or will it prevent or reduce future problems?

III. Will the budget item result in improvement in Board services?

7. Primary Purpose Program/Activity Exists

- Civil Justice
- Community Development
- Consumer Protection
- Administrative Function
- Criminal Justice
- Economic Development
- Education & Skill Development
- Emergency Services
- Environmental Protection
- Public Health
- Recreation, Heritage, or Cultural
- Social Support

19. Legal Requirement Code

- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional
- S Statutory

## 10% REDUCTIONS OPTIONS (ORS 291.216)

ACTIVITY OR PROGRAM	DESCRIBE REDUCTION (FROM CSL)	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION.)	(GF, LF, OF, FF)	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
1. All Staff Furlough (10%)	This assumes a 10% reduction would be temporary; if it were permanent, a different response might be appropriate. A 10% reduction in staff hours worked (in addition to state furlough days) would cause a slower response in licensing and especially the response to policy and practice questions and administrative rulemaking. We would attempt to maintain our response to higher level complaints and investigations, but responding to lower level complaints could take longer.	(\$254,523) OF	THESE ARE RANKED ACCORDINGLY: GB adopted a decrease in funding of 1 FTE, for a savings of \$125,771. This will likely lead to a slow backlog of investigative cases and the agency not meeting our investigation KPMs.
2. Out-of-State Travel	We have discontinued in-state and out-of-state travel and have brought all of our board meetings remote, due to our budget shortfall. We have staff and board members applying for scholarships to cover registration, travel, and accommodations to national and regional meetings wherein Oregon is considered a national leader and regulatory model.	(\$1,000) OF	The OBCE and the public benefit greatly from information and national contacts to stay current with changes, trends, and legislation affecting chiropractic practice and regulation at the national level. OBCE's position of leadership in both the FCLB and NBCE will suffer greatly.
ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION

## 10% REDUCTIONS OPTIONS (ORS 291.216)

(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION.)	(GF, LF, OF, FF)	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
3. Instate Travel & Meetings, volunteer costs.	We no longer hold our board meetings in person or travel for instate meetings/trainings.	(\$2,700) OF	We have already implemented this change. We no longer hold our board meetings in person. Most staff and board members no longer travel for meetings in state as our office has now gone fully remote and has terminated our lease on our physical office space. The director attends mandated in-person meetings once a quarter and any other meetings required for the position. The board president occasionally attends case negotiations and presentations at the legislature.
4. Attorney General legal fees	This would be a 10% reduction in AG budget in line with the other 10% staff reduction. This is by far the largest part of our Supplies and Services budget, so would have to be affected as well.	(\$36,000) OF	The GB included a 24% increase in AAG costs, which was adjusted in policy option package. Even with the adjustment, the increase far exceeds this 10% decrease. Any decrease in services provided by DOJ means less legal advice sought and given, less drafting and review of disciplinary orders, and representation at contested case hearings. It would have a dampening effect on the agency's ability to proceed to contested case hearings. This would be a setback to our public protection efforts.
5. Professional Services	This 20% reduction would affect funds available for contested case costs, i.e., Administrative Law Judges, other hearing costs, expert witnesses, chiropractic consultants, and contract investigators.	(\$15,600) OF	This reduction would create less flexibility to address key investigations and cases, hampering the agency's ability to protect the public. The GB incorporates reductions to the Professional Services line item.

## 10% REDUCTIONS OPTIONS (ORS 291.216)

6. IT Professional Services	This 20% reduction would affect our ability to pay for high priority computer consulting needs or problems should they occur.	(\$25,000) OF	This line item was utilized when OBCE wasn't a full DAS IT client and relied heavily on a third party IT vendor, which changed over this past year. We no longer utilize outside IT support and this reduction has been incorporated within the GB.
7. Employee Training	This 100% reduction would reduce staff training resources.	(\$16,834) OF	This reduction has already been implemented as all staff are no longer receiving training that is not offered at no cost.
8. Office Expenses	This 10% reduction would mean little to no funds for unforeseen expenses.	(\$2,400) OF	We have already implemented this reduction as we no longer have a physical office space and have decreased our paper, copying, faxing, and other traditional office needs to a minimum.
9. IT Equipment costs	This 10% reduction would mean only essential equipment would be replaced.	(\$590) OF	The agency's laptops are nearing the end of their project life cycle. This decrease would mean any upgrades or replacements suggested by DAS IT would occur only if absolutely necessary or upon failure, resulting in a decrease in productivity during that time and possible negative results to the public.
10. Facilities Rental	This 100% eliminates funds for meeting room rentals. We are currently not renting any facilities due to board meetings being held remotely.	(\$120,087) OF	While the agency and board no longer meet in person and no longer accruing monthly office lease rental costs, the intent is to improve our budget circumstance enough to resume meeting 3 times a year. It is not anticipated that we will obtain a physical office space any time in the near future. This reduction is currently implemented.
Total Reduction		\$441,334	

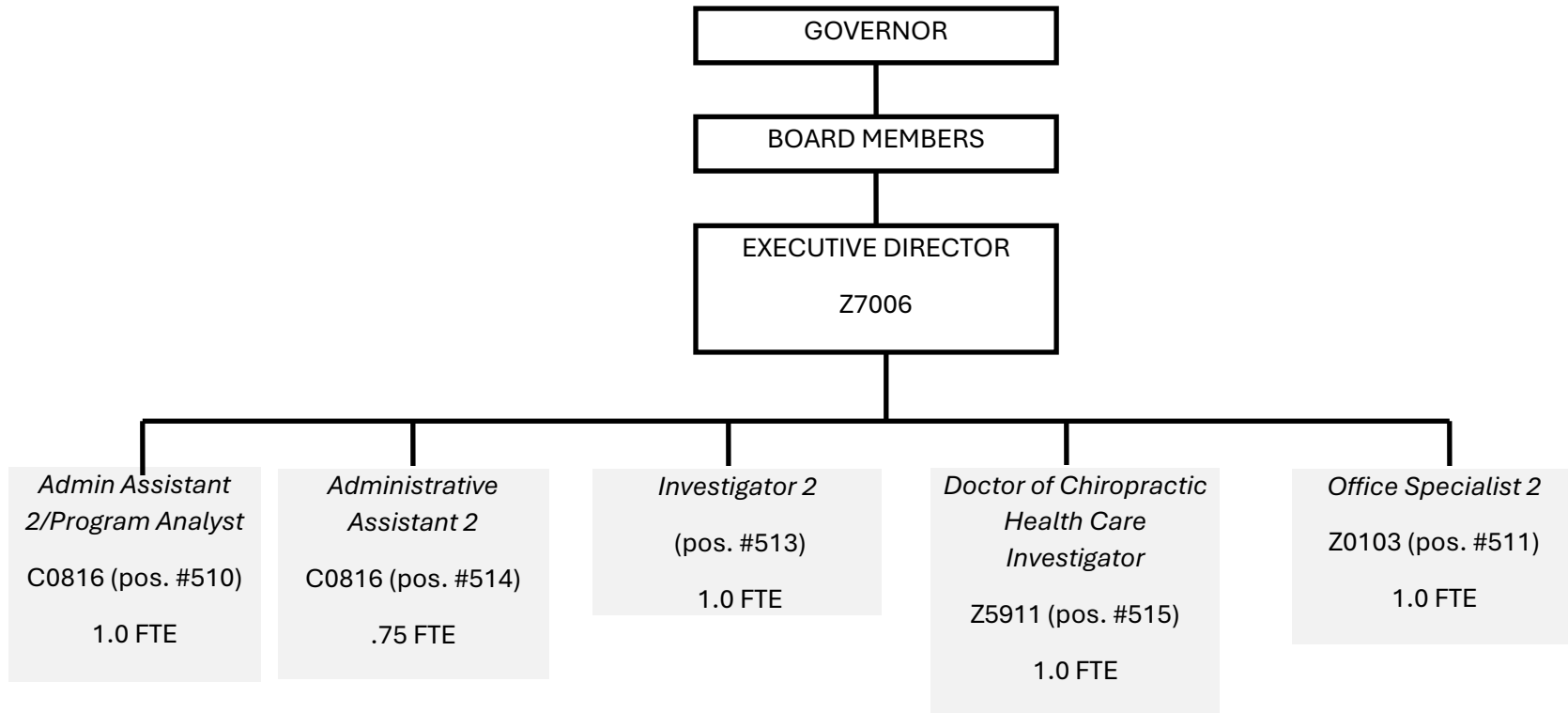
<b>Summary Cross Reference Number</b>	<b>Cross Reference Description</b>	<b>2021-23 Actuals</b>	<b>2023-25 Leg Adopted Budget</b>	<b>2023-25 Leg Approved Budget</b>	<b>2025-27 Agency Request Budget</b>	<b>2025-27 Governor's Budget</b>	<b>2025-27 Leg. Adopted Budget</b>
<b>001-00-00-00000</b>	<b>Operations</b>						
	Other Funds	1,955,692	2,570,046	2,661,824	2,535,278	2,475,556	-
<b>TOTAL AGENCY</b>							
	Other Funds	1,955,692	2,570,046	2,661,824	2,535,278	2,475,556	-



# BUDGET NARRATIVE

## ORGANIZATION CHART Oregon Board of Chiropractic Examiners

2023-25



Agency Request

Governor's Budget

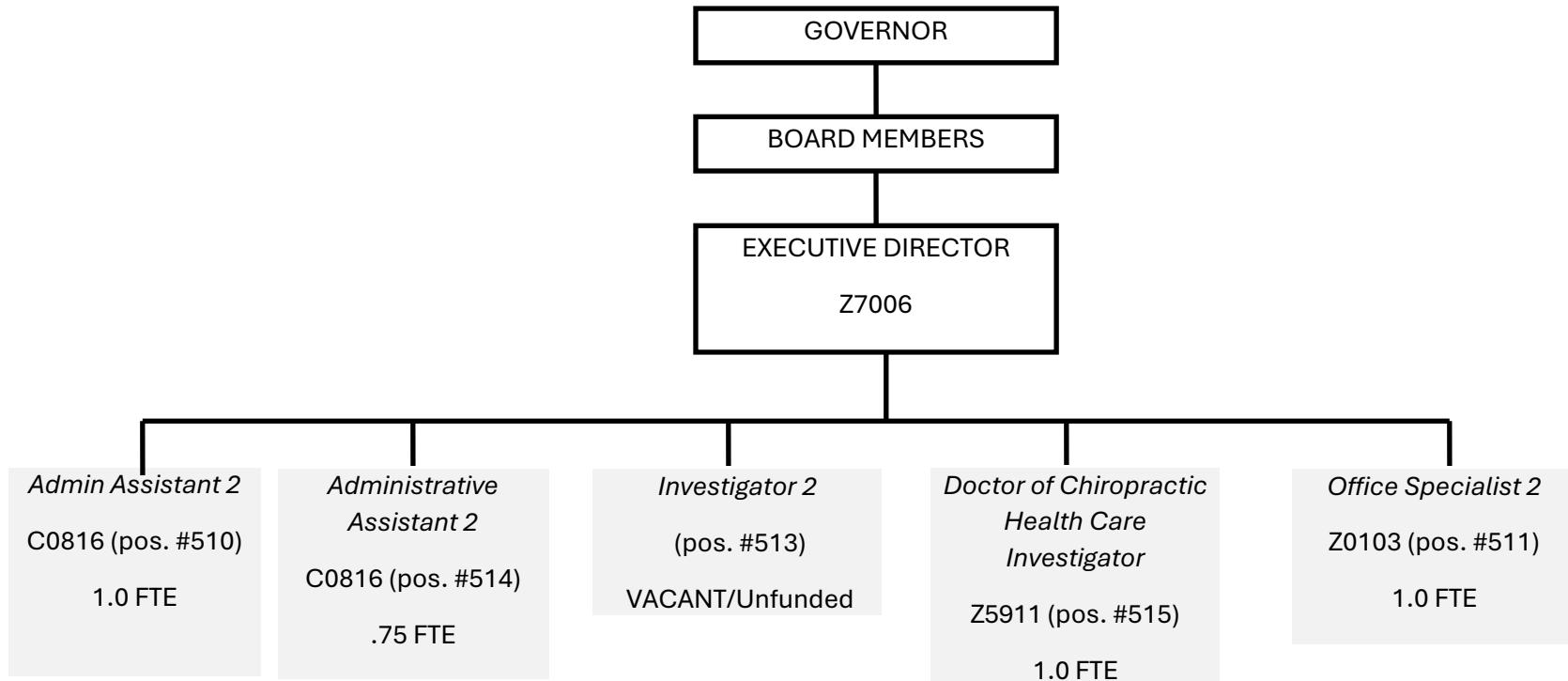
Legislatively Adopted

Budget Page

# BUDGET NARRATIVE

## ORGANIZATION CHART Oregon Board of Chiropractic Examiners

2025-27 Proposed



Agency Request

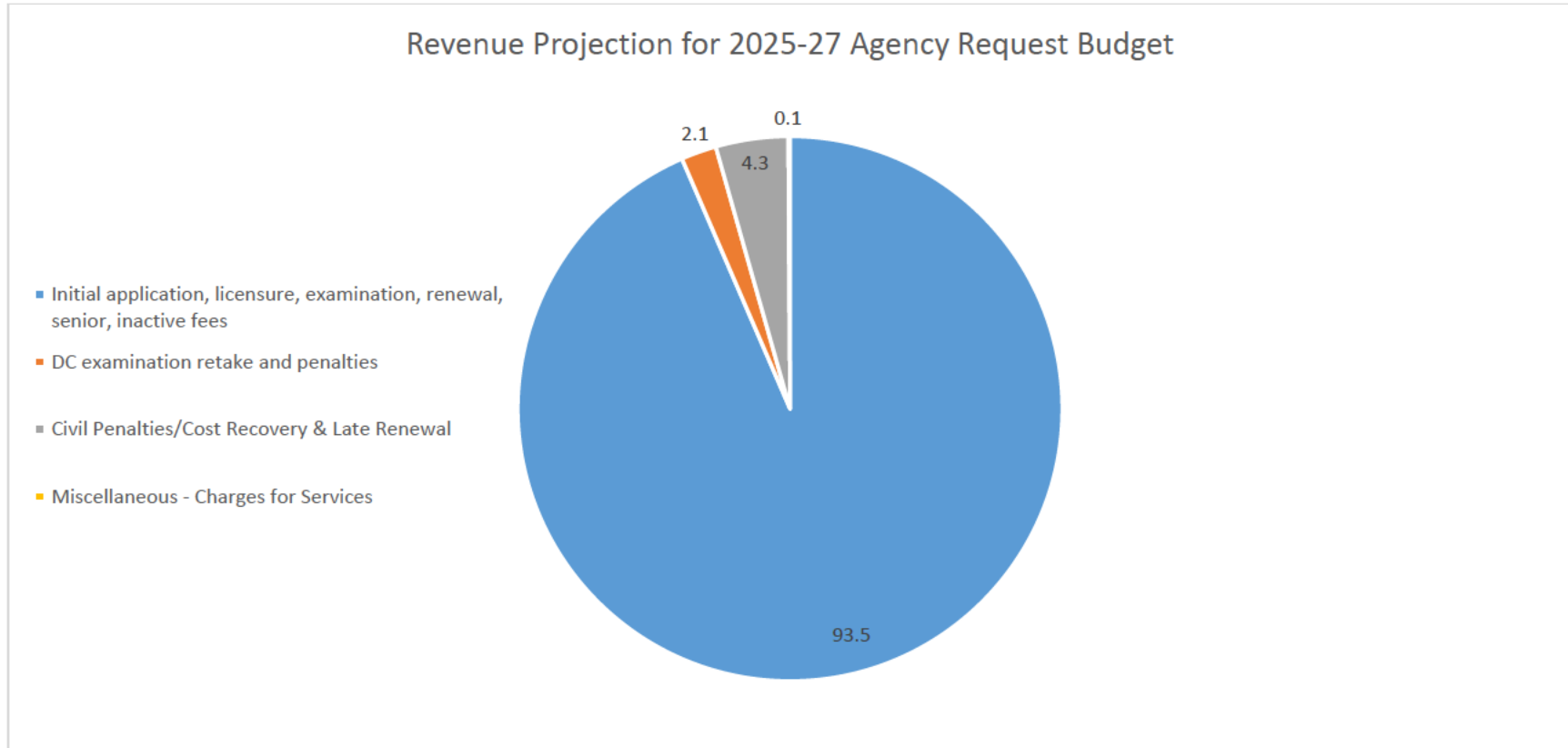
Governor's Recommended

Legislatively Adopted

Budget Page

# Revenue

# BUDGET NARRATIVE



Revenue Projections for 2025-27

## Revenue Sources

The OBCE is an entirely Other-Funded agency, generating all of its own revenues. 93.5% of its revenues come from licensure, application, and examinations charged to chiropractic physicians and chiropractic assistants. Civil penalties/cost recovery and late renewal fees accounted for 6.4% of revenues. Miscellaneous charges for copies, labels, and lists accounts for the remaining .1%.

## General Limitations on Use

# BUDGET NARRATIVE

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All funds received by the Board under ORS Chapter 684 are placed to the credit of the State Board of Chiropractic Examiners account and shall be used only for the administration and enforcement of this chapter.

## Basis for 2025-2027 Estimates

The basis for the revenue estimates for 2025-27 started by taking the average growth in licenses over the past few biennia and applying that growth rate to 2023-25 license numbers. Those license projections for 2025-27 are then used to project the rate each license type will earn, and the sum gives the total projected revenue for OBCE for 2025-27 if there were no fee increases. Revenue from fee increases is then added in a policy option package.

In 2013, the Legislature passed Senate Bill 106 which allowed the Board to set license fees by administrative rule without the previous limitations on those fees. The 2013 Legislature also based the approved budget on license fee increases that took effect on November 1, 2013. DC license renewal fees were \$350 a year, \$265.50 for Senior Active DCs, and \$175 for Inactive DCs. Applications for initial fee for a chiropractic physician license was \$100. There was a \$42.75 fee which was paid to the State Police for criminal background checks; as of October 1, 2016, this fee was reduced by the Oregon State Police to \$40.00 with no rule change necessary. CA fees were increased for the first time since the program's inception in the early 1990s. The revenues for the CA late fees were not included in the 2013-15 Legislatively Adopted Budget but the error was corrected in the 2013-15 CSL, 2015-17 Agency Requested Budget, and the 2015-17 Governor's Budget.

Another fee increase was needed to balance the agency's proposed 2015-17 budget and maintain the necessary ending balance. The proposed fee increases were projected to add \$323,164 to agency revenues for the biennium. The Governor's Budget included the increase of fees as proposed but the Board modified the proposed increase slightly at its May 2015 meeting. The following fees were in effect since July 1, 2015:

	<b>Fees (2013)</b>	<b>Fees (7/1/15)</b>	<b>Fees (7/1/16)</b>
Doctor of Chiropractic			
DC Regular Active	350	425	425
DC Senior License	262.50	315	315
DC Initial License	100	150	150
DC Inactive	175	225	225
DC Application	150	250	100

## BUDGET NARRATIVE

Late Renewal Penalty	100	125	125
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As of July 1, 2016, the DC application fee changed from \$250 to \$100 to accommodate less staff time required in proctoring and grading the examinations delegated to NBCE. The Board previously absorbed the \$2 cost per licensee of the mandated OHA Workforce Survey and continued to do so until March, 2020, when the Board now serves as a pass through for OHA’s survey costs due to OHA’s inability to receive such payment online.

In early 2020, it was recommended that the Board increase its fees for the 2021-23 budget cycle to accommodate inflation and general increases in business operating expenses, including DAS services and AG/DOJ increases. At that time, the Board did not think it appropriate to increase fees during the initial and heightened stress and turmoil caused by the COVID pandemic and postponed discussion and implementation of increases. In January 2021, it became clear that fee increases would be necessary and the Board was made aware of that need. At its March 2021 board meeting, during public session and part of the noticed agenda, the Board considered three fee increase proposals: 10%, 25%, or 30% and voted to increase fees on all license types and applications by 20%, effective January 1, 2023. No public comment was received on these proposals or on the Board’s vote until staff received an email from Jan Ferrante, then Executive Director of the Oregon Chiropractic Association, on July 15, 2022, expressing concern over “such extreme increases.” Below is the summary of the fee increases that were to be effective on 1/1/2023. The Board implemented the fee increase on October 1, 2023, after waiting for legislative review and approval.

Fee Type	Then Current fees	20% increase, effective Oct. 2023
DC Regular Active	\$425.00	\$510.00
DC Senior License	\$315	\$378
DC Initial License	\$150.00	\$180.00
DC Inactive	\$225.00	\$270.00
DC Application	\$146.25	\$166.25 (20% increase on \$100 as difference is background check fee)
CA License	\$50.00	\$60.00
CA Renewal	\$75.00	\$90.00
CA Application	\$126.25	\$146.25 (20% increase on \$80 as difference is background check fee)

## BUDGET NARRATIVE

Due to increased AAG and OAH fees, PERS costs, and inflation, it became increasingly clear that the 20% fee increase was not going to be enough to allow for the usual 3-6 month of expenditure reserve at the end of 2027, according to projection modeling during development of our Current Service Level budget. At its March 2024 board meeting, the Board voted to enter rulemaking to increase fees but did not yet have proposals to review to determine the level of increase. The Board published its rulemaking notice and received no public comment. At its July 2024 board meeting, the Board voted to enter rulemaking in September 2024 to increase its fees by 45% (and an additional sum for DC applications to bring them more in line with other regional chiropractic boards) and requests approval on the 45% increase that is not found within the GB nor reflected in the anticipated 2027 ending cash balance. If approved by the Legislature, the 45% fee increase will likely provide an estimated additional \$938,086 to the 2025-27 budget. Upon further learning that a 45% increase would likely not pass, the Board voted to increase fees by 30% (and an additional sum for DC applications) instead of the 45% originally voted on. This fee change went into effect on November 1, 2024.

Fee Type	Fees (as of Oct. 2023)	45% proposed (rounded)	30% increase w/addl for DC app (effective 11/1/2024)
DC Regular Active	\$510.00	\$740.00	\$663.00
DC Senior License	\$378	\$550.00	\$491.40
DC Initial License	\$180.00	\$261.00	\$234.00
DC Inactive	\$270.00	\$390.00	\$351.00
DC Application	\$166.25	\$496.25 (45% increase on \$120.00 plus additional sum for a total of \$450.00 + \$46.25 background check fee; 9/24 rulemaking hearing)	\$496.25 (45% increase on \$120.00 plus additional sum for a total of \$450.00 + \$46.25 background check fee)
CA License	\$60.00	\$87.00	\$78.00
CA Renewal	\$90.00	\$130.00	\$117.00

## BUDGET NARRATIVE

CA Application	\$146.25	\$191.25 (45% increase on \$100 as difference is background check fee; 9/24 rulemaking hearing)	\$176.25
Late Renewal Penalty	\$125/week; max \$500	\$150/week; no max	\$150/week, no max

### Policy Packages

**Policy Option Package 070: Revenue Shortfalls.** To address the projected revenue shortfall at the end of 2027, Policy Option Package 070 cuts the following expenditures: 3 FTE, all board stipends, all differentials, all in-state travel, all employee training, \$5,000 in office expenses, \$10,000 in data processing, \$75,000 in IT professional services, \$165,346 in AG funds, and \$50,000 in other services and supplies for a total of \$1,053,269 in cuts.

**Policy Option Package 090: Analyst Adjustments.** This package decreased Personal Services by an additional \$39,605 to account for the downward reclassification of a staff position.

**Policy Option Package 101: Restore Package.** The restore policy option package increases total revenues by \$636,898 due to the 30% fee increase implemented in November, 2023. It also assumes a 30% increase to fees, with a higher increase on initial DC licenses and buys back 2 FTE (leaving the agency without the Investigator 2 position), all board member stipends and differentials, payroll and retirement associate with the remaining FTE, in-state travel, employee training, office expenses, data processing, all AG funds. It does not buy back IT professional services or other services and supplies.

### Affirmative Action Statement

The Board collects baseline data for racial, cultural identity, and language skills of licensees and applicants. The Board has diversity as a consideration for recruitment for board members, committees, and staff.

The Board currently has 5.75 FTE and six positions during the 2023-25 biennium. Current staff positions are allocated as follows:

Executive Director	1.0	white/LGBTQ/female	Health Care Investigator	1.0	Asian American/male
Investigator	1.0	white/neurodivergent/female	Administrative Specialist 2	1.0	white/LGBTQ/non-binary



## BUDGET NARRATIVE

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Administrative Specialist 2	.75	Latina/female
Office Specialist 2	1.0	white/female

The Board is a volunteer-dependent organization and is committed to diversity on all of its volunteer committees. This is especially important since the chiropractic profession is underrepresented for diverse populations, although this is changing. Currently, the Board has 4 female and three male members, of whom 1 is a member of the LGBTQIA+ community and represent some geographical diversity throughout the state: North Bend/Coos Bay, Forest Grove, Gresham, Beaverton, and Portland. The Board promotes diversity in recruitment for the Board and committees and is pursuing retention and matriculation efforts of diverse chiropractic students and professors through the University of Western States.

The OBCE affirms and supports the Governor’s Affirmative Action Plan and is dedicated to working to create a work environment that will attract and retain employees who represent the broadest possible spectrum of society including women, minorities and the disabled. The Board will not tolerate discrimination or harassment on the basis of race, color, sex, sexual orientation, marital status, religion, national origin, age, mental or physical disability, or any reason related to state or federal statute. The Board’s commitment is evident in its longstanding adopted policy which all employees are required to sign.

**DETAIL OF FEE, LICENSE, OR ASSESSMENT REVENUE INCREASE**

**PROPOSED FOR INCREASE/ESTABLISHMENT**

Purpose or Type of Fee, License or Assessment	Who Pays	2023-25 LAB	2025-27 Agency Request	2023-25 Governor's Budget	Explanation
<b>Doctor of Chiropractic (DC) Application and Background Check</b>	DCs	166.25	496.25	496.25	\$46.25 = Background check fee, \$450.00 application fee; effective Nov. 1, 2024. Brings DC app fee in line with other regional states.
<b>DC Initial License Fee</b>	DCs	180.00	261.00	234.00	30% increase, effective Nov. 1, 2024.
<b>DC Senior Active</b>	Senior Active DCs	378.00	550.00	491.40	30% increase, effective Nov. 1, 2024.
<b>DC Active Renewal</b>	DCs	510.00	740.00	663.00	30% increase, effective Nov. 1, 2024.
<b>DC Inactive Renewal</b>	Inactive DCs	270.00	390.00	351.00	30% increase, effective Nov. 1, 2024.
<b>Chiropractic Assistant (CA) Application, Certification, and Background Check</b>	CAs	146.25	191.25	176.25	30% increase, effective Nov. 1, 2024.
<b>CA Renewal</b>	CAs	90.00	130.50	117.00	30% increase, effective Nov. 1, 2024.
<b>Late Renewal Penalty</b>	DCs	\$125/week; max \$500.00	\$150/week, no max	\$150/week, no max	effective Nov. 1, 2024.

\_\_\_ Agency Request

Governor's Budget

Budget Page \_\_\_

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

Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-35 Legislatively Adopted	2023-25 Legislatively Approved	2025-27		
						Agency Request	Governor's	Legislatively Adopted
Business Licenses & Fees	OF	0205	38,178	42,532	42,532	39,464	39,464	
Non-Business Lic. & Fees	OF	0210	1,653,422	1,886,980	1,886,980	2,665,461	2,709,968	
Charges for Services	OF	0410	1,015	1,640	1,640	1,292	1,292	
Fines & Forfeitures	OF	0505	211,410	226,888	226,888	53,497	53,497	
Other Revenue	OF	0975	10,404	-	-	-	-	
Trsfr to OHA	OF		(10,010)	(11,600)	(11,600)	(11,600)	(11,600)	

\_\_\_\_\_ Agency Request

\_\_\_X\_\_\_ Governor's Budget

\_\_\_\_\_ Legislatively Adopted

Budget Page \_\_\_\_\_

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

Oregon Board of Chiropractic Examiners  
2025-27 Biennium

Agency Number: 81100  
Cross Reference Number: 81100-000-00-00-00000

<i>Source</i>	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>Other Funds</b>						
Business Lic and Fees	38,178	42,532	42,532	39,464	39,464	-
Non-business Lic. and Fees	1,653,422	1,886,980	1,886,980	2,665,461	2,709,968	-
Charges for Services	1,015	1,640	1,640	1,292	1,292	-
Fines and Forfeitures	211,410	226,888	226,888	53,497	53,497	-
Other Revenues	10,404	-	-	-	-	-
Tsfr To Oregon Health Authority	(10,010)	(11,600)	(11,600)	(11,600)	(11,600)	-
<b>Total Other Funds</b>	<b>\$1,904,419</b>	<b>\$2,146,440</b>	<b>\$2,146,440</b>	<b>\$2,748,114</b>	<b>\$2,792,621</b>	<b>-</b>

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

Oregon Board of Chiropractic Examiners  
2025-27 Biennium

Agency Number: 81100  
Cross Reference Number: 81100-001-00-00-00000

<i>Source</i>	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>Other Funds</b>						
Business Lic and Fees	38,178	42,532	42,532	39,464	39,464	-
Non-business Lic. and Fees	1,653,422	1,886,980	1,886,980	2,665,461	2,709,968	-
Charges for Services	1,015	1,640	1,640	1,292	1,292	-
Fines and Forfeitures	211,410	226,888	226,888	53,497	53,497	-
Other Revenues	10,404	-	-	-	-	-
Tsfr To Oregon Health Authority	(10,010)	(11,600)	(11,600)	(11,600)	(11,600)	-
<b>Total Other Funds</b>	<b>\$1,904,419</b>	<b>\$2,146,440</b>	<b>\$2,146,440</b>	<b>\$2,748,114</b>	<b>\$2,792,621</b>	<b>-</b>



### MEMORANDUM

Date: October 8, 2024

To: DAS CFO

From: Cass McLeod-Skinner, Executive Director

**RE: REVISED - OBCE 30% Fee Increase Request – Form 107BF22**

With the current projected budget shortfall of \$560,426 at the end of 2027, due to costs increasing each year faster than our licensee base and due to increased AAG costs and general inflation, we are proposing a 30% fee increase (including a higher fee for DC applications) in-biennium across all application and license/certificate types, in addition to other changes, including cuts in positions, finding an office sublessor, and decreasing board meetings to 4 per year, as well as others. These cuts will be a hardship on the agency and will likely lead to a similar cycle of backlogged cases and increased AAG and OAH fees due to those older cases being untimely addressed that we are currently seeing.

However, without the fee increase, our core mission of public protection will be greatly hampered. The public would be harmed, not only by limited investigations and wrongdoers not being held accountable, but also by a lack of access to properly licensed and vetted chiropractors and assistants within the state. The 30% fee increase will be effective as of October 15, 2024.

The proposed fee increases are shown in the table below.

	Current Fee	Increases as of 10/15/24
DC Application	\$166.25	\$496.25
DC Initial License	\$180.00	\$234.00
Senior Active DC	\$378.00	\$491.40
DC Active Renewal	\$510.00	\$663.00
DC Inactive Renewal	\$270.00	\$351.00
CA Application	\$146.25	\$176.25
CA License	\$60.00	\$78.00
CA Renewal	\$90.00	\$117.00

Signatures on file with the OBCE office.

Cassandra C. McLeod-Skinner, J.D.  
Executive Director, OBCE

# Fee Approval Form

## REQUEST FOR FEE INCREASE/ESTABLISHMENT/DECREASE

**PART 1** (State agencies: Complete when requesting authority to increase or establish fees administratively, or when notifying DAS of a fee decrease.)

Date received:

<b>Agency Name:</b> <u>Oregon Board of Chiropractic Examiners</u>	<b>Agency Number:</b> <u>81100</u>
<b>Division/Program:</b> _____	<b>Contact:</b> <u>Cass McLeod-Skinner, 503-373-1620</u> <small>(Name and phone number.)</small>
<b>Brief Description of Fee Change:</b> In-biennium 30% fee increase on all applications and license types (including an additional amount for DC application fee).	<u>530 Center St NE, Suite 620</u> <small>(Address)</small>
	<u>Salem, OR 97301</u> <small>(City, State, Zip)</small>

**Check one:**  
 **Fee Increase**    
 **Fee Establishment**    
 **Fee Decrease**    
**Statutory Authority for fee:** \_\_\_\_\_

**Please check all statements that apply and provide the anticipated date(s) below:**

**Date proposed rule(s), or rule(s) change, to be filed with the Secretary of State:** Rule hearing notice filed on 7/29/2024

**Anticipated rule adoption date:** Rule was adopted after rule hearing held on 9/25/2024

**Date fee schedule becomes effective:** 10/15/2024

**Date of proposed E-Board Action:** \_\_\_\_\_

**REQUIRED - Attach Form 107BF22 and cover letter, with information on each fee affected. (See instructions on back.)**

Approved: <input type="checkbox"/>	Denied: <input type="checkbox"/>	Date: ____/____/____	By: _____ Director, Department of Administrative Services
Reviewed by: _____			

**PART 2** (State agencies: Complete following rule adoption or fee effective date.)

**Administrative Rule Reference:** \_\_\_\_\_ **Date rule adopted or fee effective:** \_\_\_\_/\_\_\_\_/\_\_\_\_\*

**Actual fee amount(s) adopted:** \_\_\_\_\_

**Authorized agency signature:** \_\_\_\_\_ **Date:** \_\_\_\_/\_\_\_\_/\_\_\_\_

\*Form must be returned to DAS within 10 days of the date rule is adopted or fee is effective.  
DAS Contact for questions: Kristin Keith via email at: kristin.keith@das.oregon.gov

*Note: Approval good only through July 1 of the next odd-numbered year or sine die, whichever is later, unless approved in legislation by the Regular Session of the Legislative Assembly.*

## Instructions for completing the Fee Approval Form (107BF21)

### When to complete form 107BF21

ORS 291.055 requires agencies to get approval from DAS to establish, increase or decrease fees in certain cases, before the fees take effect. This requirement was originally passed by the 1995 Legislature in Senate Bill 333, and is still commonly known as the “SB 333 process.” Form 107BF21 must be completed, with few exceptions, any time an agency is establishing or changing fee amounts. However, DAS approval and form 107BF21 is **not** required for fees anticipated in the legislative budget process. Other exceptions can be found in ORS 291.055(2).

### Reporting Requirements

When establishing or changing a fee, an agency must submit the following information to their DAS, Chief Financial Office, Budget and Management Analyst:

1. Form 107BF21 – with Part 1 fully completed.
2. Form 107BF22 – Fee Change Detail Report fully completed.
3. 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.

### Process

After submission of required information, your CFO BAM Analyst will draft a recommendation memo and route it, along with forms 107BF21 and 107BF22 and the cover letter, through the DAS approval process. Once approved or denied, form 107BF21 will be returned to the agency. If approved, the agency must complete Part 2 and submit the form to DAS within 10 days of the date the rule is adopted or the proposed fee is effective.



### FEE CHANGE DETAIL REPORT

Fee Title/Description	ORS/OAR	Who Pays Fee	Increase, Establish, or Decrease	Date of Last Change*	Amount of Last Change	Effective Date of Requested Change	Current Fee	Proposed Fee	Amount of Proposed Fee Change	Number of 2023-25 Transactions with New Fee	Estimated Impact on 2023-25 Revenue	Total 2023-25 Revenue	Projected 2025-27 Transactions with New Fee	Impact on 2025-27 Revenue	Total 2025-27 Revenue	Legislative Concept Number	Policy Package Number
DC Application (506)		DC	Increase	10/1/2023	\$20.00	1-Jul-24	166.25	496.25	330.00	76	23,876		138	49,957	75,125		
DC Initial License Fee (508)		DC	Increase	10/1/2023	\$30.00	1-Jul-24	180.00	234.00	54.00	81	3,850		168	11,702	50,712		
DC Senior Active (435)		DC	Increase	10/1/2023	\$63.00	1-Jul-24	378.00	491.40	113.40	396	44,233		789	94,394	409,039		
DC Active Renewal (510)		DC	Increase	10/1/2023	\$85.00	1-Jul-24	510.00	663.00	153.00	1,188	177,021		2,353	372,964	1,616,195		
DC Inactive Renewal (511)		DC	Increase	10/1/2023	\$45.00	1-Jul-24	270.00	351.00	81.00	241	18,709		430	36,397	157,722		
CA Application (507)		CA/DC office	Increase	10/1/2023	\$20.00	1-Jul-24	146.25	176.25	30.00	162	3,791		292	8,760	51,465		
CA License fee (509)		CA/DC office	Increase	10/1/2023	\$10.00	1-Jul-24	60.00	78.00	18.00	453	8,131		884	11,702	50,712		
CA Renewal (512)		CA/DC office	Increase	10/1/2023	\$15.00	1-Jul-24	90.00	117.00	27.00	946	22,094		1,817	51,022	221,093		
											301,705		636,898	2,632,063			

\*20% increase was implemented for all license types and applications as of 10/1/2023. For DC & CA applications, the \$46.25 background check fee was not increased, only the applications themselves.

This form and accompanying cover letter must be completed and submitted for three separate purposes:

- 1) Submitted to DAS with the Fee Approval Form (107bf21) when requesting DAS approval to change a fee administratively (Legislative Concept/Policy Package columns not relevant).
- 2) Submitted to DAS with a Legislative Concept, if that concept would increase a fee or assessment (2023-25 columns not relevant).
- 3) Submitted electronically to CFO analyst, at same time as Agency Request Budget, if budget includes a fee establishment, increase, or decrease (2023-25 columns not relevant).

A cover letter is required to provide an overview of and context for the impact of the fee change or establishment.

See instructions on following page for more information.

**Note:** Shaded fields are reported on the Detail of Fee, License, or Assessment Revenue Increase form in the budget binder (107bf08).

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

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Board of Chiropractic Examiners  
 Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Operations  
 Cross Reference Number: 81100-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
Shift Differential	-	-	20	-	-	-	20
All Other Differential	-	-	977	-	-	-	977
Public Employees' Retire Cont	-	-	210	-	-	-	210
Pension Obligation Bond	-	-	(4,697)	-	-	-	(4,697)
Social Security Taxes	-	-	76	-	-	-	76
Paid Family Medical Leave Insurance	-	-	4	-	-	-	4
Mass Transit Tax	-	-	1,613	-	-	-	1,613
Vacancy Savings	-	-	15,226	-	-	-	15,226
<b>Total Personal Services</b>	-	-	<b>\$13,429</b>	-	-	-	<b>\$13,429</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	13,429	-	-	-	13,429
<b>Total Expenditures</b>	-	-	<b>\$13,429</b>	-	-	-	<b>\$13,429</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(13,429)	-	-	-	(13,429)
<b>Total Ending Balance</b>	-	-	<b>(\$13,429)</b>	-	-	-	<b>(\$13,429)</b>

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Oregon Board of Chiropractic Examiners**  
**Pkg: 031 - Standard Inflation**

**Cross Reference Name: Operations**  
**Cross Reference Number: 81100-001-00-00-00000**

<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	-	-	1,088	-	-	-	1,088
Out of State Travel	-	-	403	-	-	-	403
Employee Training	-	-	679	-	-	-	679
Office Expenses	-	-	798	-	-	-	798
Telecommunications	-	-	732	-	-	-	732
State Gov. Service Charges	-	-	22,910	-	-	-	22,910
Data Processing	-	-	1,457	-	-	-	1,457
Publicity and Publications	-	-	160	-	-	-	160
Professional Services	-	-	4,971	-	-	-	4,971
IT Professional Services	-	-	8,058	-	-	-	8,058
Attorney General	-	-	68,445	-	-	-	68,445
Employee Recruitment and Develop	-	-	47	-	-	-	47
Dues and Subscriptions	-	-	241	-	-	-	241
Facilities Rental and Taxes	-	-	4,840	-	-	-	4,840
Agency Program Related S and S	-	-	1,969	-	-	-	1,969
Other Services and Supplies	-	-	8,522	-	-	-	8,522
Expendable Prop 250 - 5000	-	-	212	-	-	-	212
IT Expendable Property	-	-	239	-	-	-	239
<b>Total Services &amp; Supplies</b>	-	-	<b>\$125,771</b>	-	-	-	<b>\$125,771</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	125,771	-	-	-	125,771
<b>Total Expenditures</b>	-	-	<b>\$125,771</b>	-	-	-	<b>\$125,771</b>

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Oregon Board of Chiropractic Examiners**  
**Pkg: 031 - Standard Inflation**

**Cross Reference Name: Operations**  
**Cross Reference Number: 81100-001-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Ending Balance</b>							
Ending Balance	-	-	(125,771)	-	-	-	(125,771)
<b>Total Ending Balance</b>	-	-	<b>(\$125,771)</b>	-	-	-	<b>(\$125,771)</b>

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Oregon Board of Chiropractic Examiners**  
**Pkg: 070 - Revenue Shortfalls**

**Cross Reference Name: Operations**  
**Cross Reference Number: 81100-001-00-00-00000**

<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	-	-	(414,624)	-	-	-	(414,624)
Board Member Stipend	-	-	(40,000)	-	-	-	(40,000)
All Other Differential	-	-	(24,248)	-	-	-	(24,248)
Empl. Rel. Bd. Assessments	-	-	(216)	-	-	-	(216)
Public Employees' Retire Cont	-	-	(92,339)	-	-	-	(92,339)
Social Security Taxes	-	-	(33,574)	-	-	-	(33,574)
Paid Family Medical Leave Insurance	-	-	(1,755)	-	-	-	(1,755)
Worker's Comp. Assess. (WCD)	-	-	(126)	-	-	-	(126)
Mass Transit Tax	-	-	(3,817)	-	-	-	(3,817)
Flexible Benefits	-	-	(127,224)	-	-	-	(127,224)
<b>Total Personal Services</b>	-	-	<b>(\$737,923)</b>	-	-	-	<b>(\$737,923)</b>
<b>Services &amp; Supplies</b>							
Instate Travel	-	-	(5,000)	-	-	-	(5,000)
Employee Training	-	-	(5,000)	-	-	-	(5,000)
Office Expenses	-	-	(5,000)	-	-	-	(5,000)
Data Processing	-	-	(10,000)	-	-	-	(10,000)
IT Professional Services	-	-	(75,000)	-	-	-	(75,000)
Attorney General	-	-	(165,346)	-	-	-	(165,346)
Other Services and Supplies	-	-	(50,000)	-	-	-	(50,000)
<b>Total Services &amp; Supplies</b>	-	-	<b>(\$315,346)</b>	-	-	-	<b>(\$315,346)</b>

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Board of Chiropractic Examiners  
Pkg: 070 - Revenue Shortfalls

Cross Reference Name: Operations  
Cross Reference Number: 81100-001-00-00-00000

<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	-	-	(1,053,269)	-	-	-	(1,053,269)
<b>Total Expenditures</b>	-	-	<b>(\$1,053,269)</b>	-	-	-	<b>(\$1,053,269)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	1,053,269	-	-	-	1,053,269
<b>Total Ending Balance</b>	-	-	<b>\$1,053,269</b>	-	-	-	<b>\$1,053,269</b>
<b>Total Positions</b>							
Total Positions							(3)
<b>Total Positions</b>	-	-	-	-	-	-	<b>(3)</b>
<b>Total FTE</b>							
Total FTE							(3.00)
<b>Total FTE</b>	-	-	-	-	-	-	<b>(3.00)</b>



**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Board of Chiropractic Examiners  
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Operations  
Cross Reference Number: 81100-001-00-00-00000

<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	-	-	(6,480)	-	-	-	(6,480)
Public Employees' Retire Cont	-	-	(1,364)	-	-	-	(1,364)
Social Security Taxes	-	-	(496)	-	-	-	(496)
Paid Family Medical Leave Insurance	-	-	(26)	-	-	-	(26)
Mass Transit Tax	-	-	(39)	-	-	-	(39)
Reconciliation Adjustment	-	-	(31,200)	-	-	-	(31,200)
<b>Total Personal Services</b>	-	-	<b>(\$39,605)</b>	-	-	-	<b>(\$39,605)</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	(39,605)	-	-	-	(39,605)
<b>Total Expenditures</b>	-	-	<b>(\$39,605)</b>	-	-	-	<b>(\$39,605)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	39,605	-	-	-	39,605
<b>Total Ending Balance</b>	-	-	<b>\$39,605</b>	-	-	-	<b>\$39,605</b>

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Board of Chiropractic Examiners  
 Pkg: 092 - Statewide AG Adjustment

Cross Reference Name: Operations  
 Cross Reference Number: 81100-001-00-00-00000

<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	-	-	(27,094)	-	-	-	(27,094)
<b>Total Services &amp; Supplies</b>	-	-	<b>(\$27,094)</b>	-	-	-	<b>(\$27,094)</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	(27,094)	-	-	-	(27,094)
<b>Total Expenditures</b>	-	-	<b>(\$27,094)</b>	-	-	-	<b>(\$27,094)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	27,094	-	-	-	27,094
<b>Total Ending Balance</b>	-	-	<b>\$27,094</b>	-	-	-	<b>\$27,094</b>

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Board of Chiropractic Examiners  
 Pkg: 093 - Statewide Adjustment DAS Chgs

Cross Reference Name: Operations  
 Cross Reference Number: 81100-001-00-00-00000

<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	-	-	1,113	-	-	-	1,113
Data Processing	-	-	5,864	-	-	-	5,864
<b>Total Services &amp; Supplies</b>	-	-	<b>\$6,977</b>	-	-	-	<b>\$6,977</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	6,977	-	-	-	6,977
<b>Total Expenditures</b>	-	-	<b>\$6,977</b>	-	-	-	<b>\$6,977</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(6,977)	-	-	-	(6,977)
<b>Total Ending Balance</b>	-	-	<b>(\$6,977)</b>	-	-	-	<b>(\$6,977)</b>

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Oregon Board of Chiropractic Examiners**  
**Pkg: 101 - Restore Package**

**Cross Reference Name: Operations**  
**Cross Reference Number: 81100-001-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
Non-business Lic. and Fees	-	-	636,898	-	-	-	636,898
<b>Total Revenues</b>	-	-	<b>\$636,898</b>	-	-	-	<b>\$636,898</b>
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	-	-	241,824	-	-	-	241,824
Board Member Stipend	-	-	40,000	-	-	-	40,000
All Other Differential	-	-	24,248	-	-	-	24,248
Empl. Rel. Bd. Assessments	-	-	144	-	-	-	144
Public Employees' Retire Cont	-	-	55,982	-	-	-	55,982
Social Security Taxes	-	-	20,355	-	-	-	20,355
Paid Family Medical Leave Insurance	-	-	1,064	-	-	-	1,064
Worker's Comp. Assess. (WCD)	-	-	84	-	-	-	84
Mass Transit Tax	-	-	2,780	-	-	-	2,780
Flexible Benefits	-	-	84,816	-	-	-	84,816
<b>Total Personal Services</b>	-	-	<b>\$471,297</b>	-	-	-	<b>\$471,297</b>
<b>Services &amp; Supplies</b>							
Instate Travel	-	-	5,000	-	-	-	5,000
Employee Training	-	-	5,000	-	-	-	5,000
Office Expenses	-	-	5,000	-	-	-	5,000
Data Processing	-	-	10,000	-	-	-	10,000
Attorney General	-	-	165,346	-	-	-	165,346
<b>Total Services &amp; Supplies</b>	-	-	<b>\$190,346</b>	-	-	-	<b>\$190,346</b>

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Board of Chiropractic Examiners  
Pkg: 101 - Restore Package

Cross Reference Name: Operations  
Cross Reference Number: 81100-001-00-00-00000

<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	-	-	661,643	-	-	-	661,643
<b>Total Expenditures</b>	-	-	<b>\$661,643</b>	-	-	-	<b>\$661,643</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(24,745)	-	-	-	(24,745)
<b>Total Ending Balance</b>	-	-	<b>(\$24,745)</b>	-	-	-	<b>(\$24,745)</b>
<b>Total Positions</b>							
Total Positions							2
<b>Total Positions</b>	-	-	-	-	-	-	<b>2</b>
<b>Total FTE</b>							
Total FTE							2.00
<b>Total FTE</b>	-	-	-	-	-	-	<b>2.00</b>

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

Oregon Board of Chiropractic Examiners  
2025-27 Biennium

Agency Number: 81100  
Cross Reference Number: 81100-000-00-00-00000

<i>Source</i>	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>Other Funds</b>						
Business Lic and Fees	38,178	42,532	42,532	39,464	39,464	-
Non-business Lic. and Fees	1,653,422	1,886,980	1,886,980	2,665,461	2,709,968	-
Charges for Services	1,015	1,640	1,640	1,292	1,292	-
Fines and Forfeitures	211,410	226,888	226,888	53,497	53,497	-
Other Revenues	10,404	-	-	-	-	-
Tsfr To Oregon Health Authority	(10,010)	(11,600)	(11,600)	(11,600)	(11,600)	-
<b>Total Other Funds</b>	<b>\$1,904,419</b>	<b>\$2,146,440</b>	<b>\$2,146,440</b>	<b>\$2,748,114</b>	<b>\$2,792,621</b>	<b>-</b>

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

Oregon Board of Chiropractic Examiners  
2025-27 Biennium

Agency Number: 81100  
Cross Reference Number: 81100-001-00-00-00000

<i>Source</i>	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>Other Funds</b>						
Business Lic and Fees	38,178	42,532	42,532	39,464	39,464	-
Non-business Lic. and Fees	1,653,422	1,886,980	1,886,980	2,665,461	2,709,968	-
Charges for Services	1,015	1,640	1,640	1,292	1,292	-
Fines and Forfeitures	211,410	226,888	226,888	53,497	53,497	-
Other Revenues	10,404	-	-	-	-	-
Tsfr To Oregon Health Authority	(10,010)	(11,600)	(11,600)	(11,600)	(11,600)	-
<b>Total Other Funds</b>	<b>\$1,904,419</b>	<b>\$2,146,440</b>	<b>\$2,146,440</b>	<b>\$2,748,114</b>	<b>\$2,792,621</b>	<b>-</b>

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

Source	Fund	ORBITS Revenue Acct	2021-23 Actual	2023-35 Legislatively Adopted	2023-25 Legislatively Approved	2025-27		
						Agency Request	Governor's	Legislatively Adopted
Business Licenses & Fees	OF	0205	38,178	42,532	42,532	39,464	39,464	
Non-Business Lic. & Fees	OF	0210	1,653,422	1,886,980	1,886,980	2,665,461	2,709,968	
Charges for Services	OF	0410	1,015	1,640	1,640	1,292	1,292	
Fines & Forfeitures	OF	0505	211,410	226,888	226,888	53,497	53,497	
Other Revenue	OF	0975	10,404	-	-	-	-	
Trsfr to OHA	OF		(10,010)	(11,600)	(11,600)	(11,600)	(11,600)	

Agency Request

Governor's Budget

Legislatively Adopted

Budget Page \_\_\_\_\_



# Special Reports

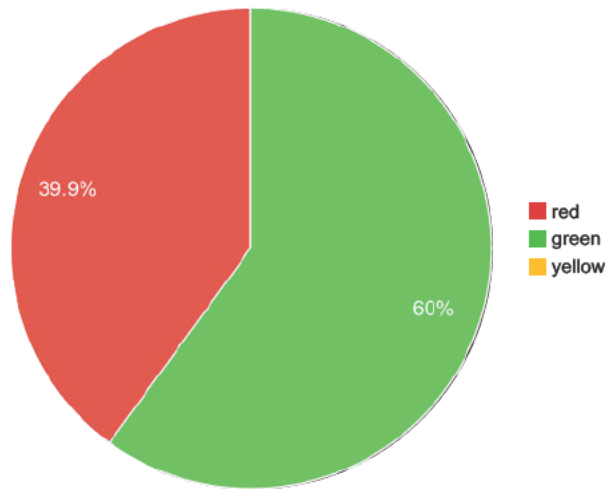
# Board of Chiropractic Examiners

Annual Performance Progress Report

Reporting Year 2024

Published: 9/24/2024 5:27:35 PM

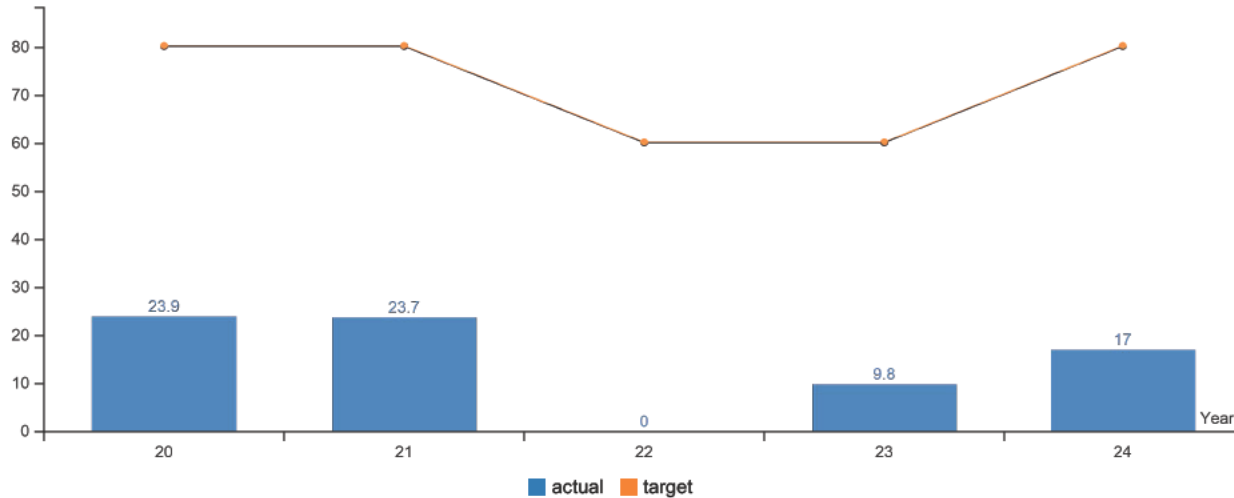
KPM #	Approved Key Performance Measures (KPMs)
1	Days between complaint receipt and investigation report finalized for Board (investigative process step one) - Percent of cases having investigative reports written within 120 days from when a complaint is received to when the investigation is prepared for Board review/action.
2	Days between investigation report finalized and presentation to the Board (investigative process step two) - Percent of cases, with a prepared investigation that is ready for Board review/action, that are presented to the Board within 60 days of completion.
3	Summary of investigative steps: Percentage of new complaints that are assessed, investigated, and presented to the board for an initial decision within 120 days. -
4	Days between Board review/initial action and case closure (investigative process step three). - Percent of cases closed within 90 days of Board review/initial action.
5	Summary of investigative steps: Average number of days to resolve a complaint. -
6	Percent of sexual misconduct/boundary complaints resolved in 180 days -
7	Percentage of chiropractic physicians meeting the annual continuing education requirements. -
8	Percentage of licenses issued within 5 days once all application components (that are the responsibility of the applicant) have been received. -
9	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.
10	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:	60%	0%	40%

KPM #1	Days between complaint receipt and investigation report finalized for Board (investigative process step one) - Percent of cases having investigative reports written within 120 days from when a complaint is received to when the investigation is prepared for Board review/action.
	Data Collection Period: Sep 01 - Aug 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Complaint receipt to investigation preparation to Board.</b>					
Actual	23.90%	23.70%	0%	9.80%	17%
Target	80%	80%	60%	60%	80%

#### How Are We Doing

In our last reporting period, 37 of the 41 complaints processed (90.2%) included investigators' reports that were submitted in excess of 120 days from complaint received. Only 9.8% of the complaints processed were submitted in 120 days or less. The average days from complaint receipt to investigators' report for the 37 cases was 445 days/case. For the other cases, the average days from complaint receipt to investigators' report was 94 days/case, well below the 120 day target.

While the OBCE did not meet this target for the current reporting period, we are improving in addressing and handling our case backlog. Of the 70 complaints processed, 12 of them (17%) included investigators' reports that were submitted at or below the 120 day target. 58 cases (83%) included investigators' reports that were submitted in excess of the 120 day target.

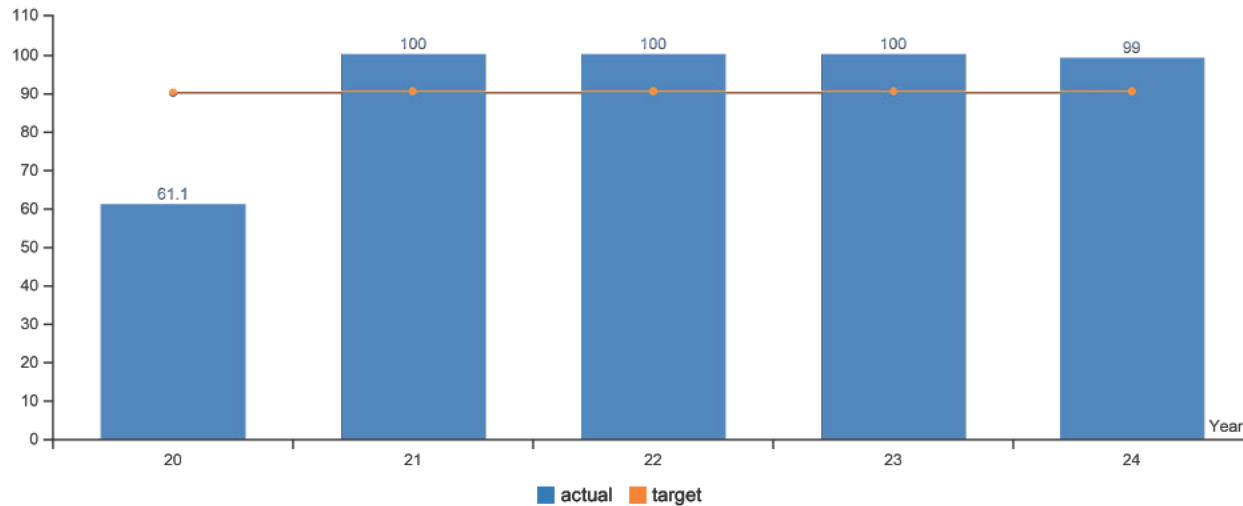
The average days from complaint receipt to investigators' report for the 58 cases was 538 days/case. For the other 12 cases, the average days from complaint receipt to investigators' report was 97 days/case, well below the 120 day target.

#### Factors Affecting Results

While we didn't meet our target, we processed almost twice as many complaints as previous years and almost doubled the amount of cases that met the target goal from last reporting cycle. Our investigators are working diligently to process the case backlog from when we were exceptionally understaffed during 2020-2022.

KPM #2	Days between investigation report finalized and presentation to the Board (investigative process step two) - Percent of cases, with a prepared investigation that is ready for Board review/action, that are presented to the Board within 60 days of completion.
	Data Collection Period: Sep 01 - Aug 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Days between investigation preparation and presentation to the Board.</b>					
Actual	61.10%	100%	100%	100%	99%
Target	90%	90%	90%	90%	90%

**How Are We Doing**

The 2021 Legislative session changed this KPM, allowing 60 days instead of the original 30 days, for prepared investigations to be presented to the Board due to our agency board meetings occurring every other month. For planning and administrative efficiency purposes, it is better to have the investigation reports submitted as far ahead of the board meeting in which the case is being reviewed as possible.

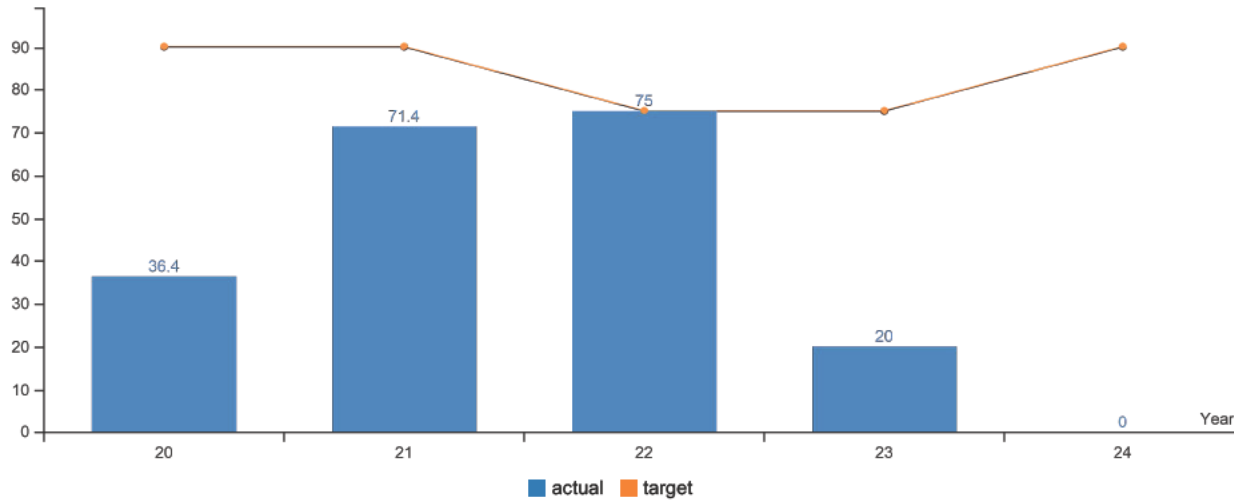
We have exceeded our target with 99% of our cases (72/73) being presented within 60 days. The one outlier case was submitted 63 days before the board meeting in which it was to be reviewed, not an actual negative outcome.

**Factors Affecting Results**

This reporting period handled 73 cases, whereas, our last reporting period handled 40 cases, and the reporting period before that handled 15. We have met and surpassed this KPM's target in each of the last 4 reporting years.

KPM #3	Summary of investigative steps: Percentage of new complaints that are assessed, investigated, and presented to the board for an initial decision within 120 days. -
	Data Collection Period: Sep 01 - Aug 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Percentage of complaints/investigations presented to the Board within 120 days</b>					
Actual	36.40%	71.40%	75%	20%	0%
Target	90%	90%	75%	75%	90%

**How Are We Doing**

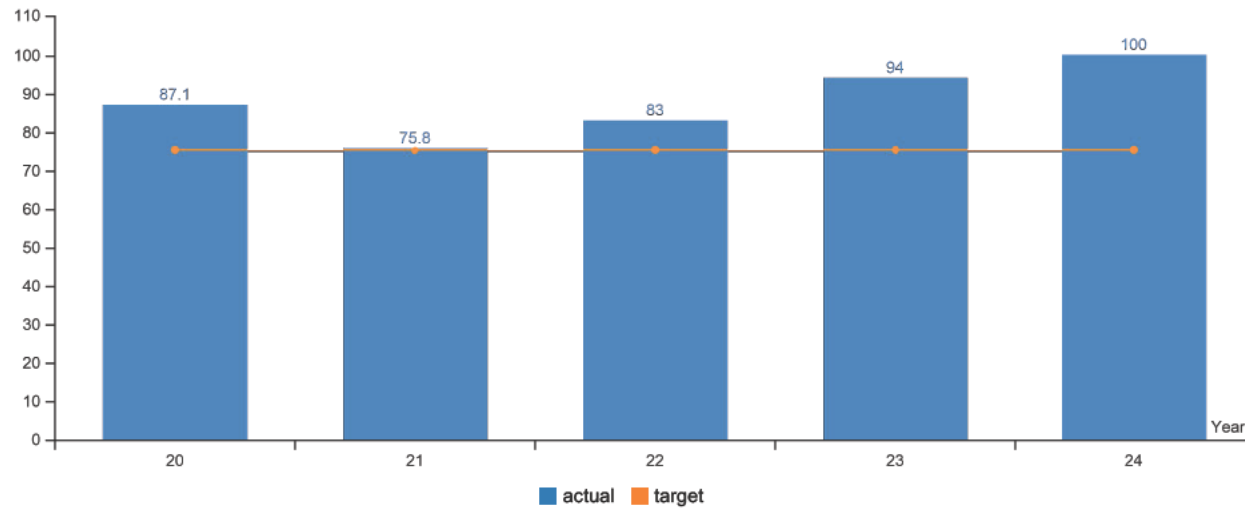
We have not met this KPM this reporting period with none of the 2 cases that were opened and closed within the reporting period being presented to the Board in less than 120 days. The first case was presented at 132 days and the second at 133 days.

**Factors Affecting Results**

Our case backlog from 2020-2022 due to our lack of investigation staff has affected all KPMs related to investigations. While we had very few cases that were opened and subsequently closed during this reporting period, we are addressing our backlog and have processed almost twice the number of cases during this reporting period as we did last year.

KPM #4	Days between Board review/initial action and case closure (investigative process step three). - Percent of cases closed within 90 days of Board review/initial action.
	Data Collection Period: Sep 01 - Aug 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Days between Board review/initial action and case closure.</b>					
Actual	87.10%	75.80%	83%	94%	100%
Target	75%	75%	75%	75%	75%

**How Are We Doing**

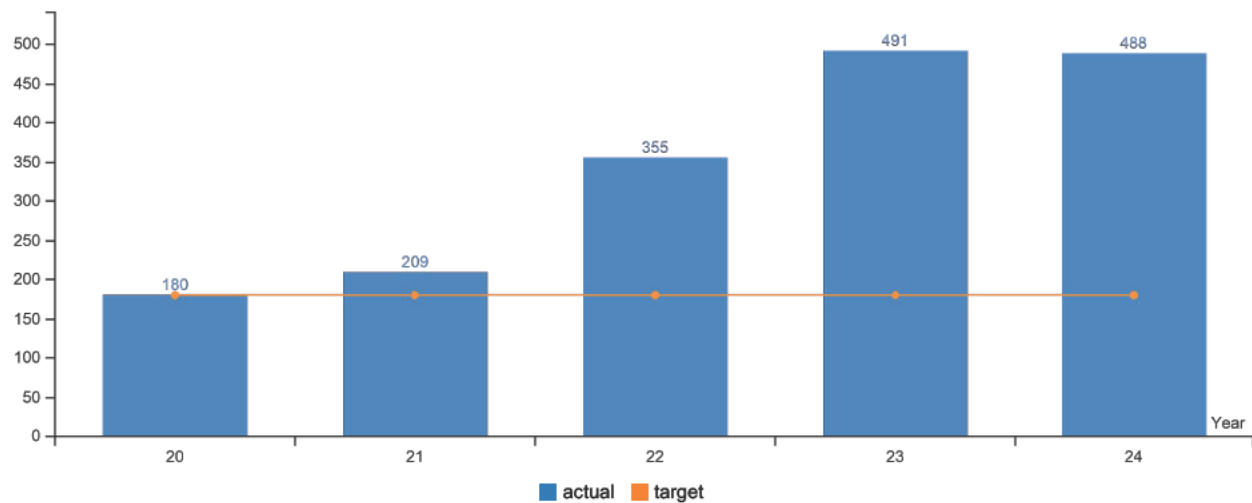
We have met and exceeded the target of this KPM at 100% for this reporting period. 39 cases that were initially reviewed by the Board in this reporting period closed within 90 days after that initial board review.

**Factors Affecting Results**

This will be at least the 6th year in a row of meeting or exceeding the 75% target on this KPM and I anticipate similar results in the future. Once staff receives the Board's determinations on cases, we work diligently to execute those outcomes as efficiently and effectively as possible.

KPM #5	Summary of investigative steps: Average number of days to resolve a complaint. -
	Data Collection Period: Sep 01 - Aug 31

\* Upward Trend = negative result



Report Year	2020	2021	2022	2023	2024
<b>Average number of days to resolve a complaint.</b>					
Actual	180	209	355	491	488
Target	180	180	180	180	180

**How Are We Doing**

The average number of days to resolve a complaint for our last reporting period (2023) was 491. 36 cases were closed during this reporting period with 33 cases closing over the 180 day target. Of these 36 cases, 28 Oregon licensed DCs were involved (1.5% of the total 1881 licensed DCs as of 9/1/2023). The 33 cases were open for an average of 523 days. 4 DCs (0.2% of the DC licensee base) were responsible for 6 cases (18%), which were open an average of 677 days and which resulted in license suspensions, license revocations, and large civil penalties.

For our current reporting period, we have not yet met our target, with the average number of days to resolve a complaint being 488. 44 cases were closed during this reporting period with 36 closing over the 180 day target. Of these 36 cases, 33 Oregon licensed DCs were involved (1.7% of the total 1900 licensed DCs as of 9/1/2024). The 36 cases were open for an average of 571 days.

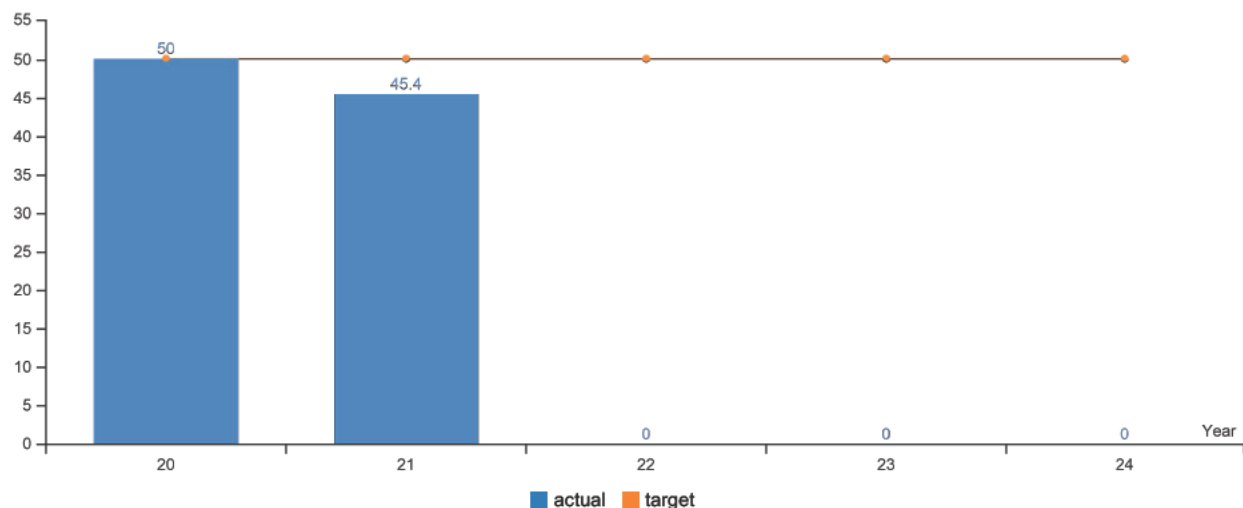
**Factors Affecting Results**

Our severe understaffing in 2020-2022 has greatly affected our KPMs related to investigations. While we have not met this KPM target as of yet, we continue to address the case backlog this understaffing created and are slowly improving, and will continue to improve, our outcomes.



KPM #6	Percent of sexual misconduct/boundary complaints resolved in 180 days -
	Data Collection Period: Sep 01 - Aug 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Percent of sexual misconduct/boundary complaints resolved in 180 days</b>					
Actual	50%	45.40%	0%	0%	0%
Target	50%	50%	50%	50%	50%

#### How Are We Doing

We have not met the target for this reporting period. There was a total of 5 sexual misconduct/boundary cases that were closed during this time, 3 of which included multiple victims, law enforcement agencies, or witnesses who eluded interviewing and resulted in either license revocation, suspension, or license surrender with fines. These 3 cases were open an average of 642 days. 2 of the cases were either closed for lack of evidence or closed for ultimate lack of jurisdiction.

#### Factors Affecting Results

Generally, these types of cases are much more complex and time consuming than non-sexual misconduct cases (e.g. recordkeeping, over treatment, etc.) often due to multiple and/or very traumatized victims (adults and minors) and witnesses, involvement of multiple licensing and law enforcement agencies, cross jurisdictional (state and country) issues, and engagement of expert review for psycho-or psychosexual evaluation of the perpetrating physician. During the cases that involve multiple law enforcement or state agencies (sheriff departments, local police, DHS, DOJ, county District Attorneys, school districts, etc.), our cases and investigations are often opened when we receive a complaint or notice an arrest and then often put on hold until the closure of the criminal proceedings, greatly increasing our resolution time period.

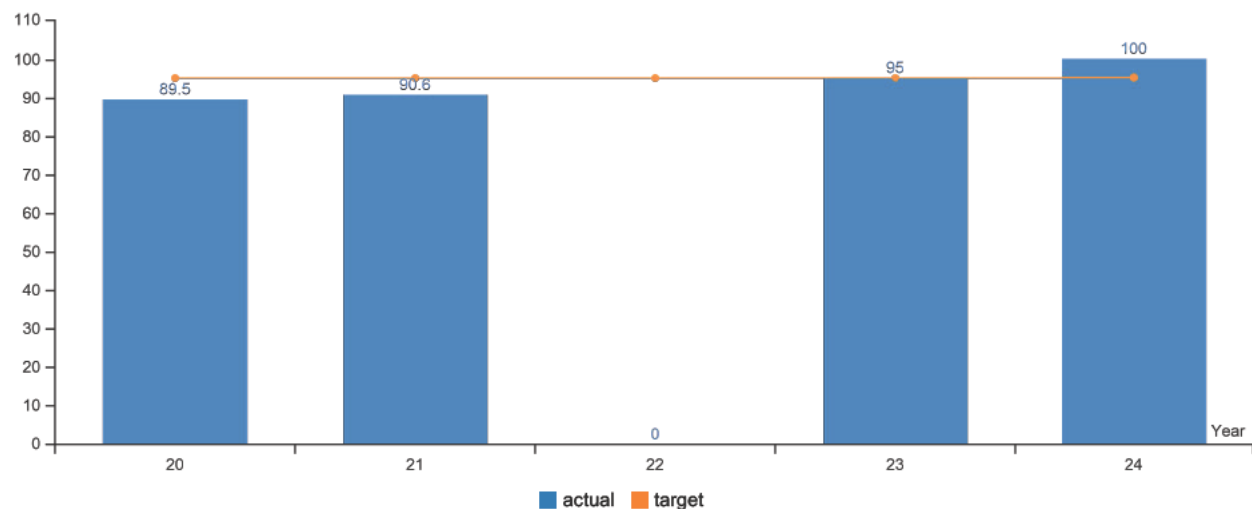
Also, because these cases involve the possibility of strong discipline - suspension or revocation of a DC's license - DCs more often than not hire defense counsel to represent them, which is fully within their due process rights. The fact that defense counsel is involved, however, significantly increases the time in which these cases are resolved. Counsel often utilize all tools available to them to allow their clients to continue to work during the pendency of the disciplinary proceedings. In essence, prolonging the process before their clients are fully held accountable. This may include scheduling conflicts, filing an abundance of pleadings, cross-filing cases in multiple jurisdictions/courts regarding the same matter or parties, filing multiple motions, requesting a hearing, prolonged settlement negotiations, preparing for hearing just to settle at the last minute, or going to hearing and filing for judicial review on appeal once the Final Order is issued, post-hearing. More often than

not, the majority of these cases settle immediately before hearing, after prolonged pre-hearing engagement with the agency.

Our goal, and mission, is to protect the public and, by thoroughly investigating all aspects of these cases, respecting our complainants and witnesses, fully respecting our licensees' due process rights, and successfully representing our agency and the public in negotiations, at hearing, and during appeal, we accomplish that end. Resolving these cases sooner is what we strive for, but not at the expense of public safety.

KPM #7	Percentage of chiropractic physicians meeting the annual continuing education requirements. -
	Data Collection Period: Sep 01 - Aug 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Percentage of chiropractic physicians meeting the annual continuing education requirements.</b>					
Actual	89.50%	90.60%	0%	95%	100%
Target	95%	95%	95%	95%	95%

#### How Are We Doing

For this reporting period, we rolled out our new software as a service database management system (InLumon) to replace our legacy licensing and compliance Microsoft Access database. In so doing, a lot of our automated functions, such as audits, were put on hold during the initial roll out and troubleshooting stages.

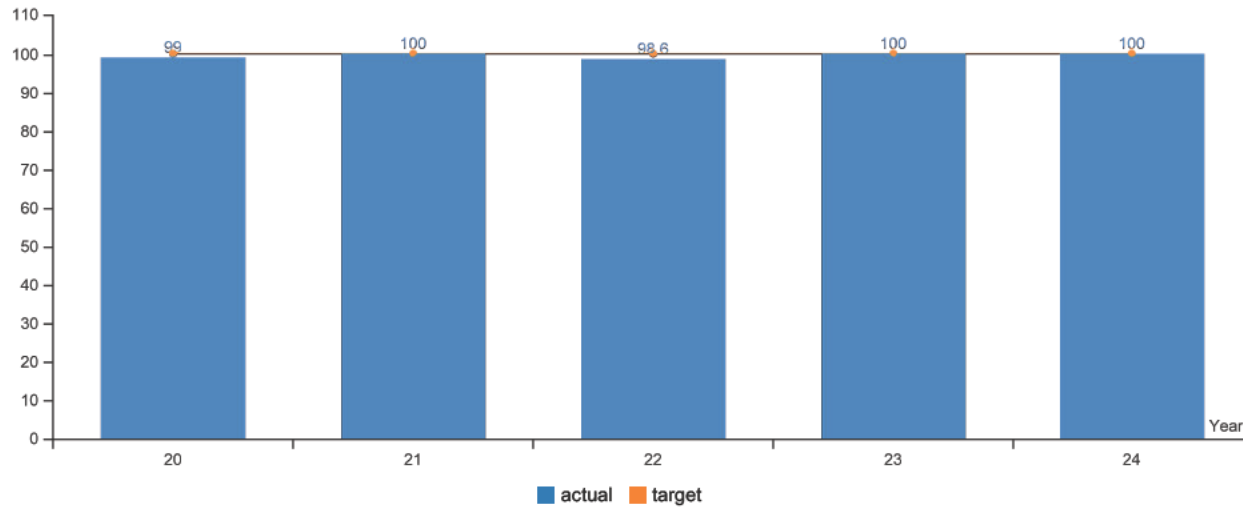
That said, we were able to complete one audit of the DC licensee base which resulted in a total compliance rate of 100% of those who complied with the audit within 30 days, meeting or exceeding our target.

#### Factors Affecting Results

Regularly scheduled audits will commence when InLumon is fully operational but we anticipate similar results as the new system allows applicants and licensees to upload proof of their continuing education directly into their license file. When licensees are audited, all the material should already be within their electronic file with no lag time in tracking proof of completion down and sending/uploading it to staff members.

KPM #8	Percentage of licenses issued within 5 days once all application components (that are the responsibility of the applicant) have been received. -
	Data Collection Period: Sep 01 - Aug 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Time to process chiropractor applications</b>					
Actual	99%	100%	98.60%	100%	100%
Target	100%	100%	100%	100%	100%

**How Are We Doing**

We met this target for this reporting period. 57 applicants were processed with 100% licenses being issued within the 5 day target.

The following percentages were completed in the following time frames:

Same day: 82% (47/57)

Within 1 day: 93% (53/57)

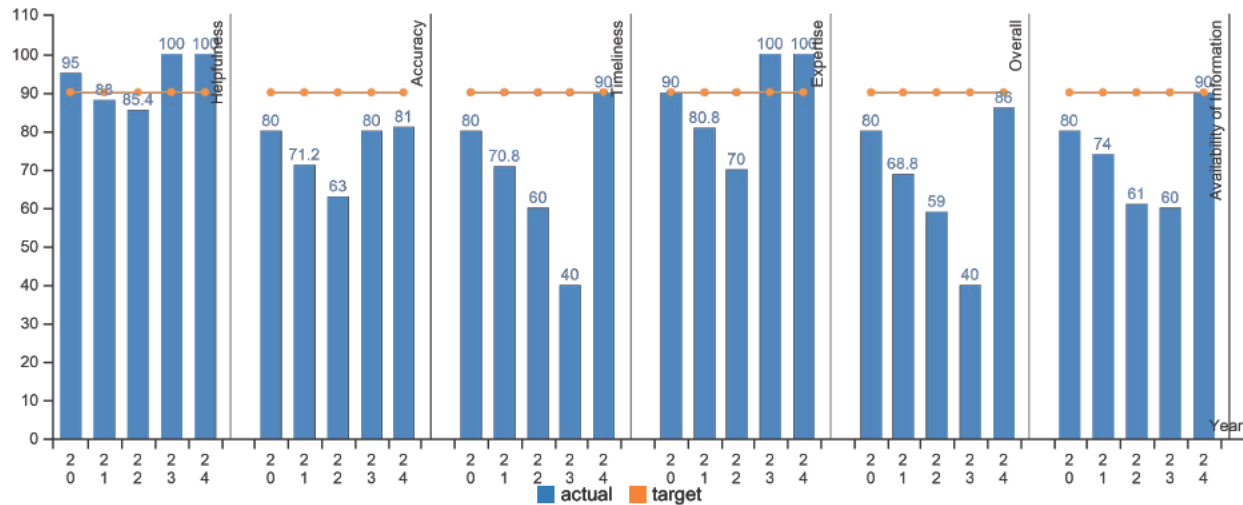
Within 2 days: 95% (54/57)

Within 3 days: 100% (57/57)

**Factors Affecting Results**

With our utilization of our new InLumon database management system, it is anticipated that this KPM may become moot as licensees have online access to the real time status of their applications and what is needed for completion. Once their application file is complete and reviewed by staff, licenses will be issued within minutes, that same day.

KPM #9	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.
	Data Collection Period: Sep 01 Aug 31



Report Year	2020	2021	2022	2023	2024
<b>Helpfulness</b>					
Actual	95%	88%	85.40%	100%	100%
Target	90%	90%	90%	90%	90%
<b>Accuracy</b>					
Actual	80%	71.20%	63%	80%	81%
Target	90%	90%	90%	90%	90%
<b>Timeliness</b>					
Actual	80%	70.80%	60%	40%	90%
Target	90%	90%	90%	90%	90%
<b>Expertise</b>					
Actual	90%	80.80%	70%	100%	100%
Target	90%	90%	90%	90%	90%
<b>Overall</b>					
Actual	80%	68.80%	59%	40%	86%
Target	90%	90%	90%	90%	90%
<b>Availability of Information</b>					
Actual	80%	74%	61%	60%	90%
Target	90%	90%	90%	90%	90%

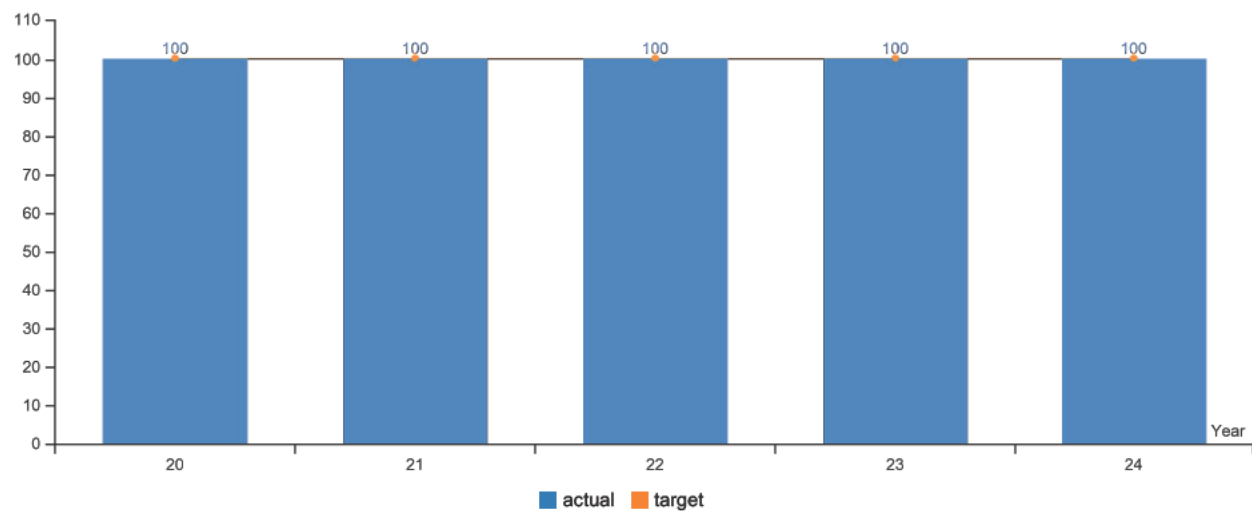
We met or exceeded our targets in 4 of the 6 measures within this customer satisfaction survey: Helpfulness, Timeliness, Expertise, and Availability of Information. We have dramatically improved our efforts and outcomes in customer service since last reporting period.

**Factors Affecting Results**

Because our staff are now more experienced and have made concerted, mindful efforts in responding timely and accurately to customers, those results are reflected within this survey. While the rollout of our new licensing database management system caused (and continues to cause) some operational hiccups, we communicated well with and prepared our licensee base for the transition and are grateful for their patience.

KPM #10	Board Best Practices - Percent of total best practices met by the Board.
	Data Collection Period: Sep 01 - Aug 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Board Best Practices - Percent of total best practices met by the Board.</b>					
Actual	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%

**How Are We Doing**

All 7 board members provided a response to the Board Best Practices KPM and assessed a 100% aggregate score, meeting our target for this reporting period.

**Factors Affecting Results**



# **Oregon Board of Chiropractic Examiners**

## **Strategic Plan 2025-27**

Cassandra C. McLeod-Skinner, J.D., Executive Director  
530 Center Street, Suite 620  
Salem, OR 97301  
503 373-1620

**July 1, 2025 – June 30, 2027**  
Adopted July 25, 2024



## I. Agency Mission, Vision, and Values

<p><b>The business we are in</b></p>	<p style="text-align: center;"><b>Agency Mission:</b></p> <p>The mission of the Oregon Board of Chiropractic Examiners is to protect the public by regulating the practice of chiropractic. (2019)</p>
<p><b>What we want to be known for</b></p>	<p style="text-align: center;"><b>Vision</b></p> <p>To protect the health, safety, and welfare of the public in all matters of chiropractic care by setting a national standard in educating, licensing, and regulating our licensees.</p>
<p><b>What beliefs guide our actions</b></p>	<p style="text-align: center;"><b>Values</b></p> <ol style="list-style-type: none"> <li>1. Integrity – a commitment to acting honestly, ethically, and fairly.</li> <li>2. Accountability – a willingness to accept responsibility for actions in a transparent manner.</li> <li>3. Excellence – an expectation of the highest quality work and innovation.</li> <li>4. Professionalism – a dedication to provide equitable, caring service to all Oregonians with compassion and respect.</li> <li>5. Equity – create and foster a consistent environment where everyone has access and opportunity to thrive.</li> </ol>

## II. Agency Affirmative Action Contacts

### Agency Executive Director

Cassandra C. McLeod-Skinner, J.D.

[cass.mcleod-skinner@obce.oregon.gov](mailto:cass.mcleod-skinner@obce.oregon.gov), 503-373-1620

### Governor’s Policy Advisor

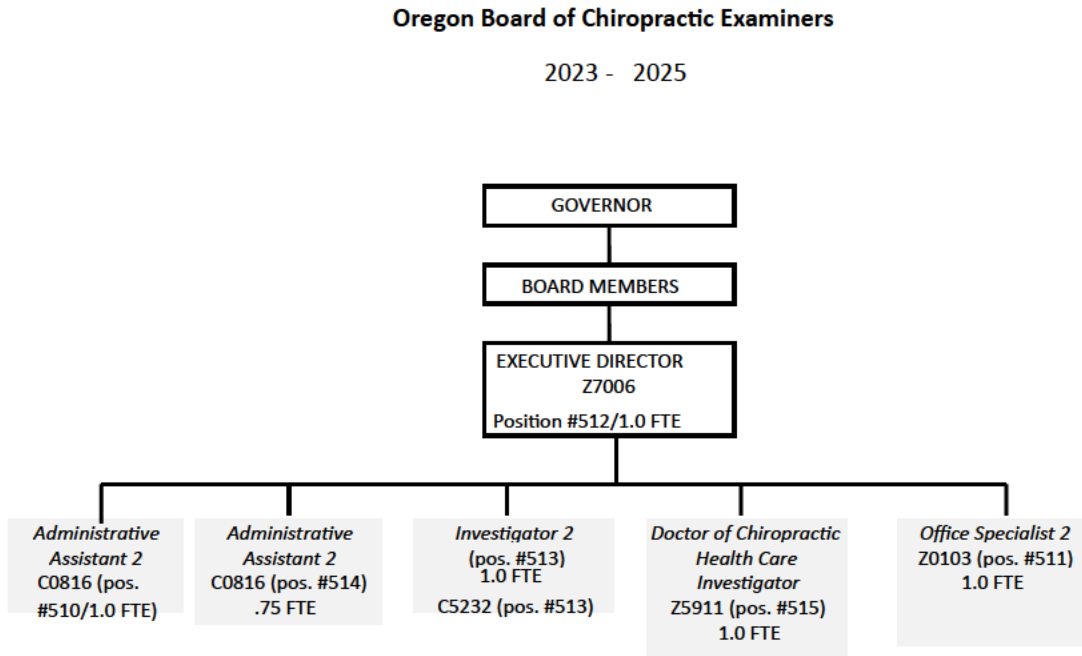
Kristina Narayan

[Kristina.narayan@oregon.gov](mailto:Kristina.narayan@oregon.gov), 503-689-0893

## DEI & Affirmative Action Representative

Cassandra C. McLeod-Skinner, J.D., Executive Director  
[cass.mcleod-skinner@obce.oregon.gov](mailto:cass.mcleod-skinner@obce.oregon.gov), 503-373-1620

### III. Organizational Chart



### IV. Agency Function

The Board of Chiropractic Examiners (OBCE or Board) is comprised of a seven member board and 6 staff members. The Board members are nominated by the Governor and confirmed by the Senate. Although our staff is rather small (5.75 FTE), we are diverse in ethnicity, age, gender, religion, sexual orientation, and ability. We strive to broaden the outreach that CHRO does on our behalf for temporary or permanent hires by including local community college career centers as well as transitional programs for job posting locations and prioritizing the ability to work in multiple languages.

The authority and responsibilities of the OBCE are contained in Oregon Revised Statutes (ORS) Chapter 676 (Health Professions Generally), ORS Chapter 684 (Chiropractors) and in Oregon Administrative Rules (OAR) Chapter 811. The

primary program activities are Licensing, Investigation, Compliance, and Administration.

## **V. Affirmative Action Statement**

The OBCE is committed to achieving a work force that represents the diversity of Oregon's population and to providing fair and equal employment opportunities. The Board is committed to an affirmative action program that provides equal opportunities for all persons regardless of race, color, religion, sex, sexual orientation, national origin, marital status, age or disability. The Board provides an environment for each applicant and employee that is free from sexual harassment, as well as harassment and intimidation on account of an individual's race, color, religion, gender, sexual orientation, national origin, age, marital status or disability. The Board employment practices are consistent with the State's Affirmative Action Statement Guidelines and with state and federal laws, which preclude discrimination.

Accordingly, the OBCE shall:

- A. Maintain a policy of equal treatment and equality of opportunity in employment for all applicants and employees in its employment decisions.
- B. Apply all terms, conditions, benefits, and privileges of employment with the agency to all applicants and employees regardless of race, color, religion, age, sex, sexual orientation, gender identity, marital status, national origin, political affiliation, FMLA/OFLA leave status, military leave status, disability, or any other reason prohibited by the law or policy of the state or federal government.
- C. Engage in efforts improve the workforce pipeline and diversity of the profession, including through collaboration with agency partners.

The Executive Director will communicate the plan to every employee via email and at an all staff meeting. The Director will review hiring and promotion patterns and job descriptions with our HR Business Partner within DAS CHRO with a goal of identifying and removing any barriers to equal employment opportunities. This partnership will also ensure that the agency's DEI/Affirmative Action Statement is posted on the agency's website and is effectively communicated to the Board's employees.

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

The Governor's Office, and the OBCE, recognize "diversity as the collective mixtures of our differences and similarities. These differences are viewed as a strength that maximizes the state's competitive advantage through innovation, effectiveness and adaptability. Equity is a value and goal, not a process. It allows all individuals to thrive and reach their full potential. Inclusion is leveraging diversity

which builds and sustains a culture in which people are engaged and motivated. Ultimately, inclusion is the environment that people create to allow these differences to thrive.” (See p. 32, *2017-2019 Affirmative Action Biennial Report*, Office of Governor Kate Brown, Diversity, Equity, and Inclusion/Affirmative Action).

As such, the OBCE is committed to establishing, monitoring, and maintaining a work environment where all employees and Board members are given opportunities to develop, treated with respect and integrity and feel part of the Board’s goals and mission. This is accomplished by promoting and retaining diverse staff where everyone feels supported and valued. The Board recognizes that given the small size of its staff, the greatest DEI impact it can have is by identifying and resourcing community engagement with its partners to help achieve the profession’s goals for chiropractic workforce development.

## **VII. Community Engagement Efforts**

While the majority of our licensee base is still white, English speaking, and men, our affected community members and patients are not. As the Executive Director for the agency and Board, I reached out to the state’s only chiropractic school (University of Western States) to learn more about their recruitment and retention practices for BIPOC students and professors. UWS has been in the process of evaluating and updating their recruitment and retention efforts for future classes of chiropractic students who will eventually become eligible for OBCE board membership.

Among those efforts, UWS is hosting the American Black Chiropractic Association’s (ABCA) annual meeting/convention being held at UWS in June 2024. OBCE Staff and Board members will be attending the convention, educating the ABCA members of licensure in Oregon, with the hope of recruiting chiropractic professionals from diverse areas of the country.

We have begun to raise workforce pipeline issues with the Federation of Chiropractic Licensing Boards (FCLB) and the National Board of Chiropractic Examiners (NBCE) and will continue to do so in order to streamline testing and licensure timelines.

## **VIII. Human Resource Services**

The OBCE contracts with Department of Administrative Services (DAS), Chief Human Resource Office (CHRO) for our HR needs in recruiting, performance evaluations, personnel actions, and payroll. We have access to all state and federal employment law documents through that office and all staff and Board members have access to CHRO through our contact person, Reba Dunnington.

## **IX. Agency Employee Diversity Training/Professional Development**

Prior to the onset of COVID in 2020, members of OBCE staff had attended the statewide DEI conference in 2019 and 2020 and brought back insights to other staff

members. The Executive Director was a member of the statewide Enterprise Leadership Team (ELT) and, as such, was also a member of the ELT's DEI subcommittee, working on fostering and promoting recruitment, retention, training, and support for BIPOC employees. The Executive Director was also co-lead for the Department of Administrative Services (DAS)'s DEI Training Advisory Committee to create new and ongoing DEI trainings for all state employees. This work was currently been on hold with changes to DAS's cultural change office and the unknown atmosphere with a new Governor and administration as of November 2022.

Continued professional development and training opportunities ensures that employees are provided with the skills needed to excel in their work, and, therefore, be retained by the agency. The OBCE uses a variety of approaches to establish a climate that supports continuous learning and development through the following:

- Webinars and other interactive online training
- Internal and external training courses
- Establish individual needs and training requests and make those a standard part of the conversation during quarterly check-ins with employees.

Investing in training opportunities for all employees reflects the value and support the Board places on our employees.

## **X. Affirmative Action Statement Previous Objectives**

### **Goals set and met**

1. *Continue to advertise and recruit for diversity for the Board and the Board's committees and have demonstrable results.*

Within the 2019-2021 biennium, the Board recruited and retained 2 female Board members and a female member for our Peer Review Committee. This is the second time in the Board's history, and the second biennia in a row, that the Board consists of a majority of women members and that trend continues, including BIPOC women.

2. *Review the Oregon Health Authority's recommendations for culturally appropriate continuing education and encourage licensees to attend those courses.*

Biannually, the OBCE hosts an Introduction to the Board continuing education class that is required for newly licensed chiropractic physicians within the state. Within that class, we review the importance of cultural competency and provide resources, including a list of OHA's recommendations, for licensees to participate in. For some disciplinary cases, the Board has required that OHA's cultural competency curriculum be utilized.

Additionally, the Executive Director is an alumna of Oregon Health Authority's Office of Equity and Inclusion's DELTA (Developing Leadership through Training and Action) program and participates with past and current members as often as possible.

3. *Propose a Board mandate of cultural competency education as part of its annual renewal continuing education requirements.*

The Board voted to mandate cultural competency CE for all doctors of chiropractic for 2021 and later required, through promulgated rulemaking, that cultural competency continuing education be required for annual license renewal.

4. *Continue to provide information and opportunities for staff to participate in diversity training and multi-cultural events, and seek new opportunities for working with higher education and local ethnic groups.*

In August 2020, the Board President and Executive Director both attended History of Racism in Oregon, a presentation put on by the staff of the Oregon Historical Society. It was such an amazing presentation – a primer for DEI work in the state – that we invited OHS, and they accepted, to present to the full board and staff at our January 2021 board meeting.

The Board will continue to develop strategies to recruit, retain, and promote a diverse staff. The Board recognizes the value of individual and cultural difference and creates a work environment where talents and abilities are valued. If vacancies occur, OBCE will explore new and different venues to promote a diverse pool of applicants, including attending job fairs and trade shows.

5. *Encourage employees to avail themselves of promotional and job developmental opportunities within Oregon State Government.*

Staff is provided notices of events that are occurring within state government and throughout the state that they are encouraged to participate in. The agency's Executive Director is involved in many multicultural professional and recreational organizations and share events through those groups with staff as well.

#### **Goals not met or not expected to meet**

1. *Identify and implement a Cultural Competency Assessment within the existing budget limitation.*

We have not yet initiated this assessment.

## X. Strategic Plan 2023-2025 objectives

<p><b>Accomplishments that define our success</b></p>	<p><b>Key Goal/Objectives</b></p> <p><i>Provide information and opportunities for staff and Board members to participate in diversity training and multi-cultural events.</i></p>	<p><b>Key Goal/Objectives</b></p> <p><i>Work with UWS and the ABCA to better recruit, retain, and matriculate diverse chiropractic students who will then become eligible for Board membership.</i></p>	<p><b>Key Goal/Objectives</b></p> <p><i>Review all rules and policies for gender neutral language.</i></p>	<p><b>Key Goal/Objectives</b></p> <p><i>Review continuing education requirements and recommendations for cultural responsiveness and relevance.</i></p>
<p><b>How we achieve the objectives</b></p>	<p><b>Strategies/ Initiatives</b></p> <p><i>Share events and opportunities available through FCLB, DOJ, DAS, and other organizations. Incorporate educational field trips as part of in-person board meetings.</i></p>	<p><b>Strategies/ Initiatives</b></p> <p><i>Communication about and participation in ABCA and UWS events.</i></p>	<p><b>Strategies/ Initiatives</b></p> <p><i>Staff will review each section of our OARs and provide recommended amendments to the Board.</i></p>	<p><b>Strategies/ Initiatives</b></p> <p><i>Staff will review CE requirements for cultural responsiveness and relevance and provide recommendations to the Board.</i></p>
<p><b>How we determine we are making progress</b></p>	<p><b>Evaluation/ Measure/Outcomes</b></p> <p><i>Educational programming will be recommended to staff and Board members and will be incorporated into our Board meetings at twice per biennium.</i></p>	<p><b>Evaluation/ Measure/Outcomes</b></p> <p><i>Attendance and participation at ABCA's Annual Conference at UWS in June 2024.</i></p>	<p><b>Evaluation/ Measure/Outcomes</b></p> <p><i>Full rule review to be completed by end of the 2023-25 biennium.</i></p>	<p><b>Evaluation/ Measure/Outcomes</b></p> <p><i>Full review to be completed by the end of the 2023-25 biennium.</i></p>

## XI. Agency Demographics

With respect to the demographics of our current staff and Board, the following reflects the current composition of the Board and its staff:

	Gender	Race/Ethnicity	Age Range	Languages Spoken	Sexual Orientation
Board Members	57% female 43% male	71% White; European 14% African American/White 14% Asian/European	14% 25-20 14% 35-40 71% 40-55	100% English	86% heterosexual 14% LGBTQ+
Staff Members	66% female 16% non-binary 16% male	66% White; European 16% Asian; Japanese 16% Hispanic/Latino; Mexican	16% 25-35 33% 35-45 16% 45-55 16% 55-60 16% 60-70	100% English 33% Spanish 16% Japanese 16% Russian	50% heterosexual 33% LGBTQ+ 16% non-report

The OBCE remains committed to its policy on Affirmative Action and Equal Opportunity and to a rigorous and active affirmative action program. My personal commitment to these ideas is represented in the Affirmative Action Statement. Likewise, the Statement represents the Board's commitment to equal opportunity and affirmative action in employment and public service consistent with all applicable federal and state laws, including, but not limited to: Executive Order 11246; Title VII of the Civil Rights Act of 1964; Sections 503 and 504 of the Rehabilitation Act of 1974; the Vietnam Era Veterans Readjustment Assistance Act; and the Americans with Disabilities Act. This Affirmative Action Plan has my complete authorization and commitment.

Signatures on file with the OBCE office.

C

Executive Director

\_\_\_\_\_  
Date



**Oregon Board of Chiropractic Examiners**

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

**Agency Number: 81100**

**M Analyst: Vellaipandian, Harikrishnan**

**Budget Coordinator: Kay, Irina - (971)900-7668**

<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	Operations	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
001-00-00-00000	Operations	021	0	Phase-in	Essential Packages
001-00-00-00000	Operations	022	0	Phase-out Pgm & One-time Costs	Essential Packages
001-00-00-00000	Operations	031	0	Standard Inflation	Essential Packages
001-00-00-00000	Operations	032	0	Above Standard Inflation	Essential Packages
001-00-00-00000	Operations	033	0	Exceptional Inflation	Essential Packages
001-00-00-00000	Operations	040	0	Mandated Caseload	Essential Packages
001-00-00-00000	Operations	050	0	Fundshifts	Essential Packages
001-00-00-00000	Operations	060	0	Technical Adjustments	Essential Packages
001-00-00-00000	Operations	070	0	Revenue Shortfalls	Policy Packages
001-00-00-00000	Operations	081	0	May 2024 Emergency Board	Policy Packages
001-00-00-00000	Operations	082	0	September 2024 Emergency Board	Policy Packages
001-00-00-00000	Operations	090	0	Analyst Adjustments	Policy Packages
001-00-00-00000	Operations	092	0	Statewide AG Adjustment	Policy Packages
001-00-00-00000	Operations	093	0	Statewide Adjustment DAS Chgs	Policy Packages
001-00-00-00000	Operations	101	1	Restore Package	Policy Packages

**Oregon Board of Chiropractic Examiners**

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

**Agency Number: 81100**

**BAM Analyst: Vellaipandian, Harikrishnan**

**Budget Coordinator: Kay, Irina - (971)900-7668**

<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	Operations
	081	May 2024 Emergency Board	001-00-00-00000	Operations
	082	September 2024 Emergency Board	001-00-00-00000	Operations
	090	Analyst Adjustments	001-00-00-00000	Operations
	092	Statewide AG Adjustment	001-00-00-00000	Operations
	093	Statewide Adjustment DAS Chgs	001-00-00-00000	Operations
1	101	Restore Package	001-00-00-00000	Operations

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	600,252	798,574	798,574	210,755	210,755	-
<b>REVENUE CATEGORIES</b>						
<b>LICENSES AND FEES</b>						
<b>0205 Business Lic and Fees</b>						
3400 Other Funds Ltd	38,178	42,532	42,532	39,464	39,464	-
<b>0210 Non-business Lic. and Fees</b>						
3400 Other Funds Ltd	1,653,422	1,886,980	1,886,980	2,665,461	2,709,968	-
<b>LICENSES AND FEES</b>						
3400 Other Funds Ltd	1,691,600	1,929,512	1,929,512	2,704,925	2,749,432	-
<b>TOTAL LICENSES AND FEES</b>	<b>\$1,691,600</b>	<b>\$1,929,512</b>	<b>\$1,929,512</b>	<b>\$2,704,925</b>	<b>\$2,749,432</b>	<b>-</b>
<b>CHARGES FOR SERVICES</b>						
<b>0410 Charges for Services</b>						
3400 Other Funds Ltd	1,015	1,640	1,640	1,292	1,292	-
<b>FINES, RENTS AND ROYALTIES</b>						
<b>0505 Fines and Forfeitures</b>						
3400 Other Funds Ltd	211,410	226,888	226,888	53,497	53,497	-
<b>OTHER</b>						
<b>0975 Other Revenues</b>						
3400 Other Funds Ltd	10,404	-	-	-	-	-
<b>REVENUE CATEGORIES</b>						
3400 Other Funds Ltd	1,914,429	2,158,040	2,158,040	2,759,714	2,804,221	-

**Oregon Board of Chiropractic Examiners**

**Agency Number: 81100**

**Budget Support - Detail Revenues and Expenditures**

**Cross Reference Number: 81100-000-00-00-00000**

**2025-27 Biennium**

**Chiropractic Examiner, State Board of**

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
<b>TOTAL REVENUE CATEGORIES</b>	<b>\$1,914,429</b>	<b>\$2,158,040</b>	<b>\$2,158,040</b>	<b>\$2,759,714</b>	<b>\$2,804,221</b>	<b>-</b>
<b>TRANSFERS OUT</b>						
<b>2443 Tsfr To Oregon Health Authority</b>						
3400 Other Funds Ltd	(10,010)	(11,600)	(11,600)	(11,600)	(11,600)	-
<b>AVAILABLE REVENUES</b>						
3400 Other Funds Ltd	2,504,671	2,945,014	2,945,014	2,958,869	3,003,376	-
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$2,504,671</b>	<b>\$2,945,014</b>	<b>\$2,945,014</b>	<b>\$2,958,869</b>	<b>\$3,003,376</b>	<b>-</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	682,138	927,433	1,021,541	885,811	879,331	-
<b>3115 Board Member Stipend</b>						
3400 Other Funds Ltd	-	40,000	40,000	40,000	40,000	-
<b>3160 Temporary Appointments</b>						
3400 Other Funds Ltd	35,356	-	-	-	-	-
<b>3170 Overtime Payments</b>						
3400 Other Funds Ltd	5,811	-	-	-	-	-
<b>3180 Shift Differential</b>						
3400 Other Funds Ltd	16	482	482	502	502	-
<b>3190 All Other Differential</b>						
3400 Other Funds Ltd	35,971	23,271	23,271	24,248	24,248	-
<b>SALARIES &amp; WAGES</b>						

**Oregon Board of Chiropractic Examiners**

**Agency Number: 81100**

**Budget Support - Detail Revenues and Expenditures**

**Cross Reference Number: 81100-000-00-00-00000**

**2025-27 Biennium**

**Chiropractic Examiner, State Board of**

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
3400 Other Funds Ltd	759,292	991,186	1,085,294	950,561	944,081	-
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$759,292</b>	<b>\$991,186</b>	<b>\$1,085,294</b>	<b>\$950,561</b>	<b>\$944,081</b>	-
<b>OTHER PAYROLL EXPENSES</b>						
<b>3210 Empl. Rel. Bd. Assessments</b>						
3400 Other Funds Ltd	254	304	304	342	342	-
<b>3220 Public Employees' Retire Cont</b>						
3400 Other Funds Ltd	112,423	166,278	162,506	186,681	185,317	-
<b>3221 Pension Obligation Bond</b>						
3400 Other Funds Ltd	36,281	44,006	47,142	42,445	42,445	-
<b>3230 Social Security Taxes</b>						
3400 Other Funds Ltd	57,755	72,765	71,155	69,658	69,162	-
<b>3241 Paid Family Medical Leave Insurance</b>						
3400 Other Funds Ltd	1,019	3,711	3,627	3,549	3,523	-
<b>3250 Worker's Comp. Assess. (WCD)</b>						
3400 Other Funds Ltd	186	264	264	199	199	-
<b>3260 Mass Transit Tax</b>						
3400 Other Funds Ltd	4,275	5,127	5,127	5,703	5,664	-
<b>3270 Flexible Benefits</b>						
3400 Other Funds Ltd	141,504	227,700	227,700	201,438	201,438	-
<b>OTHER PAYROLL EXPENSES</b>						
3400 Other Funds Ltd	353,697	520,155	517,825	510,015	508,090	-
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$353,697</b>	<b>\$520,155</b>	<b>\$517,825</b>	<b>\$510,015</b>	<b>\$508,090</b>	-
<b>P.S. BUDGET ADJUSTMENTS</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>3455 Vacancy Savings</b>						
3400 Other Funds Ltd	-	(15,226)	(15,226)	-	-	-
<b>3465 Reconciliation Adjustment</b>						
3400 Other Funds Ltd	-	-	-	-	(31,200)	-
<b>P.S. BUDGET ADJUSTMENTS</b>						
3400 Other Funds Ltd	-	(15,226)	(15,226)	-	(31,200)	-
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>	-	<b>(\$15,226)</b>	<b>(\$15,226)</b>	-	<b>(\$31,200)</b>	-
<b>PERSONAL SERVICES</b>						
3400 Other Funds Ltd	1,112,989	1,496,115	1,587,893	1,460,576	1,420,971	-
<b>TOTAL PERSONAL SERVICES</b>	<b>\$1,112,989</b>	<b>\$1,496,115</b>	<b>\$1,587,893</b>	<b>\$1,460,576</b>	<b>\$1,420,971</b>	-
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
3400 Other Funds Ltd	37,106	25,898	25,898	26,986	26,986	-
<b>4125 Out of State Travel</b>						
3400 Other Funds Ltd	18,718	9,602	9,602	10,005	10,005	-
<b>4150 Employee Training</b>						
3400 Other Funds Ltd	25,881	16,155	16,155	16,834	16,834	-
<b>4175 Office Expenses</b>						
3400 Other Funds Ltd	14,400	24,000	24,000	19,798	19,798	-
<b>4200 Telecommunications</b>						
3400 Other Funds Ltd	20,457	17,432	17,432	18,164	18,164	-
<b>4225 State Gov. Service Charges</b>						
3400 Other Funds Ltd	94,861	78,882	78,882	101,792	102,905	-

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>4250 Data Processing</b>						
3400 Other Funds Ltd	16,289	54,694	54,694	36,151	42,015	-
<b>4275 Publicity and Publications</b>						
3400 Other Funds Ltd	4,227	3,800	3,800	3,960	3,960	-
<b>4300 Professional Services</b>						
3400 Other Funds Ltd	22,491	73,099	73,099	78,070	78,070	-
<b>4315 IT Professional Services</b>						
3400 Other Funds Ltd	44,586	118,495	118,495	51,553	51,553	-
<b>4325 Attorney General</b>						
3400 Other Funds Ltd	180,500	294,260	294,260	362,705	335,611	-
<b>4375 Employee Recruitment and Develop</b>						
3400 Other Funds Ltd	-	1,117	1,117	1,164	1,164	-
<b>4400 Dues and Subscriptions</b>						
3400 Other Funds Ltd	6,689	5,730	5,730	5,971	5,971	-
<b>4425 Facilities Rental and Taxes</b>						
3400 Other Funds Ltd	107,479	115,247	115,247	120,087	120,087	-
<b>4575 Agency Program Related S and S</b>						
3400 Other Funds Ltd	56,725	21,885	21,885	48,854	48,854	-
<b>4650 Other Services and Supplies</b>						
3400 Other Funds Ltd	180,632	202,898	202,898	161,420	161,420	-
<b>4700 Expendable Prop 250 - 5000</b>						
3400 Other Funds Ltd	91	5,038	5,038	5,250	5,250	-
<b>4715 IT Expendable Property</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	6,064	5,699	5,699	5,938	5,938	-
<b>SERVICES &amp; SUPPLIES</b>						
3400 Other Funds Ltd	837,196	1,073,931	1,073,931	1,074,702	1,054,585	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$837,196</b>	<b>\$1,073,931</b>	<b>\$1,073,931</b>	<b>\$1,074,702</b>	<b>\$1,054,585</b>	-
<b>CAPITAL OUTLAY</b>						
<b>5150 Telecommunications Equipment</b>						
3400 Other Funds Ltd	5,507	-	-	-	-	-
<b>EXPENDITURES</b>						
3400 Other Funds Ltd	1,955,692	2,570,046	2,661,824	2,535,278	2,475,556	-
<b>TOTAL EXPENDITURES</b>	<b>\$1,955,692</b>	<b>\$2,570,046</b>	<b>\$2,661,824</b>	<b>\$2,535,278</b>	<b>\$2,475,556</b>	-
<b>ENDING BALANCE</b>						
3400 Other Funds Ltd	548,979	374,968	283,190	423,591	527,820	-
<b>TOTAL ENDING BALANCE</b>	<b>\$548,979</b>	<b>\$374,968</b>	<b>\$283,190</b>	<b>\$423,591</b>	<b>\$527,820</b>	-
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	6	6	6	5	5	-
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>5</b>	-
<b>AUTHORIZED FTE</b>						
8250 Class/Unclass FTE Positions	5.10	5.75	5.75	4.75	4.75	-
<b>TOTAL AUTHORIZED FTE</b>	<b>5.10</b>	<b>5.75</b>	<b>5.75</b>	<b>4.75</b>	<b>4.75</b>	-



Budget Support - Detail Revenues and Expenditures  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000

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>BEGINNING BALANCE</b>						
0025 Beginning Balance						
3400 Other Funds Ltd	600,252	798,574	798,574	210,755	210,755	-
<b>REVENUE CATEGORIES</b>						
<b>LICENSES AND FEES</b>						
0205 Business Lic and Fees						
3400 Other Funds Ltd	38,178	42,532	42,532	39,464	39,464	-
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	1,653,422	1,886,980	1,886,980	2,665,461	2,709,968	-
<b>LICENSES AND FEES</b>						
3400 Other Funds Ltd	1,691,600	1,929,512	1,929,512	2,704,925	2,749,432	-
<b>TOTAL LICENSES AND FEES</b>	<b>\$1,691,600</b>	<b>\$1,929,512</b>	<b>\$1,929,512</b>	<b>\$2,704,925</b>	<b>\$2,749,432</b>	<b>-</b>
<b>CHARGES FOR SERVICES</b>						
0410 Charges for Services						
3400 Other Funds Ltd	1,015	1,640	1,640	1,292	1,292	-
<b>FINES, RENTS AND ROYALTIES</b>						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	211,410	226,888	226,888	53,497	53,497	-
<b>OTHER</b>						
0975 Other Revenues						
3400 Other Funds Ltd	10,404	-	-	-	-	-
<b>REVENUE CATEGORIES</b>						
3400 Other Funds Ltd	1,914,429	2,158,040	2,158,040	2,759,714	2,804,221	-

**Oregon Board of Chiropractic Examiners**

**Agency Number: 81100**

**Budget Support - Detail Revenues and Expenditures  
2025-27 Biennium  
Operations**

**Cross Reference Number: 81100-001-00-00-00000**

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
<b>TOTAL REVENUE CATEGORIES</b>	<b>\$1,914,429</b>	<b>\$2,158,040</b>	<b>\$2,158,040</b>	<b>\$2,759,714</b>	<b>\$2,804,221</b>	<b>-</b>
<b>TRANSFERS OUT</b>						
<b>2443 Tsfr To Oregon Health Authority</b>						
3400 Other Funds Ltd	(10,010)	(11,600)	(11,600)	(11,600)	(11,600)	-
<b>AVAILABLE REVENUES</b>						
3400 Other Funds Ltd	2,504,671	2,945,014	2,945,014	2,958,869	3,003,376	-
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$2,504,671</b>	<b>\$2,945,014</b>	<b>\$2,945,014</b>	<b>\$2,958,869</b>	<b>\$3,003,376</b>	<b>-</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	682,138	927,433	1,021,541	885,811	879,331	-
<b>3115 Board Member Stipend</b>						
3400 Other Funds Ltd	-	40,000	40,000	40,000	40,000	-
<b>3160 Temporary Appointments</b>						
3400 Other Funds Ltd	35,356	-	-	-	-	-
<b>3170 Overtime Payments</b>						
3400 Other Funds Ltd	5,811	-	-	-	-	-
<b>3180 Shift Differential</b>						
3400 Other Funds Ltd	16	482	482	502	502	-
<b>3190 All Other Differential</b>						
3400 Other Funds Ltd	35,971	23,271	23,271	24,248	24,248	-
<b>SALARIES &amp; WAGES</b>						

Budget Support - Detail Revenues and Expenditures  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000

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
3400 Other Funds Ltd	759,292	991,186	1,085,294	950,561	944,081	-
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$759,292</b>	<b>\$991,186</b>	<b>\$1,085,294</b>	<b>\$950,561</b>	<b>\$944,081</b>	-
<b>OTHER PAYROLL EXPENSES</b>						
<b>3210 Empl. Rel. Bd. Assessments</b>						
3400 Other Funds Ltd	254	304	304	342	342	-
<b>3220 Public Employees' Retire Cont</b>						
3400 Other Funds Ltd	112,423	166,278	162,506	186,681	185,317	-
<b>3221 Pension Obligation Bond</b>						
3400 Other Funds Ltd	36,281	44,006	47,142	42,445	42,445	-
<b>3230 Social Security Taxes</b>						
3400 Other Funds Ltd	57,755	72,765	71,155	69,658	69,162	-
<b>3241 Paid Family Medical Leave Insurance</b>						
3400 Other Funds Ltd	1,019	3,711	3,627	3,549	3,523	-
<b>3250 Worker's Comp. Assess. (WCD)</b>						
3400 Other Funds Ltd	186	264	264	199	199	-
<b>3260 Mass Transit Tax</b>						
3400 Other Funds Ltd	4,275	5,127	5,127	5,703	5,664	-
<b>3270 Flexible Benefits</b>						
3400 Other Funds Ltd	141,504	227,700	227,700	201,438	201,438	-
<b>OTHER PAYROLL EXPENSES</b>						
3400 Other Funds Ltd	353,697	520,155	517,825	510,015	508,090	-
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$353,697</b>	<b>\$520,155</b>	<b>\$517,825</b>	<b>\$510,015</b>	<b>\$508,090</b>	-
<b>P.S. BUDGET ADJUSTMENTS</b>						

Budget Support - Detail Revenues and Expenditures  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000

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>3455 Vacancy Savings</b>						
3400 Other Funds Ltd	-	(15,226)	(15,226)	-	-	-
<b>3465 Reconciliation Adjustment</b>						
3400 Other Funds Ltd	-	-	-	-	(31,200)	-
<b>P.S. BUDGET ADJUSTMENTS</b>						
3400 Other Funds Ltd	-	(15,226)	(15,226)	-	(31,200)	-
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>	-	<b>(\$15,226)</b>	<b>(\$15,226)</b>	-	<b>(\$31,200)</b>	-
<b>PERSONAL SERVICES</b>						
3400 Other Funds Ltd	1,112,989	1,496,115	1,587,893	1,460,576	1,420,971	-
<b>TOTAL PERSONAL SERVICES</b>	<b>\$1,112,989</b>	<b>\$1,496,115</b>	<b>\$1,587,893</b>	<b>\$1,460,576</b>	<b>\$1,420,971</b>	-
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
3400 Other Funds Ltd	37,106	25,898	25,898	26,986	26,986	-
<b>4125 Out of State Travel</b>						
3400 Other Funds Ltd	18,718	9,602	9,602	10,005	10,005	-
<b>4150 Employee Training</b>						
3400 Other Funds Ltd	25,881	16,155	16,155	16,834	16,834	-
<b>4175 Office Expenses</b>						
3400 Other Funds Ltd	14,400	24,000	24,000	19,798	19,798	-
<b>4200 Telecommunications</b>						
3400 Other Funds Ltd	20,457	17,432	17,432	18,164	18,164	-
<b>4225 State Gov. Service Charges</b>						
3400 Other Funds Ltd	94,861	78,882	78,882	101,792	102,905	-

Budget Support - Detail Revenues and Expenditures  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000

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>4250 Data Processing</b>						
3400 Other Funds Ltd	16,289	54,694	54,694	36,151	42,015	-
<b>4275 Publicity and Publications</b>						
3400 Other Funds Ltd	4,227	3,800	3,800	3,960	3,960	-
<b>4300 Professional Services</b>						
3400 Other Funds Ltd	22,491	73,099	73,099	78,070	78,070	-
<b>4315 IT Professional Services</b>						
3400 Other Funds Ltd	44,586	118,495	118,495	51,553	51,553	-
<b>4325 Attorney General</b>						
3400 Other Funds Ltd	180,500	294,260	294,260	362,705	335,611	-
<b>4375 Employee Recruitment and Develop</b>						
3400 Other Funds Ltd	-	1,117	1,117	1,164	1,164	-
<b>4400 Dues and Subscriptions</b>						
3400 Other Funds Ltd	6,689	5,730	5,730	5,971	5,971	-
<b>4425 Facilities Rental and Taxes</b>						
3400 Other Funds Ltd	107,479	115,247	115,247	120,087	120,087	-
<b>4575 Agency Program Related S and S</b>						
3400 Other Funds Ltd	56,725	21,885	21,885	48,854	48,854	-
<b>4650 Other Services and Supplies</b>						
3400 Other Funds Ltd	180,632	202,898	202,898	161,420	161,420	-
<b>4700 Expendable Prop 250 - 5000</b>						
3400 Other Funds Ltd	91	5,038	5,038	5,250	5,250	-
<b>4715 IT Expendable Property</b>						

Budget Support - Detail Revenues and Expenditures  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000

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
3400 Other Funds Ltd	6,064	5,699	5,699	5,938	5,938	-
<b>SERVICES &amp; SUPPLIES</b>						
3400 Other Funds Ltd	837,196	1,073,931	1,073,931	1,074,702	1,054,585	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$837,196</b>	<b>\$1,073,931</b>	<b>\$1,073,931</b>	<b>\$1,074,702</b>	<b>\$1,054,585</b>	-
<b>CAPITAL OUTLAY</b>						
<b>5150 Telecommunications Equipment</b>						
3400 Other Funds Ltd	5,507	-	-	-	-	-
<b>EXPENDITURES</b>						
3400 Other Funds Ltd	1,955,692	2,570,046	2,661,824	2,535,278	2,475,556	-
<b>TOTAL EXPENDITURES</b>	<b>\$1,955,692</b>	<b>\$2,570,046</b>	<b>\$2,661,824</b>	<b>\$2,535,278</b>	<b>\$2,475,556</b>	-
<b>ENDING BALANCE</b>						
3400 Other Funds Ltd	548,979	374,968	283,190	423,591	527,820	-
<b>TOTAL ENDING BALANCE</b>	<b>\$548,979</b>	<b>\$374,968</b>	<b>\$283,190</b>	<b>\$423,591</b>	<b>\$527,820</b>	-
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	6	6	6	5	5	-
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>5</b>	-
<b>AUTHORIZED FTE</b>						
8250 Class/Unclass FTE Positions	5.10	5.75	5.75	4.75	4.75	-
<b>TOTAL AUTHORIZED FTE</b>	<b>5.10</b>	<b>5.75</b>	<b>5.75</b>	<b>4.75</b>	<b>4.75</b>	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 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	210,755	210,755	0	-
<b>REVENUE CATEGORIES</b>				
<b>LICENSES AND FEES</b>				
0205 Business Lic and Fees				
3400 Other Funds Ltd	39,464	39,464	0	-
0210 Non-business Lic. and Fees				
3400 Other Funds Ltd	2,073,070	2,073,070	0	-
<b>TOTAL LICENSES AND FEES</b>				
3400 Other Funds Ltd	2,112,534	2,112,534	0	-
<b>CHARGES FOR SERVICES</b>				
0410 Charges for Services				
3400 Other Funds Ltd	1,292	1,292	0	-
<b>FINES, RENTS AND ROYALTIES</b>				
0505 Fines and Forfeitures				
3400 Other Funds Ltd	53,497	53,497	0	-
<b>TOTAL REVENUES</b>				
3400 Other Funds Ltd	2,167,323	2,167,323	0	-
<b>TRANSFERS OUT</b>				
2443 Tsfr To Oregon Health Authority				
3400 Other Funds Ltd	(11,600)	(11,600)	0	-
<b>AVAILABLE REVENUES</b>				
3400 Other Funds Ltd	2,366,478	2,366,478	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	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	1,058,611	1,058,611	0	-
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**3115 Board Member Stipend**

3400 Other Funds Ltd	40,000	40,000	0	-
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**3180 Shift Differential**

3400 Other Funds Ltd	482	482	0	-
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**3190 All Other Differential**

3400 Other Funds Ltd	23,271	23,271	0	-
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**TOTAL SALARIES & WAGES**

3400 Other Funds Ltd	1,122,364	1,122,364	0	-
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**OTHER PAYROLL EXPENSES**

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

3400 Other Funds Ltd	414	414	0	-
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**3220 Public Employees' Retire Cont**

3400 Other Funds Ltd	222,828	222,828	0	-
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**3221 Pension Obligation Bond**

3400 Other Funds Ltd	47,142	47,142	0	-
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**3230 Social Security Taxes**

3400 Other Funds Ltd	82,801	82,801	0	-
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**3241 Paid Family Medical Leave Insurance**

3400 Other Funds Ltd	4,236	4,236	0	-
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Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
<b>3250 Worker's Comp. Assess. (WCD)</b>				
3400 Other Funds Ltd	241	241	0	-
<b>3260 Mass Transit Tax</b>				
3400 Other Funds Ltd	5,127	5,127	0	-
<b>3270 Flexible Benefits</b>				
3400 Other Funds Ltd	243,846	243,846	0	-
<b>TOTAL OTHER PAYROLL EXPENSES</b>				
3400 Other Funds Ltd	606,635	606,635	0	-
<b>P.S. BUDGET ADJUSTMENTS</b>				
<b>3455 Vacancy Savings</b>				
3400 Other Funds Ltd	(15,226)	(15,226)	0	-
<b>TOTAL PERSONAL SERVICES</b>				
3400 Other Funds Ltd	1,713,773	1,713,773	0	-
<b>SERVICES &amp; SUPPLIES</b>				
<b>4100 Instate Travel</b>				
3400 Other Funds Ltd	25,898	25,898	0	-
<b>4125 Out of State Travel</b>				
3400 Other Funds Ltd	9,602	9,602	0	-
<b>4150 Employee Training</b>				
3400 Other Funds Ltd	16,155	16,155	0	-
<b>4175 Office Expenses</b>				
3400 Other Funds Ltd	19,000	19,000	0	-
<b>4200 Telecommunications</b>				
3400 Other Funds Ltd	17,432	17,432	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
<b>4225 State Gov. Service Charges</b>				
3400 Other Funds Ltd	78,882	78,882	0	-
<b>4250 Data Processing</b>				
3400 Other Funds Ltd	34,694	34,694	0	-
<b>4275 Publicity and Publications</b>				
3400 Other Funds Ltd	3,800	3,800	0	-
<b>4300 Professional Services</b>				
3400 Other Funds Ltd	73,099	73,099	0	-
<b>4315 IT Professional Services</b>				
3400 Other Funds Ltd	118,495	118,495	0	-
<b>4325 Attorney General</b>				
3400 Other Funds Ltd	294,260	294,260	0	-
<b>4375 Employee Recruitment and Develop</b>				
3400 Other Funds Ltd	1,117	1,117	0	-
<b>4400 Dues and Subscriptions</b>				
3400 Other Funds Ltd	5,730	5,730	0	-
<b>4425 Facilities Rental and Taxes</b>				
3400 Other Funds Ltd	115,247	115,247	0	-
<b>4575 Agency Program Related S and S</b>				
3400 Other Funds Ltd	46,885	46,885	0	-
<b>4650 Other Services and Supplies</b>				
3400 Other Funds Ltd	202,898	202,898	0	-
<b>4700 Expendable Prop 250 - 5000</b>				
3400 Other Funds Ltd	5,038	5,038	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	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	5,699	5,699	0	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>				
3400 Other Funds Ltd	1,073,931	1,073,931	0	-
<b>TOTAL EXPENDITURES</b>				
3400 Other Funds Ltd	2,787,704	2,787,704	0	-
<b>ENDING BALANCE</b>				
3400 Other Funds Ltd	(421,226)	(421,226)	0	-
<b>AUTHORIZED POSITIONS</b>				
8150 Class/Unclass Positions	6	6	0	-
<b>AUTHORIZED FTE</b>				
8250 Class/Unclass FTE Positions	5.75	5.75	0	-

Package Comparison Report - Detail  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000  
 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**

**3180 Shift Differential**

3400 Other Funds Ltd	20	20	0	0.00%
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**3190 All Other Differential**

3400 Other Funds Ltd	977	977	0	0.00%
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**SALARIES & WAGES**

3400 Other Funds Ltd	997	997	0	0.00%
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<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$997</b>	<b>\$997</b>	<b>\$0</b>	<b>0.00%</b>
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**OTHER PAYROLL EXPENSES**

**3220 Public Employees Retire Cont**

3400 Other Funds Ltd	210	210	0	0.00%
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**3221 Pension Obligation Bond**

3400 Other Funds Ltd	(4,697)	(4,697)	0	0.00%
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**3230 Social Security Taxes**

3400 Other Funds Ltd	76	76	0	0.00%
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**3241 Paid Family Medical Leave Insurance**

3400 Other Funds Ltd	4	4	0	0.00%
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Package Comparison Report - Detail  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000  
 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>3260 Mass Transit Tax</b>				
3400 Other Funds Ltd	1,613	1,613	0	0.00%
<b>OTHER PAYROLL EXPENSES</b>				
3400 Other Funds Ltd	(2,794)	(2,794)	0	0.00%
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>(\$2,794)</b>	<b>(\$2,794)</b>	<b>\$0</b>	<b>0.00%</b>
<b>P.S. BUDGET ADJUSTMENTS</b>				
<b>3455 Vacancy Savings</b>				
3400 Other Funds Ltd	15,226	15,226	0	0.00%
<b>P.S. BUDGET ADJUSTMENTS</b>				
3400 Other Funds Ltd	15,226	15,226	0	0.00%
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>	<b>\$15,226</b>	<b>\$15,226</b>	<b>\$0</b>	<b>0.00%</b>
<b>PERSONAL SERVICES</b>				
3400 Other Funds Ltd	13,429	13,429	0	0.00%
<b>TOTAL PERSONAL SERVICES</b>	<b>\$13,429</b>	<b>\$13,429</b>	<b>\$0</b>	<b>0.00%</b>
<b>EXPENDITURES</b>				
3400 Other Funds Ltd	13,429	13,429	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$13,429</b>	<b>\$13,429</b>	<b>\$0</b>	<b>0.00%</b>
<b>ENDING BALANCE</b>				
3400 Other Funds Ltd	(13,429)	(13,429)	0	0.00%

**Package Comparison Report - Detail  
2025-27 Biennium  
Operations**

**Cross Reference Number: 81100-001-00-00-00000  
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>TOTAL ENDING BALANCE</b>	<b>(\$13,429)</b>	<b>(\$13,429)</b>	<b>\$0</b>	<b>0.00%</b>

Package Comparison Report - Detail  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000

Package: Standard Inflation

Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

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 1,088 1,088 0 0.00%

**4125 Out of State Travel**

3400 Other Funds Ltd 403 403 0 0.00%

**4150 Employee Training**

3400 Other Funds Ltd 679 679 0 0.00%

**4175 Office Expenses**

3400 Other Funds Ltd 798 798 0 0.00%

**4200 Telecommunications**

3400 Other Funds Ltd 732 732 0 0.00%

**4225 State Gov. Service Charges**

3400 Other Funds Ltd 22,910 22,910 0 0.00%

**4250 Data Processing**

3400 Other Funds Ltd 1,457 1,457 0 0.00%

**4275 Publicity and Publications**

3400 Other Funds Ltd 160 160 0 0.00%

**4300 Professional Services**

Package Comparison Report - Detail  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000

Package: Standard Inflation

Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

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	4,971	4,971	0	0.00%
<b>4315 IT Professional Services</b>				
3400 Other Funds Ltd	8,058	8,058	0	0.00%
<b>4325 Attorney General</b>				
3400 Other Funds Ltd	68,445	68,445	0	0.00%
<b>4375 Employee Recruitment and Develop</b>				
3400 Other Funds Ltd	47	47	0	0.00%
<b>4400 Dues and Subscriptions</b>				
3400 Other Funds Ltd	241	241	0	0.00%
<b>4425 Facilities Rental and Taxes</b>				
3400 Other Funds Ltd	4,840	4,840	0	0.00%
<b>4575 Agency Program Related S and S</b>				
3400 Other Funds Ltd	1,969	1,969	0	0.00%
<b>4650 Other Services and Supplies</b>				
3400 Other Funds Ltd	8,522	8,522	0	0.00%
<b>4700 Expendable Prop 250 - 5000</b>				
3400 Other Funds Ltd	212	212	0	0.00%
<b>4715 IT Expendable Property</b>				
3400 Other Funds Ltd	239	239	0	0.00%



Package Comparison Report - Detail  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000

Package: Standard Inflation

Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

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>SERVICES &amp; SUPPLIES</b>				
3400 Other Funds Ltd	125,771	125,771	0	0.00%
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$125,771</b>	<b>\$125,771</b>	<b>\$0</b>	<b>0.00%</b>
<b>EXPENDITURES</b>				
3400 Other Funds Ltd	125,771	125,771	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$125,771</b>	<b>\$125,771</b>	<b>\$0</b>	<b>0.00%</b>
<b>ENDING BALANCE</b>				
3400 Other Funds Ltd	(125,771)	(125,771)	0	0.00%
<b>TOTAL ENDING BALANCE</b>	<b>(\$125,771)</b>	<b>(\$125,771)</b>	<b>\$0</b>	<b>0.00%</b>

Package Comparison Report - Detail  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000

Package: Revenue Shortfalls

Pkg Group: POL Pkg Type: 070 Pkg Number: 070

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	(636,168)	(414,624)	221,544	34.82%
<b>3115 Board Member Stipend</b>				
3400 Other Funds Ltd	(40,000)	(40,000)	0	0.00%
<b>3190 All Other Differential</b>				
3400 Other Funds Ltd	(24,248)	(24,248)	0	0.00%
<b>SALARIES &amp; WAGES</b>				
3400 Other Funds Ltd	(700,416)	(478,872)	221,544	31.63%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>(\$700,416)</b>	<b>(\$478,872)</b>	<b>\$221,544</b>	<b>31.63%</b>
<b>OTHER PAYROLL EXPENSES</b>				
<b>3210 Empl. Rel. Bd. Assessments</b>				
3400 Other Funds Ltd	(288)	(216)	72	25.00%
<b>3220 Public Employees Retire Cont</b>				
3400 Other Funds Ltd	(138,952)	(92,339)	46,613	33.55%
<b>3230 Social Security Taxes</b>				
3400 Other Funds Ltd	(50,522)	(33,574)	16,948	33.55%

Package Comparison Report - Detail  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000

Package: Revenue Shortfalls

Pkg Group: POL Pkg Type: 070 Pkg Number: 070

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	(2,641)	(1,755)	886	33.55%
<b>3250 Workers Comp. Assess. (WCD)</b>				
3400 Other Funds Ltd	(168)	(126)	42	25.00%
<b>3260 Mass Transit Tax</b>				
3400 Other Funds Ltd	(3,817)	(3,817)	0	0.00%
<b>3270 Flexible Benefits</b>				
3400 Other Funds Ltd	(169,632)	(127,224)	42,408	25.00%
<b>OTHER PAYROLL EXPENSES</b>				
3400 Other Funds Ltd	(366,020)	(259,051)	106,969	29.22%
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>(\$366,020)</b>	<b>(\$259,051)</b>	<b>\$106,969</b>	<b>29.22%</b>
<b>PERSONAL SERVICES</b>				
3400 Other Funds Ltd	(1,066,436)	(737,923)	328,513	30.80%
<b>TOTAL PERSONAL SERVICES</b>	<b>(\$1,066,436)</b>	<b>(\$737,923)</b>	<b>\$328,513</b>	<b>30.80%</b>
<b>SERVICES &amp; SUPPLIES</b>				
<b>4100 Instate Travel</b>				
3400 Other Funds Ltd	(5,000)	(5,000)	0	0.00%
<b>4150 Employee Training</b>				
3400 Other Funds Ltd	(5,000)	(5,000)	0	0.00%

Package Comparison Report - Detail  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000

Package: Revenue Shortfalls

Pkg Group: POL Pkg Type: 070 Pkg Number: 070

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>4175 Office Expenses</b>				
3400 Other Funds Ltd	(5,000)	(5,000)	0	0.00%
<b>4250 Data Processing</b>				
3400 Other Funds Ltd	(10,000)	(10,000)	0	0.00%
<b>4315 IT Professional Services</b>				
3400 Other Funds Ltd	(75,000)	(75,000)	0	0.00%
<b>4325 Attorney General</b>				
3400 Other Funds Ltd	(165,346)	(165,346)	0	0.00%
<b>4650 Other Services and Supplies</b>				
3400 Other Funds Ltd	(50,000)	(50,000)	0	0.00%
<b>SERVICES &amp; SUPPLIES</b>				
3400 Other Funds Ltd	(315,346)	(315,346)	0	0.00%
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>(\$315,346)</b>	<b>(\$315,346)</b>	<b>\$0</b>	<b>0.00%</b>
<b>EXPENDITURES</b>				
3400 Other Funds Ltd	(1,381,782)	(1,053,269)	328,513	23.77%
<b>TOTAL EXPENDITURES</b>	<b>(\$1,381,782)</b>	<b>(\$1,053,269)</b>	<b>\$328,513</b>	<b>23.77%</b>
<b>ENDING BALANCE</b>				
3400 Other Funds Ltd	1,381,782	1,053,269	(328,513)	(23.77%)
<b>TOTAL ENDING BALANCE</b>	<b>\$1,381,782</b>	<b>\$1,053,269</b>	<b>(\$328,513)</b>	<b>(23.77%)</b>

Package Comparison Report - Detail  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000

Package: Revenue Shortfalls

Pkg Group: POL Pkg Type: 070 Pkg Number: 070

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>AUTHORIZED POSITIONS</b>				
8150 Class/Unclass Positions	(4)	(3)	1	25.00%
<b>AUTHORIZED FTE</b>				
8250 Class/Unclass FTE Positions	(4.00)	(3.00)	1.00	25.00%

Package Comparison Report - Detail  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000

Package: Analyst Adjustments

Pkg Group: POL Pkg Type: 090 Pkg Number: 090

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	-	(6,480)	(6,480)	100.00%
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**SALARIES & WAGES**

3400 Other Funds Ltd	-	(6,480)	(6,480)	100.00%
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<b>TOTAL SALARIES &amp; WAGES</b>	-	<b>(\$6,480)</b>	<b>(\$6,480)</b>	<b>100.00%</b>
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**OTHER PAYROLL EXPENSES**

**3220 Public Employees Retire Cont**

3400 Other Funds Ltd	-	(1,364)	(1,364)	100.00%
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**3230 Social Security Taxes**

3400 Other Funds Ltd	-	(496)	(496)	100.00%
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**3241 Paid Family Medical Leave Insurance**

3400 Other Funds Ltd	-	(26)	(26)	100.00%
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**3260 Mass Transit Tax**

3400 Other Funds Ltd	-	(39)	(39)	100.00%
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**OTHER PAYROLL EXPENSES**

3400 Other Funds Ltd	-	(1,925)	(1,925)	100.00%
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**Oregon Board of Chiropractic Examiners**

**Agency Number: 81100**

Package Comparison Report - Detail  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000

Package: Analyst Adjustments

Pkg Group: POL Pkg Type: 090 Pkg Number: 090

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>TOTAL OTHER PAYROLL EXPENSES</b>	-	(\$1,925)	(\$1,925)	100.00%
<b>P.S. BUDGET ADJUSTMENTS</b>				
<b>3465 Reconciliation Adjustment</b>				
3400 Other Funds Ltd	-	(31,200)	(31,200)	100.00%
<b>P.S. BUDGET ADJUSTMENTS</b>				
3400 Other Funds Ltd	-	(31,200)	(31,200)	100.00%
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>	-	(\$31,200)	(\$31,200)	100.00%
<b>PERSONAL SERVICES</b>				
3400 Other Funds Ltd	-	(39,605)	(39,605)	100.00%
<b>TOTAL PERSONAL SERVICES</b>	-	(\$39,605)	(\$39,605)	100.00%
<b>EXPENDITURES</b>				
3400 Other Funds Ltd	-	(39,605)	(39,605)	100.00%
<b>TOTAL EXPENDITURES</b>	-	(\$39,605)	(\$39,605)	100.00%
<b>ENDING BALANCE</b>				
3400 Other Funds Ltd	-	39,605	39,605	100.00%
<b>TOTAL ENDING BALANCE</b>	-	\$39,605	\$39,605	100.00%

Package Comparison Report - Detail  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000  
 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	-	(27,094)	(27,094)	100.00%
<b>SERVICES &amp; SUPPLIES</b>				
3400 Other Funds Ltd	-	(27,094)	(27,094)	100.00%
<b>TOTAL SERVICES &amp; SUPPLIES</b>	-	<b>(\$27,094)</b>	<b>(\$27,094)</b>	<b>100.00%</b>
<b>EXPENDITURES</b>				
3400 Other Funds Ltd	-	(27,094)	(27,094)	100.00%
<b>TOTAL EXPENDITURES</b>	-	<b>(\$27,094)</b>	<b>(\$27,094)</b>	<b>100.00%</b>
<b>ENDING BALANCE</b>				
3400 Other Funds Ltd	-	27,094	27,094	100.00%
<b>TOTAL ENDING BALANCE</b>	-	<b>\$27,094</b>	<b>\$27,094</b>	<b>100.00%</b>



Package Comparison Report - Detail  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000  
 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	-	1,113	1,113	100.00%
<b>4250 Data Processing</b>				
3400 Other Funds Ltd	-	5,864	5,864	100.00%
<b>SERVICES &amp; SUPPLIES</b>				
3400 Other Funds Ltd	-	6,977	6,977	100.00%
<b>TOTAL SERVICES &amp; SUPPLIES</b>	-	<b>\$6,977</b>	<b>\$6,977</b>	<b>100.00%</b>
<b>EXPENDITURES</b>				
3400 Other Funds Ltd	-	6,977	6,977	100.00%
<b>TOTAL EXPENDITURES</b>	-	<b>\$6,977</b>	<b>\$6,977</b>	<b>100.00%</b>
<b>ENDING BALANCE</b>				
3400 Other Funds Ltd	-	(6,977)	(6,977)	100.00%
<b>TOTAL ENDING BALANCE</b>	-	<b>(\$6,977)</b>	<b>(\$6,977)</b>	<b>100.00%</b>

Package Comparison Report - Detail  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000

Package: Restore Package

Pkg Group: POL Pkg Type: POL Pkg Number: 101

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		

**REVENUE CATEGORIES**

**LICENSES AND FEES**

**0210 Non-business Lic. and Fees**

3400 Other Funds Ltd	592,391	636,898	44,507	7.51%
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**AVAILABLE REVENUES**

3400 Other Funds Ltd	592,391	636,898	44,507	7.51%
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<b>TOTAL AVAILABLE REVENUES</b>	<b>\$592,391</b>	<b>\$636,898</b>	<b>\$44,507</b>	<b>7.51%</b>
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**EXPENDITURES**

**PERSONAL SERVICES**

**SALARIES & WAGES**

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

3400 Other Funds Ltd	463,368	241,824	(221,544)	(47.81%)
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**3115 Board Member Stipend**

3400 Other Funds Ltd	40,000	40,000	0	0.00%
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**3190 All Other Differential**

3400 Other Funds Ltd	24,248	24,248	0	0.00%
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**SALARIES & WAGES**

3400 Other Funds Ltd	527,616	306,072	(221,544)	(41.99%)
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<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$527,616</b>	<b>\$306,072</b>	<b>(\$221,544)</b>	<b>(41.99%)</b>
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Package Comparison Report - Detail  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000

Package: Restore Package

Pkg Group: POL Pkg Type: POL Pkg Number: 101

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>OTHER PAYROLL EXPENSES</b>				
<b>3210 Empl. Rel. Bd. Assessments</b>				
3400 Other Funds Ltd	216	144	(72)	(33.33%)
<b>3220 Public Employees Retire Cont</b>				
3400 Other Funds Ltd	102,595	55,982	(46,613)	(45.43%)
<b>3230 Social Security Taxes</b>				
3400 Other Funds Ltd	37,303	20,355	(16,948)	(45.43%)
<b>3241 Paid Family Medical Leave Insurance</b>				
3400 Other Funds Ltd	1,950	1,064	(886)	(45.44%)
<b>3250 Workers Comp. Assess. (WCD)</b>				
3400 Other Funds Ltd	126	84	(42)	(33.33%)
<b>3260 Mass Transit Tax</b>				
3400 Other Funds Ltd	2,780	2,780	0	0.00%
<b>3270 Flexible Benefits</b>				
3400 Other Funds Ltd	127,224	84,816	(42,408)	(33.33%)
<b>OTHER PAYROLL EXPENSES</b>				
3400 Other Funds Ltd	272,194	165,225	(106,969)	(39.30%)
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$272,194</b>	<b>\$165,225</b>	<b>(\$106,969)</b>	<b>(39.30%)</b>

**PERSONAL SERVICES**

Package Comparison Report - Detail  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000

Package: Restore Package

Pkg Group: POL Pkg Type: POL Pkg Number: 101

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	799,810	471,297	(328,513)	(41.07%)
<b>TOTAL PERSONAL SERVICES</b>	<b>\$799,810</b>	<b>\$471,297</b>	<b>(\$328,513)</b>	<b>(41.07%)</b>
<b>SERVICES &amp; SUPPLIES</b>				
<b>4100 Instate Travel</b>				
3400 Other Funds Ltd	5,000	5,000	0	0.00%
<b>4150 Employee Training</b>				
3400 Other Funds Ltd	5,000	5,000	0	0.00%
<b>4175 Office Expenses</b>				
3400 Other Funds Ltd	5,000	5,000	0	0.00%
<b>4250 Data Processing</b>				
3400 Other Funds Ltd	10,000	10,000	0	0.00%
<b>4325 Attorney General</b>				
3400 Other Funds Ltd	165,346	165,346	0	0.00%
<b>SERVICES &amp; SUPPLIES</b>				
3400 Other Funds Ltd	190,346	190,346	0	0.00%
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$190,346</b>	<b>\$190,346</b>	<b>\$0</b>	<b>0.00%</b>
<b>EXPENDITURES</b>				
3400 Other Funds Ltd	990,156	661,643	(328,513)	(33.18%)
<b>TOTAL EXPENDITURES</b>	<b>\$990,156</b>	<b>\$661,643</b>	<b>(\$328,513)</b>	<b>(33.18%)</b>

Package Comparison Report - Detail  
 2025-27 Biennium  
 Operations

Cross Reference Number: 81100-001-00-00-00000

Package: Restore Package

Pkg Group: POL Pkg Type: POL Pkg Number: 101

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	(397,765)	(24,745)	373,020	93.78%
<b>TOTAL ENDING BALANCE</b>	<b>(\$397,765)</b>	<b>(\$24,745)</b>	<b>\$373,020</b>	<b>93.78%</b>
<b>AUTHORIZED POSITIONS</b>				
8150 Class/Unclass Positions	3	2	(1)	(33.33%)
<b>AUTHORIZED FTE</b>				
8250 Class/Unclass FTE Positions	3.00	2.00	(1.00)	(33.33%)

**PIC100 - Position Budget Report**

**Chiropractic Examiner, State Board of**

2025-27 Biennium

Cross Reference Number: 81100-000-00-00-00000

Budget Preparation

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>											-	-	879,331	-	879,331	
<b>Total OPE</b>											-	-	452,782	-	452,782	
<b>Total Personal Services</b>																
						<b>5</b>	<b>4.75</b>					-	-	<b>1,332,113</b>	-	<b>1,332,113</b>

**PIC100 - Position Budget Report**

**Operations**

**2025-27 Biennium  
Budget Preparation**

**Cross Reference Number: 81100-001-01-00-00000  
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	
0000510	UA C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	8	5690	SAL	-	-	136,560	-	136,560	
										OPE	-	-	82,247	-	82,247	
0000511	UA C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	6	4116	SAL	-	-	98,784	-	98,784	
										OPE	-	-	71,258	-	71,258	
0000512	MEAH Z7589 HF	AGENCY HEAD 9	32X	PF	1	1.00	24	10	12342	SAL	-	-	296,208	-	296,208	
										OPE	-	-	128,689	-	128,689	
0000514	UA C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PP	1	0.75	18	10	5719	SAL	-	-	102,942	-	102,942	
										OPE	-	-	61,837	-	61,837	
0000516	UA C5911 BP	HEALTH CARE INVESTIGATOR/ADVISOF	26	PF	1	1.00	24	10	9231	SAL	-	-	221,544	-	221,544	
										OPE	-	-	106,969	-	106,969	
0004801	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685	
										OPE	-	-	282	-	282	
0004802	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685	
										OPE	-	-	282	-	282	
0004803	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685	
										OPE	-	-	282	-	282	
0004804	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685	
										OPE	-	-	282	-	282	
0004805	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685	
										OPE	-	-	282	-	282	
0004806	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	2,434	-	2,434	
										OPE	-	-	186	-	186	
0004807	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	2,434	-	2,434	
										OPE	-	-	186	-	186	
<b>Total Salary</b>											-	-	879,331	-	879,331	
<b>Total OPE</b>											-	-	452,782	-	452,782	
<b>Total Personal Services</b>					<b>5</b>	<b>4.75</b>						-	-	<b>1,332,113</b>	-	<b>1,332,113</b>