OREGON BOARD OF DENTISTRY

2027-2029

AGENCY REQUEST BUDGET

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CERTIFICATION

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

OREGON BOARD OF DENTISTRY

AGENCY NAME

1500 SW 1st Ave., Suite #770 Portland, OR. 97201

AGENCY ADDRESS

SIGNATURE

President

TITLE

Notice: Requests of agencies headed by a board or commission must be approved by official action of those bodies and signed by the board or commission chairperson. The requests of other agencies must be approved and signed by the agency director or administrator.

X Agency Request

_____ Governor's Budget

_____ Legislatively Adopted

Agency Number - Agency Name

Agency Contact: Haley Robinson
Date Submitted: 30-Jul-26
CFO Analyst: JeaLinda Patton

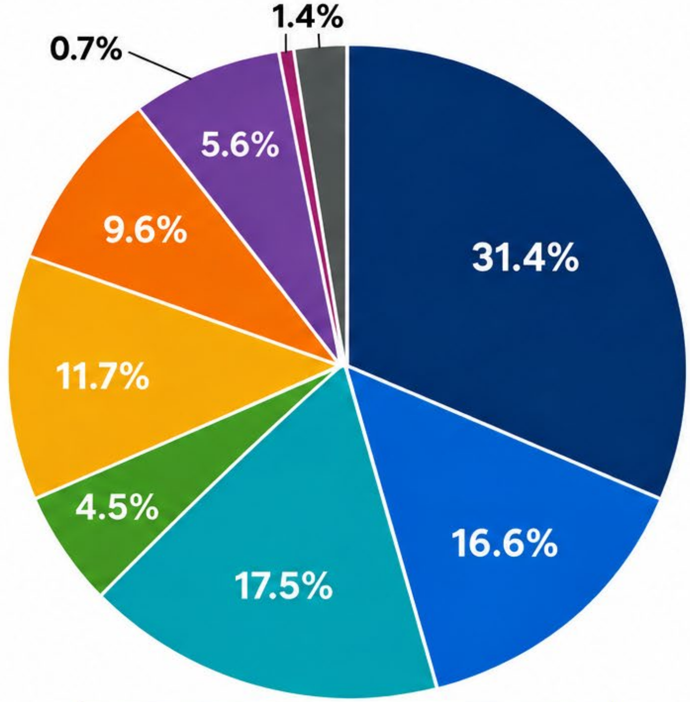
Session/Eboard	Month (Eboard only)	Year	Bill Number	Short Description of Action Taken
Leg Sess		2023	HB 5011	AGY Budget Bill
Leg Sess		2023	SB 5506	AGY Budget Adjustment
Leg Sess		2023	SB 5701	State Salary Pot
Leg Sess		2025	SB 5512	AGY Budget Bill

BUDGET SUMMARY GRAPHICS

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

Board of Dentistry 2025–27 LAB Budget $4,725,139 – 7 FTE

Selected Expenditure Categories as a Percentage of Total Budget



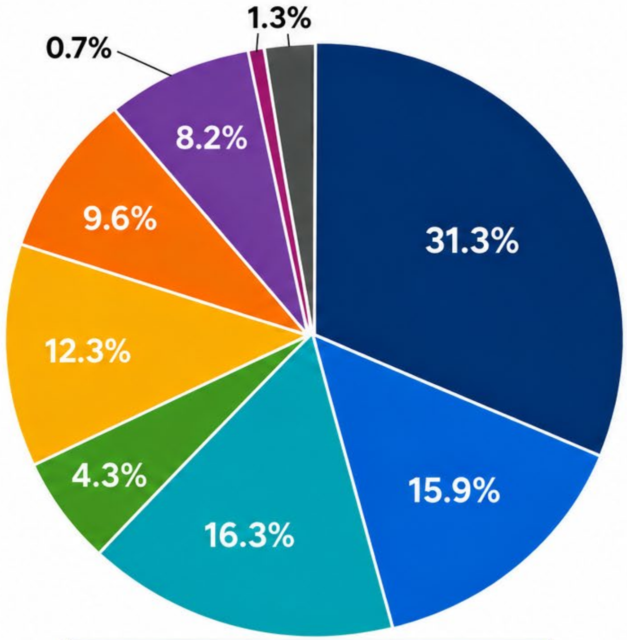
Category	% of Total Budget
Salaries and Wages	31.4%
Other Payroll Expenses	16.6%
Office Operating Expenses	17.5%
Rent	4.5%
Professional Services	11.7%
Attorney General	9.6%
State Government Service Charges	5.6%
Expendable Equipment	0.7%
Travel	1.4%

Total Budget:	**$4,725,139** **100%**

Note: Percentages are calculated based on the total budget shown and may not sum to exactly 100% due to rounding.

Board of Dentistry 2027–29 ARB Budget $5,216,419 – 7 FTE

Selected Expenditure Categories as a Percentage of Total Budget



Total Budget: $5,216,419 100%

Category	% of Total Budget
Salaries and Wages	31.3%
Other Payroll Expenses	15.9%
Office Operating Expenses	16.3%
Rent	4.3%
Professional Services	12.3%
Attorney General	9.6%
State Government Service Charges	8.2%
Expendable Equipment	0.7%
Travel	1.3%

Note: Percentages are calculated based on the total budget shown and may not sum to exactly 100% due to rounding.

MISSION STATEMENT AND STATUTORY AUTHORITY

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

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

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

The OBD's 2026 – 2029 Strategic Plan defines priorities in alignment with its statutory obligations and its mission - to promote quality oral health care to all communities in the State of Oregon by equitably and ethically regulating dental professionals. The OBD is challenged to address a rapid and accelerating rate of change. Significant shifts are occurring in oral healthcare, dentistry practice, dental therapy services, organizational structures, business models and markets. The Strategic Plan is included in this budget document for reference.

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

OTHER STATUTORY MANDATES:

ORS 676.160 – Complaint investigations.

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

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

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

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

This law, effective January 1, 2002 requires that health-licensing boards establish programs to increase the representation of people of color and bilingual people on the boards and in the professions that they represent. Programs are required to promote the education, recruitment and professional practice of members of these targeted populations. The law also requires that each health professional regulatory board maintain records of the racial and ethnic makeup of applicants and professionals regulated by the board. This information is to be reported to the Legislative Assembly biennially.

Overview: The Health Care Workforce Reporting Program (HWRP) collaborates with 17 health licensing boards to collect data on health care professionals in Oregon. Over 150,000 professionals in more than 35 occupations are surveyed when renewing their licenses. Information is gathered on demographics and practice details including hours worked each week, specialty and future plans. The HWRP uses this data from renewing licensees to estimate supply at the state and county levels to inform educational investments and policy recommendations. This report uses data from the informational survey that licensed health care workers complete while renewing their licenses in Oregon. The Health Care Workforce Reporting Program (HWRP) collects and tabulates this data in partnership with 17 health licensing boards as directed by Oregon Revised Statute 676.410.

Oregon's Health Care Workforce Reporting Program (HWRP) was created in 2009. As directed by Oregon Revised Statute 676.410, the HWRP collects and tabulates information from licensees of 17 health licensing boards upon renewal. Their division and website has highly detailed and robust information on OBD and other health licensing boards' licensees.

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

(1) As used in this section, "health care workforce regulatory board" means the:
(a) State Board of Examiners for Speech-Language Pathology and Audiology;
(b) State Board of Chiropractic Examiners;
(c) State Board of Licensed Social Workers;
(d) Oregon Board of Licensed Professional Counselors and Therapists;
(e) Oregon Board of Dentistry;
(f) Board of Licensed Dietitians;
(g) State Board of Massage Therapists;
(h) Oregon Board of Naturopathic Medicine;
(i) Oregon State Board of Nursing;
(j) Respiratory Therapist and Polysomnographic Technologist Licensing Board;
(k) Oregon Board of Optometry;
(L) State Board of Pharmacy;
(m) Oregon Medical Board;
(n) Occupational Therapy Licensing Board;
(o) Oregon Board of Physical Therapy;
(p) Oregon Board of Psychology; and
(q) Board of Medical Imaging.

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

(3) The authority shall collaborate with each health care workforce regulatory board to adopt rules establishing:
(a) The information that must be provided to a health care workforce regulatory board under subsection (2) of this section, which may include:
(A) Demographics, including race and ethnicity.
(B) Education and training information.
(C) License information.
(D) Employment information.
(E) Primary and secondary practice information.
(F) Anticipated changes in the practice.
(G) Languages spoken.
(b) The manner and form of providing information under subsection (2) of this section.
(4)(a) Subject to paragraph (b) of this subsection, a health care workforce regulatory board shall report health care workforce information collected under subsection (2) of this section to the authority.
(b) Except as provided in paragraph (c) of this subsection, personally identifiable information collected under subsection (2) of this section is confidential and a health care workforce regulatory board and the authority may not release such information.
(c) A health care workforce regulatory board may release personally identifiable information collected under subsection (2) of this section to a law enforcement agency for investigative purposes or to the authority for state health planning purposes.
(5) A health care workforce regulatory board may adopt rules to perform the board’s duties under this section.
(6) In addition to renewal fees that may be imposed by a health care workforce regulatory board, the authority shall establish fees to be paid by individuals applying to renew a license with a health care workforce regulatory board. The amount of fees established under this subsection must be reasonably calculated to reimburse the actual cost of obtaining or reporting information as required by subsection (2) of this section.
(7) Using information collected under subsection (2) of this section, the authority shall create and maintain a health care workforce database. The authority shall provide data from the health care workforce database and may provide data from other relevant sources, including data related to the diversity of this state’s health care workforce, upon request to state agencies and to the Legislative Assembly. The authority may contract with a private or public entity to establish and maintain the database and to perform data analysis. [2009 c.595 §1175; 2011 c.630 §23; 2013 c.14 §9; 2015 c.318 §40; 2015 c.380 §1; 2017 c.6 §24; 2019 c.3 §3; 2019 c.43 §8]

The OBD like most health boards utilizes and implements the OHA’s Healthcare reporting questionnaire for tracking this data. Like most Boards, the OBD utilizes the questionnaire as part of the Licensees license renewal process every two years. The most recent available reports are presented below. This report is updated to include data collected from licensed health care workers between January 2022-January 2024.

All Providers | Active Providers | Demographics | Practice Patterns

Race/ethnicity, gender, age | Disabilities identified

This page shows demographic characteristics of the licensed health care workforce in 2024, including race/ethnicity, age, and gender. All licensed providers in the data are included, regardless of whether they are actively practicing.

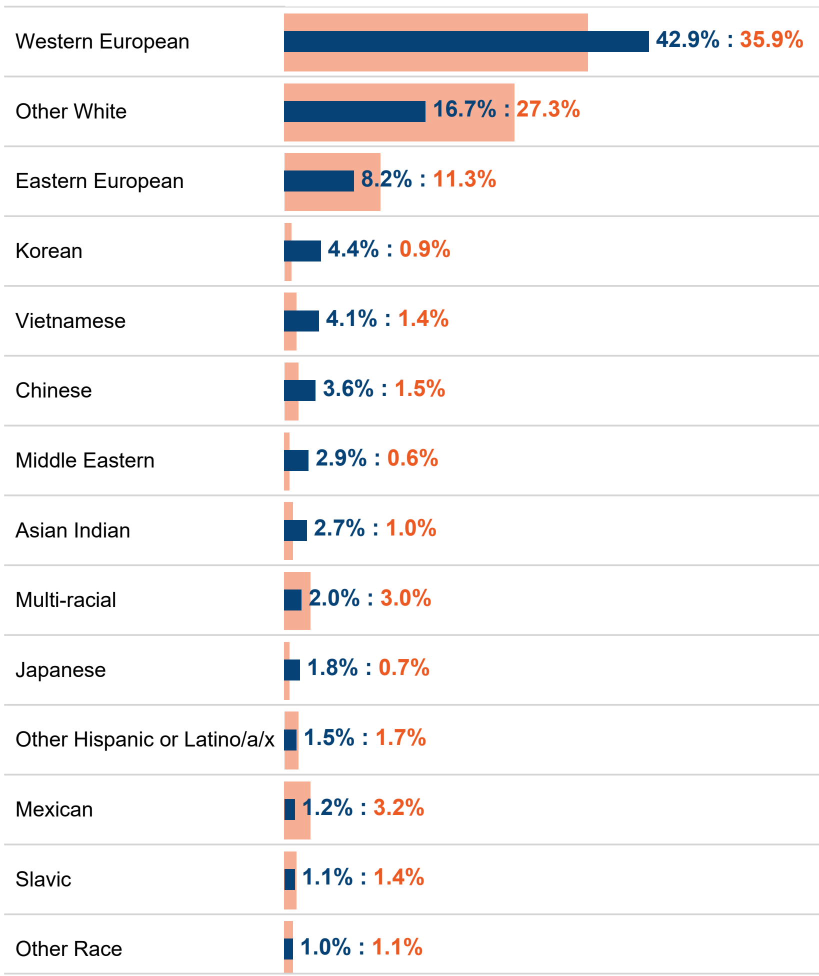
Use the two sets of filters to compare between occupations.

Occupation 1 (Blue)
Dentists

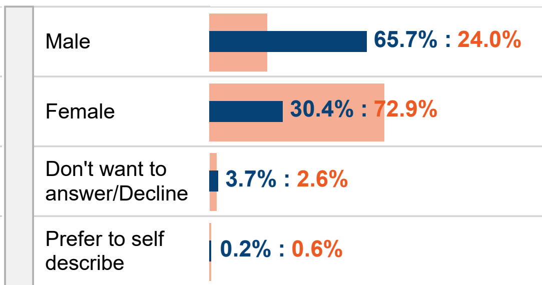
Occupation 2 (Orange)
All Occupations

In the graphs to the right, the narrow blue bar represents **Dentists**, while the wider orange bar represents **All Occupations** in the 2024 health care workforce.

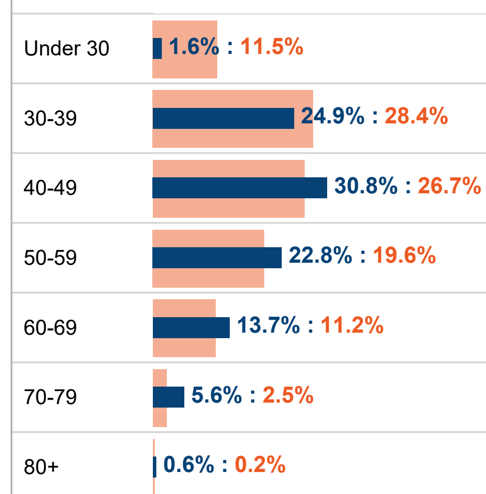
Race/ethnicity



Gender/sex



Age



All Providers | Active Providers | Demographics | Practice Patterns

Race/ethnicity, gender, age | Disabilities identified

This page shows demographic characteristics of the licensed health care workforce in 2024, including race/ethnicity, age, and gender. All licensed providers in the data are included, regardless of whether they are actively practicing.

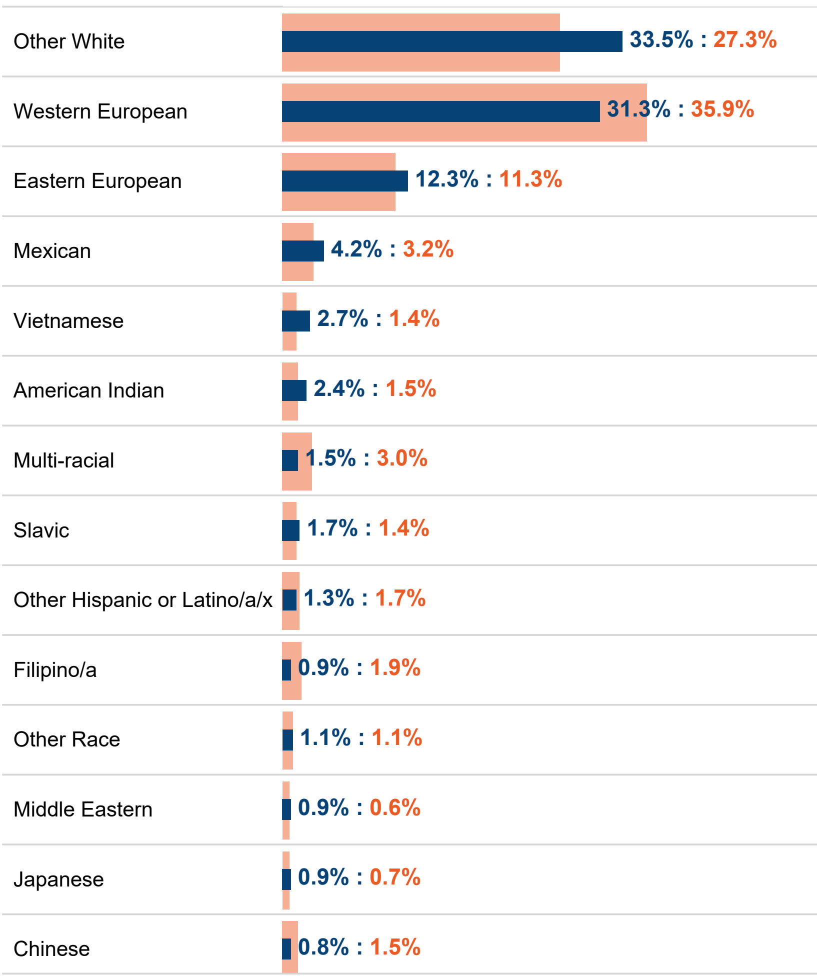
Use the two sets of filters to compare between occupations.

Occupation 1 (Blue)
Dental hygienists

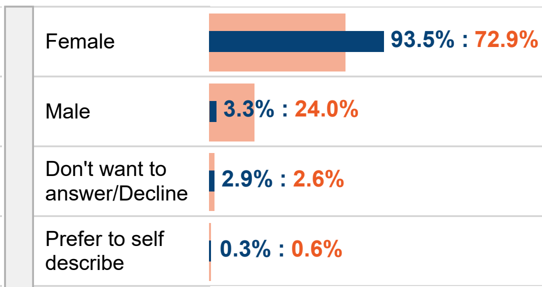
Occupation 2 (Orange)
All Occupations

In the graphs to the right, the narrow blue bar represents **Dental hygienists**, while the wider orange bar represents **All Occupations** in the 2024 health care workforce.

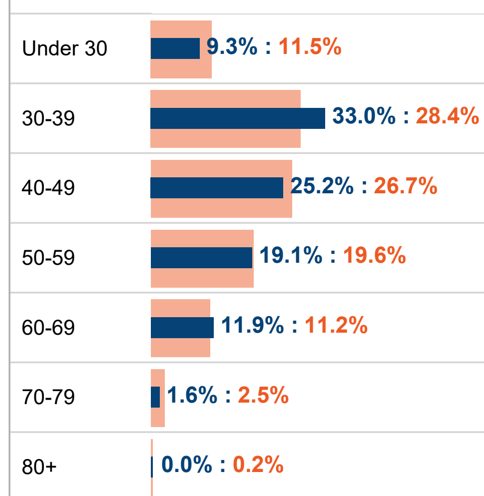
Race/ethnicity



Gender/sex



Age



AGENCY STRATEGIC PLAN

The 2026-2029 Strategic Plan will be presented to the Board for final approval at its August 21, 2026 Board meeting. The Board of Dentistry's short and long-range plan is directed by its mandate to protect the health, safety and welfare of Oregonians and by its mission is to promote quality oral healthcare and protect all communities in the state by equitably and ethically regulating dental professionals. The Board strives to ensure that its activities fulfill its mission within the resources allocated by the Legislature and effectively provides appropriate public protection.

Oregon Board of Dentistry

2026 – 2029 Strategic Plan

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

The Oregon Board of Dentistry has established an ongoing process for developing a Strategic Plan which is actively monitored, advanced by the Board and Staff, and updated every 3 years. In late 2025, the Board and staff of OBD agreed to secure professional, external strategy and facilitation services in the creation of their next multi-year strategic plan, building upon the efforts of the 2022-2025 Plan. This new strategic plan is built upon the Mission updated and affirmed by the board in the last strategic cycle: *To promote quality oral health care and protect all communities in the State of Oregon by equitably and ethically regulating dental professionals*. The 2026-2029 Oregon Board of Dentistry Strategic Plan was developed through:

- External Market Research
- Analysis of licensee surveys
- Facilitated meetings with the Board and Staff between December 2025 and April 2026

It is also built upon the strong relationships with the Governor's office, Oregon Legislature, Oregon Health Authority, peer professional organizations, and national associations that provide context and direction. Through the Planning process, five key strategic priorities were defined and goals established. Actions needed to meet the strategic goals were drafted and prioritized.

The five priorities identified in the plan include:

I. Future of Dental Regulation
   a. Clarify & Communicate Rules for Dental Assistants; increase visibility & accountability
   b. Improve Board Communication, Scope of Practice Enforcement, and Education
   c. Determine OBD position on Dental Compact & related action items needed

II. Emerging Dental Practice Challenges
   a. Address workforce shortage of Registered Dental Hygienists, Dental Assistants, and Dental Therapists
   b. Support provider wellness, specifically addressing emergent provider challenges
   c. Foster mutual respect & collaboration among dental professionals including the Board

III. Community and Access to Care
   a. Strengthen Community Engagement and support improved communication with Dental Providers
   b. Communicate clarification of full scope of services by licensee type

IV. Workplace Environment
   a. Ensure OBD Staff and Board Member talent & continuity
   b. Organizational practices & skills are state of the art and current with technology (within budgetary limitations)
   c. Ensure all committed Affirmative Action Plan Deliverables are completed

V. Technology & Processes
   a. Improve efficiency leveraging technology resulting in decreased staff time per case, fewer calls, and number of cases
   b. Establish rules governing Artificial Intelligence within Dental Practices Act (DPA)

Oregon Board of Dentistry

Organizational & External Influences Analysis

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

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

STRENGTHS	WEAKNESSES / IMPROVEMENT AREAS
• Team cohesion & leadership • Foundation of known, common values: Integrity, Fairness, Responsibility, Community and commitment to the mission • Emphasis on professional standards • Skilled, experienced, and dedicated staff • Strong regulatory framework • Board composition provides a breadth of perspectives • Responsive and accessible organization • Increased feedback engagement from members / licensees / stakeholders	• Team and board succession planning processes • Lack of clarity of requirements for each type of license • Limited control over budget/funding impact ability to adjust staffing plans to meet overall strategic plan needs • Legislature changes can create significant increases in staff work that are not in alignment with staffing capacity • Perception of limited communication and outreach • Process & technology inefficiencies for staff & licensees • Perceived underrepresentation of certain groups • Board member turnover creates loss of continuity and historical knowledge
OPPORTUNITIES	**THREATS**
• Use technology & innovations to enhance stakeholder engagement • Continued technology improvements to improve licensee experience, overall processes efficiency • Clarify and continue to lead on dental practice and license standards including education requirements • Determine the future of dentistry including portability / participation in Dental Compact	• Continued lagging technology infrastructure / Rise of AI • Group dentistry influence expressed as a concern • Insurance maximums dating to the 1960's influence patient care recommendations • Affordability for patients overall + access especially OHP • Cost and profit pressures influencing standard of care • Dental practice desire for additional scope to be delegated to Registered Dental Hygienists & Assistants • Continued cost pressures on OBD budget and resulting pressure to increase fees

Oregon Board of Dentistry Strategic Plan 2026-2029

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

MISSION-CRITICAL PRIORITIES				
A. Future of Dental Regulation	B. Emerging Dental Practice Challenges	C. Community & Access to Care	D. Workplace Environment	E. Technology and Processes
GOALS				
• Clarify and Communicate rules for Dental Assistants; increase visibility and accountability	• Address workforce shortage of Registered Dental Hygienists, Dental Assisstants, and Dental Therapists	• Strengthen Community Engagement and support improved communication with Dental Providers	• Ensure OBD staff and Board Member talent & continuity	• Improve efficiency leveraging technology resulting in decreased staff time per case, fewer calls, and number of cases
• Improve Board communication, scope of practice enforcement, and education	• Support provider wellness, specifically addressing emergent provider challenges	• Communicate clarification of full scope of services by licensee types	• Organizational practices & skills are state of the art and current with technology (within budgetary limitations)	• Establish rules governing Artificial Intelligence within Dental Practices Act (DPA)
• Determine OBD position on Dental Compact & related actions needed	• Foster mutual respect & collaboration among dental professionals including the Board		• Ensure all committed Affirmative Action Plan Deliverables are completed	
ACTION ITEMS				
• Create or provide access to a Dental Assistant Registry within OBD	• Research recommendations of Oregon dentistry, hygienist, and assistant professionals to improve workforce shortage through questions in the annual or separate survey sent by OBD	• Increase ease of community access to OBD Services & Information as committed in Affirmative Action Plan	• Responsibility cross-training completed	• Explore implementation of standard patient records portal
• Create ability for Dentists to voluntarily register and diclosed employed Dental Assistants	• Encourage associations to promote dental professional paths in high schools, community colleges, 4-year colleges through website, newsletters, and other communication pathways	• Create easier access to information on OBD email communications and website; provide summarization of important topics; highlight access to minutes & video recordings	• Validate needed Committees, determine appropriate meeting frequency, establish proactive Committee leadership	• Increase Licensee understanding of complaint process
• Assign DAWSAC to review and clarify rules to enable simple guidelines to be created	• Publish newsletter articles / website content to address mental health & addiction challenges; lead by Communication Committee	• Gather demographic information, store in InLumon, when new licensees apply, in support of understanding equity in investigation outcomes	• Invest in continuing education to support changing industry & technology landscape	• Implement InLumon updates to increase automation & reduce data entry
• Address use of AI via OARs or assign to committee to create policy	• Promote wellness tools & resources including continuing education; leverage best practices from other states	• Communicate Best Practices for addressing complaints within a dental practice, to lower formal OBD complaints filed	• In support of Affirmative Action Plan, reinforce State policies, provide training & development to the Board and Staff as needed	• Complete Website improvements for clarity of overall content and navigation + licensing processes
• Review budget annually and deteremine actions for budget to keep pace with needed staffing / oversight	• Implement a 1-hour Continuing Education requirement focused on mental health & addiction challenges and solutions	• Document & communicate scope of each license including expanded practices and scope; better enable provider interpretation & implementation choice		• Create a statement of position on Artificial Intelligence within the DPA that aligns with regulatory oversight of OBD
• Explore Dental Compact progress across other states; provide informational updates to Board for consideration including how funding would work	• Board to advance collaborative teamwork through development of Board behavioral norms in alignment with OBD values	• Communicate consumer information regarding Tooth Gem & Whitening Kiosks for clarity, awareness, and intent to improve consumer safety		

Oregon Benchmarks

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

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

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

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

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

In January of 2005 in cooperation with the Oregon Dental Association and Dentists Benefits Insurance Company the Board created a Volunteer Dentist/Dental Hygiene license designation program. As of July 1, 2026, five dentists and four dental hygienists currently have a volunteer dentist licensee designation. Dental therapists cannot register as a volunteer since statute does not allow it.

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

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

#44 Adult Non-smokers: Percentage of Oregonians, 18 and older, who smoke cigarettes.
#52 Substance Use During Pregnancy: Percentage of pregnant women who abstain from using: a. alcohol; b. tobacco.

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

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

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

2026-2029 THREE-YEAR PLAN (Strategic Plan)

The Board of Dentistry's latest strategic plan updated in 2026 for progress towards meeting established goals, adjusting goals to reflect current or projected needs and to re-assess priorities. The Board of Dentistry's long and short-range plan is directed by both its mission to assure that Oregonians receive high quality dental care and by its statutory mandate to protect the health, safety and welfare of the citizens of Oregon. The Board strives to ensure that its goals and objectives are realistic and within the resources allocated by the Legislature. Previous goals remain in place as they are the foundation of the Agency's work, focus and mission.

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

Benchmark/High-Level Outcome

Agency mission.

Intermediate Outcomes:

- Licenses will only be granted to applicants possessing the appropriate requirements for education and examination.
- Examinations for licensure will be valid and reliable.
- National FBI Criminal Background checks will be conducted for all applicants by submitting fingerprints to the Oregon State Police and inquiries of the National Practitioners Data Bank and the Healthcare Integrity and Protection Data Bank.
- All licensees will complete required hours of verifiable continuing education related to clinical patient care.
- Licensees with performance or substance abuse issues will be remediated and monitored during their recovery and remediation process.

- Licensees under disciplinary sanction will be actively monitored to ensure compliance with terms of probation, and to restore them to active, useful service to Oregon's citizens whenever appropriate.
- Maintain a network of consultants and evaluation/treatment facilities capable of meeting the need and scope of expertise required to assist the Board in its mission to rehabilitate licensees in need of assistance.

Performance Measures:

1. Licenses will be issued or renewed within 7 business days of receipt of completed paperwork.
2. 100% of all applicants will have background checks.
3. Compliance with continuing education requirements will be audited for certain numbers of licensees each year.
4. 100% of licensees who are under consent orders for substance abuse issues are monitored and may appear before the Board at least annually.
5. 100% of licensees on monitoring status will complete the terms of disciplinary sanctions within original time frames established in their order or face additional discipline.

Goal 2: Promote access to oral care.

Benchmark/High-Level Outcome

Benchmark #30; Agency mission.

Intermediate Outcomes:

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

Performance Measures:

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

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

Benchmark/High-Level Outcome

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

Intermediate Outcomes:

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

Performance Measures:

1. Investigations will be completed within six months from date of receipt.
2. At least 95% of disciplinary actions will be settled through negotiated consent agreements rather than Contested Case Hearing.
3. The percent of licensees who are disciplined will decrease each biennium.

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

Benchmark/High-Level Outcome

Agency Mission, Strategic Plan

Intermediate Outcomes

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

Performance Measures

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

PARTNERSHIPS

- **Professional Organizations**: Oregon Dental Association, Oregon Dental Hygienists' Association, Oregon Dental Assistants Association, Oregon Academy of General Dentistry, and various dental specialty organizations.
- **Education System**: Oregon Health and Science University, School of Dentistry; Community College Dental Hygiene and Dental Assisting programs; Oregon Department of Education, licensed trade schools and independent educators.
- **Health care regulatory agencies and public health organizations**: Board of Pharmacy, Board of Nursing, Board of Medical Examiners, Board of Denture Technology, dental licensing boards in other states, other health licensing boards, Department of Human Services, Health Services; Oregon Medical Assistance Programs, and local community health programs.
- **Law Enforcement Agencies**: U.S. Drug Enforcement Agency, Federal Bureau of Investigation, Oregon Department of Justice, Medicaid Fraud; local police agencies, etc.
- **National Dental Organizations**: American Dental Association (ADA) American Association of Dental Boards (AADB) & the American Association of Dental Administrators (AADA). The ADA accredits dental schools and dental hygiene and dental assisting programs, and conducts regular evaluations of programs to assure compliance with national education standards. The ADA also conducts the written dental and dental hygiene examinations (National Board Examinations) that are recognized by all states for initial licensure. AADB is comprised of state dental boards, dental educators, board administrators and board attorneys. Its focus is on licensing standards for dentists and dental hygienists. This association appoints members to the American Dental Association Council on Dental Education, Commission on Dental Accreditation (CODA) which is responsible for the evaluation and accreditation of dental education programs; and to the Joint Commission on National Dental Examinations which conducts standardized written dental and dental hygiene examinations that are recognized by all fifty states for licensure. This organization maintains a clearinghouse of disciplinary actions issued by State dental boards and disseminates a monthly report to all member agencies.
- **Dental Testing Agencies:** American Board of Dental Examiners, Central Regional Dental Testing Service, The Commission on Dental Competency Assessments, and the Dental Assisting National Board. CDCA-WREB-CITA merged with the American Board of Dental Examiners (ADEX) on September 1, 2025, unifying under the single name American Board of Dental Examiners (ADEX). This final union combined the major dental exam administrator with the test developer to serve nearly all national candidates These organizations conduct examinations for dentists, dental therapists, dental hygienists and dental assistants and are recognized by the Oregon Board for initial qualification for licensure (dentists, dental therapists and dental hygienists), or certification (dental assistants). The Board holds membership in the American Board of Dental Examiners. Dental health professionals seeking initial state licensure and the far-reaching licensure portability of ADEX examinations can now look to one national testing agency for their needs. ADEX develops uniform competency assessments that reflect current dental and dental hygiene practices.
- **Federal Reporting Agencies**: National Practitioner Data Bank (NPDB) and Healthcare Integrity and Protection Data Bank (HIPDB). The Board is required by Federal law to report disciplinary actions to these two data banks. These national databases facilitate background checks and help licensing boards evaluate the qualifications of practitioners to practice safely. Checks of records of

applicants for licensure, or of current licensees applying for renewal, can reveal information that has not been self-reported and which warrants attention by the Board.

- **Treatment facilities and providers** (particularly those with experience in treating health professionals). Twelve-step and other self-help programs, diversion programs of other health licensing Boards. The Board works closely with professionals who specialize in the evaluation, treatment and recovery of people with substance abuse issues.

AGENCY PROGRAMS

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

As of July 1, 2026, there were 3656 dentists, and 4455 dental hygienists holding Oregon licenses. There were also 24 Dental Therapists. Dentists may apply for one of four levels of anesthesia permit. The type of permit issued is based on the level of consciousness induced. Dental Hygienists may obtain a permit to administer nitrous oxide. Approximately 2,000 dentists hold anesthesia permits, and 2,800 dental hygienists hold a nitrous oxide anesthesia permit. Approximately 6,000 dental assistants are employed by dentists to assist in providing dental services. A high percentage of these dental assistants hold certificates to perform advanced procedures such as (Expanded Function Dental Assistant) or to take x-rays (Certificate of Radiologic Proficiency).

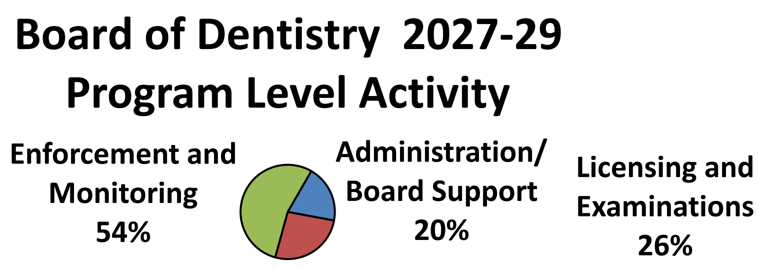
The Board operates in an atmosphere of constant change, rapidly developing technology, changing treatment modalities, demographic and geographic disparities in access to dental care, growing public demand for a greater diversity of provider groups, and constantly shifting societal norms and values.

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

The Board is composed of ten members appointed by the Governor and confirmed by the Senate for four-year terms. There are six dentists, one of whom must be a dental specialist, two dental hygienists and two public members. Regular Board meetings occur every other month and the Board convenes numerous committees, calls special meetings and is fully engaged in its 2026 -2029 strategic plan.

There are 7 FTE staff who carry out the day-to-day functions of the agency.

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



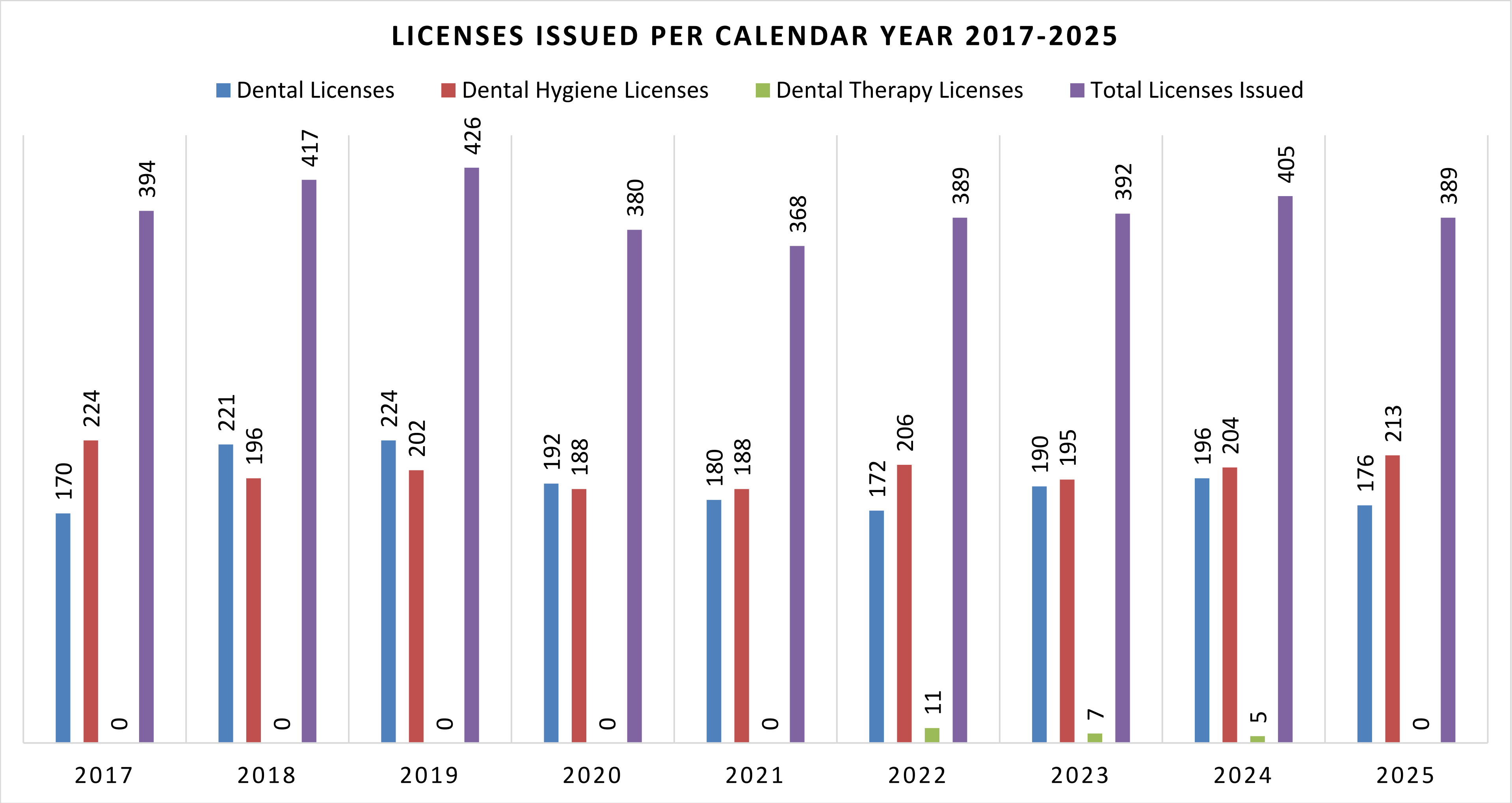
Licensing and Examination
This activity includes licensure of dentists, dental specialists, dental instructors, dental therapists and dental hygienists, approve specialty examinations per year, biennial renewal of licenses, and issuance and renewal of various permits and certificates (anesthesia permits, Expanded Practice Dental Hygiene Permits, and certification of dental assistants to take radiographs and to perform expanded functions). The Board receives and reviews license applications to assure that applicants have the required education, have passed the National Board written examinations and have passed a clinical examination recognized by the Board. A thorough background check is conducted on each applicant for a new license and, where a past history is revealed, an investigation is conducted and results are presented to the Board for determination. Staff also administers a Jurisprudence Examination for each new applicant and conducts random audits of 15% of license renewals annually for compliance with continuing education requirements.

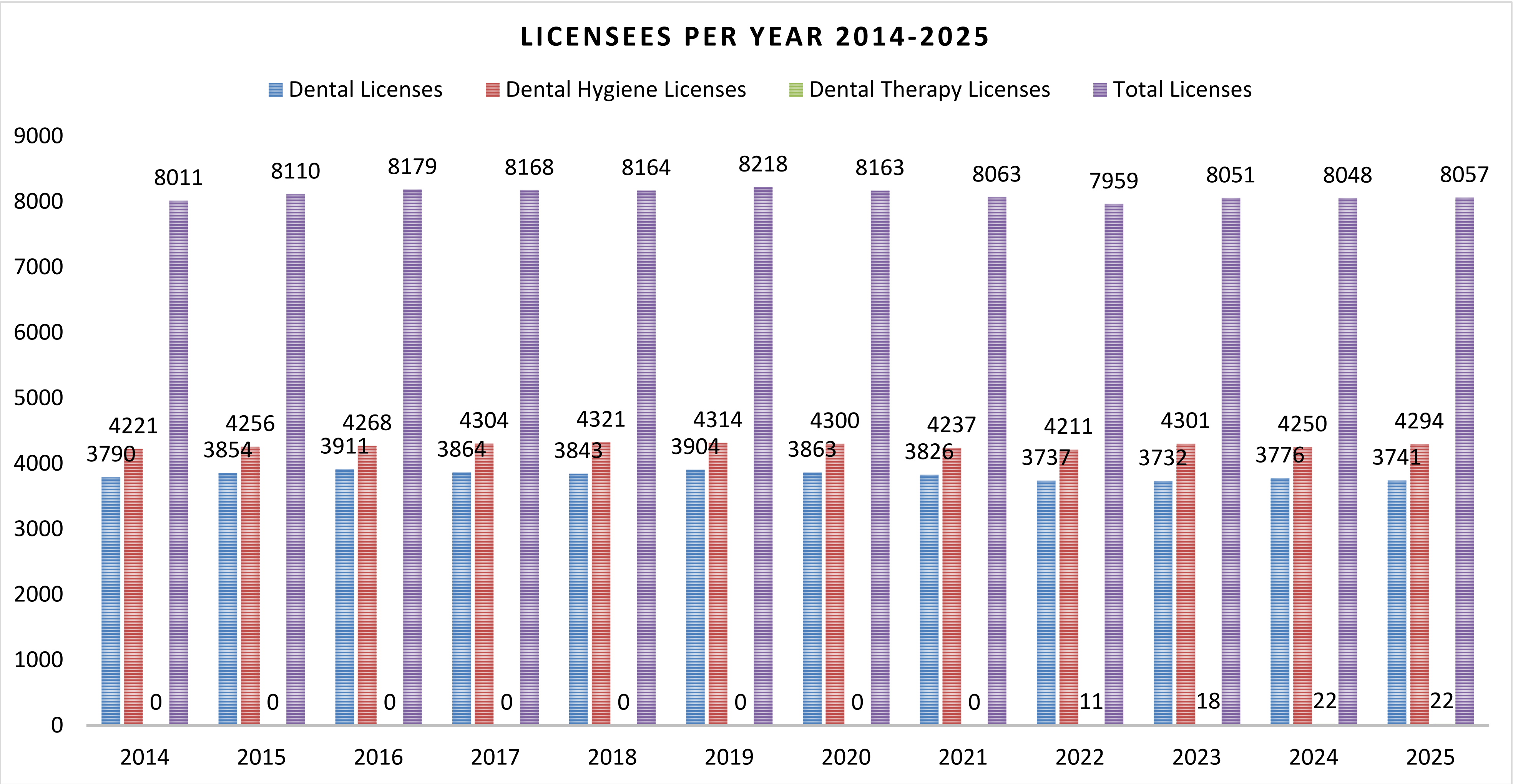
Customers of this activity are dentists, dental therapists, dental hygienists, dental assistants, those who employ them and, ultimately, the public.

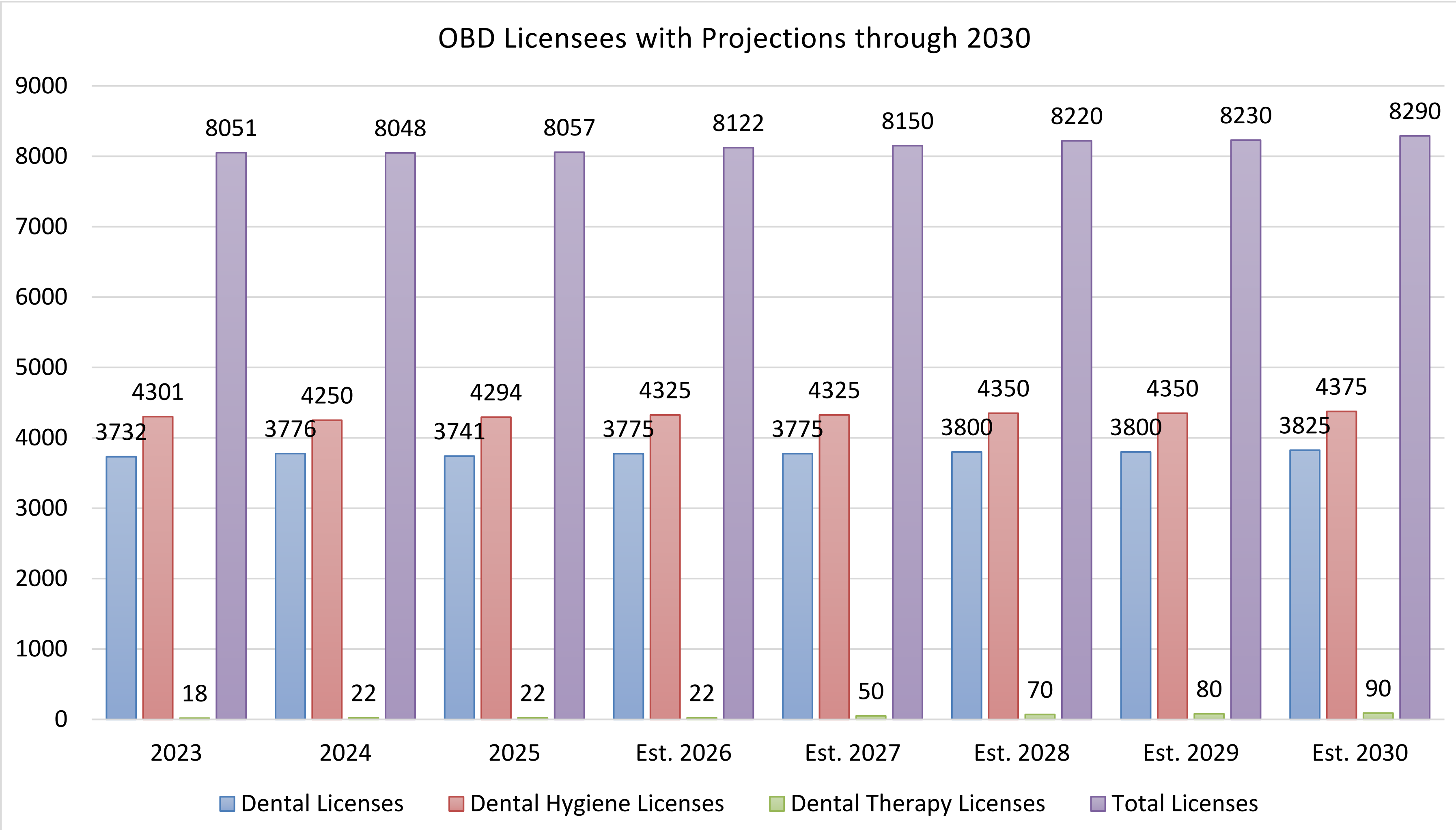
The table below shows the historical and projected workload for the agency in this activity:

Current Licensing Workload and Projections into 2029-31

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


LICENSES ISSUED PER CALENDAR YEAR 2017-2025
Dental Licenses
Dental Hygiene Licenses
Dental Therapy Licenses
Total Licenses Issued
2017: 170, 224, 0, 394
2018: 221, 196, 0, 417
2019: 224, 202, 0, 426
2020: 192, 188, 0, 380
2021: 180, 188, 0, 368
2022: 172, 206, 11, 389
2023: 190, 195, 7, 392
2024: 196, 204, 5, 405
2025: 176, 213, 0, 389


LICENSEES PER YEAR 2014-2025
Dental Licenses
Dental Hygiene Licenses
Dental Therapy Licenses
Total Licenses
9000
8000
7000
6000
5000
4000
3000
2000
1000
0
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
3790
4221
0
8011
3854
4256
0
8110
3911
4268
0
8179
3864
4304
0
8168
3843
4321
0
8164
3904
4314
0
8218
3863
4300
0
8163
3826
4237
0
8063
3737
4211
11
7959
3732
4301
18
8051
3776
4250
22
8048
3741
4294
22
8057



Calendar Year	2023	2024	2025	**est 2026**	**est 2027**	**est 2028**	**est 2029**	**est 2030**
Dental Licenses	3732	3776	3741	3775	3775	3800	3800	3825
Hygiene Licenses	4301	4250	4294	4325	4325	4350	4350	4375
Dental Therapy Licenses	18	22	22	22	50	70	80	90
Total Licenses	**8051**	**8048**	**8057**	**8122**	**8150**	**8220**	**8230**	**8290**

Enforcement and Monitoring

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

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

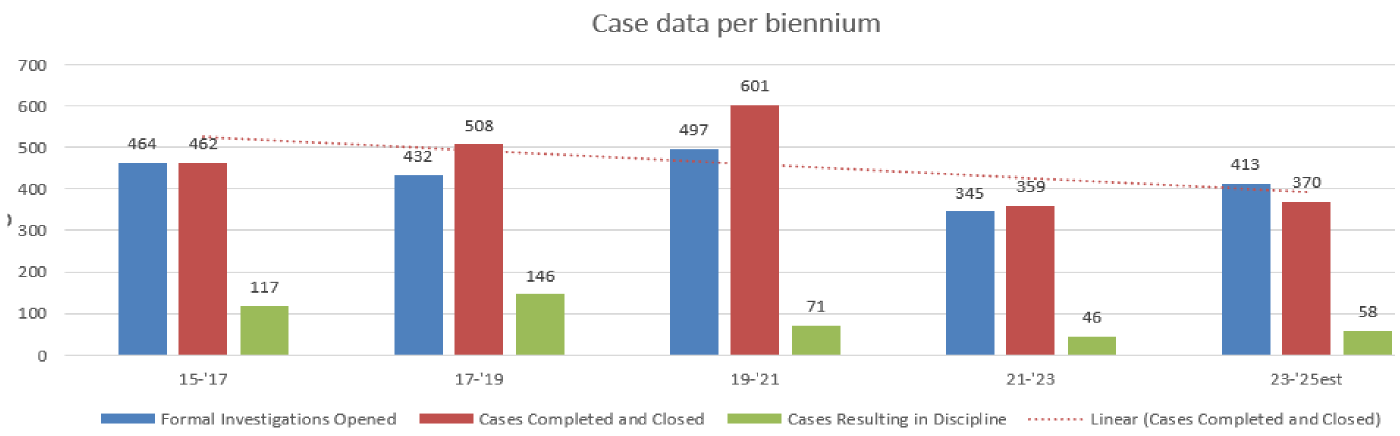
Disposition of Cases

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

The Board may impose disciplinary action ranging from a reprimand to suspension or revocation of a license. It may also place a licensee on probation, order a licensee to obtain substance abuse treatment, impose a civil penalty or any other discipline the Board deems appropriate. The Board's goal is remediation rather than punishment – and where appropriate, the Board requires additional education and skill building to improve clinical skills. As part of settlement agreements the Board frequently requires the dentist to make restitution to the patient and to complete un-remunerated community service. Most disciplinary actions imposed by the Board are entered into by mutual agreement between the Board and the licensee through a negotiated Consent Order. Those that cannot be settled by consent agreement are referred to the Administrative Hearings Officer for preparation for a Contested Case Hearing. Staff investigators and expert witnesses appear at these hearings to testify to the facts of the Board's case. The Board is represented by the Department of Justice in these cases. These Board typically is involved in one Contested Case Hearing per year.

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

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



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

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

Regulatory Mandates
As new Federal and State laws are passed that impact either the dental profession or the Board, the limited Board resources need to be carefully and strategically deployed
Passage of SB 786 in 2001, requiring twenty Oregon Health Related Licensing Boards to gather and compile information regarding the ethnic and racial background of licensees and applicants resulted in the Board having to create a survey document, include it with application and renewal packets, modify its data base to record the information, to input this additional information and to generate reports.
HB 2469 passed by the 2001 Legislature requires that the Board accept Licensure by Credential for dentists and dental hygienists licensed in other states. Although the Board was moving in this direction to implement staged changes over time, the legislative action required broader implementation than the Board initially envisioned and virtually "opened the gates" for those who wanted to cross state borders, or retire to Oregon and continue their chosen profession after careers in the military, Public Health Service or in another state. While this statutory change is beneficial to Oregonians, and enhances mobility for practitioners, it created a not un-anticipated workload increase
HB 2528 requires the Board to convene with no end date, quarterly meetings of a Dental Assistant Workforce Shortage Advisory Committee.
DAS has updated numerous state policies and procedures impacting operations every year on regular board work and procedures.

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

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

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

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

AGENCY INITIATIVES

Agency plans for accomplishment of its goals for 2027-2029 include:

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

CRITERIA FOR 2027-2029 BUDGET DEVELOPMENT

In developing the 2027-2029 Agency Budget Request, the following criteria were used:

- Does the budget request support & align with the priorities of the Governor and the statutory authority of the Board?
- Does requested budget allow the Board to meet its basic Legislative mandates of licensure and enforcement?
- Can the requested budget be achieved with existing staffing and funding levels?
- Are there too many requests of our small agency for us to fulfill that have nothing to do with our work or mission?

- Does the requested budget help achieve the Board's goals and move the Board toward achievement of its long-term goals?
- What additional resources are needed to meet the Board's long-term strategic plan goals?
- Would the dental community, which pays for the Board's activities, and the Legislature, support proposed, enhanced activities of the Board?
- Is it important to be doing this particular task, duty or function at all? Reduce work that is redundant, unnecessary and useless.

PERFORMANCE MEASUREMENT CRITERIA

In accordance with HB 3358 passed in the 2001 legislative session, agency Goals, Key Performance Measures and targets have been submitted to the Oregon Progress Board. The Board of Dentistry's "Links to Oregon Benchmarks" form is found on the following page. The agency's goals, objectives, outcomes and measures are more fully discussed under the 2026-2029 Strategic Plan earlier in this document.

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

MAJOR TECHNOLOGY PROJECTS/INITIATIVES

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

OTHER CONSIDERATIONS

Impact of Ballot Measure 30 -- Unfunded Mandates

Article XI, Section 15, Oregon Constitution

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

Dispute Resolution

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

Inmate Work Opportunities

Ballot Measure 17 (1994)

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

Facility Proposal Impact on Work Space Requirements
None

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

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

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

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

RACIAL EQUITY IMPACT STATEMENT (REIS) WORKSHEET: AGENCY QUESTIONS

Executive leadership: Please answer the following questions regarding your agency's strategic mission, goals and programs. To fill out this worksheet, download a copy and type your answers under each question.

1. Who is completing this agency REIS? Haley Robinson, Executive Director
2. Does your agency have a DEIB practitioner? (Yes or No) Not in an official capacity. We engage with the Office of Cultural change regularly to engage in meaningful conversations and for input and guidance on our DEIB plan. We are due to update our DEIB plan this year.
    a. If yes, describe how you collaborated with them on this REIS.
    b. If you did not collaborate with them, why not?
3. How do the agency's mission, goals and programs impact racial equity?

   The Board's mission is to promote quality oral health care and protect all communities by equitably and ethically regulating dental professionals. This mission supports racial equity by ensuring that all Oregonians have access to safe, competent, and ethical oral health care providers. Through licensing, regulation, and enforcement of professional standards, the Board helps maintain a diverse, qualified workforce while protecting the public without discrimination. The Board's regulatory programs also support equitable access to care by establishing consistent standards for all licensees and by advancing initiatives, such as Dental Therapy and Expanded Practice Dental Hygienists that expand access to oral health services in historically underserved communities.
4. What barriers exist in your agency's mission, goals, and programs that could hinder the advancement of racial equity?

   The Board is committed to regulating dental professionals in a fair, equitable, and ethical manner. Potential barriers to advancing racial equity are largely outside the Board's regulatory authority and include disparities in access to dental education, workforce diversity, and oral health care services. The Board works to ensure its licensing and regulatory processes are transparent, accessible, and consistently applied to all applicants, licensees, and members of the public.

5. What opportunities exist in your agency's mission, goals, and programs that could help advance racial equity?

   The Board's mission and programs provide opportunities to advance racial equity by ensuring fair and equitable regulation of dental professionals, supporting cultural competency education, promoting transparency in licensing and disciplinary processes, and expanding access to care. These efforts help improve access to safe, quality oral health care for all Oregonians.

6. How is community voice included in your assessments of progress, equity, and racial disparities?

   The Board includes community voice through open public meetings, public comment opportunities, rulemaking outreach, and engagement with licensees, consumers, professional associations, federally recognized Tribes, and other stakeholders. Feedback received through these processes helps inform the Board's decisions and ongoing assessment of its programs, equity, and service to Oregon's diverse communities.

7. What measures are you using to track equity changes over time?

   The Oregon Board of Dentistry does not currently maintain a formal set of racial equity performance measures. However, the Board evaluates its regulatory programs through licensing and complaint data, stakeholder engagement, public participation, and ongoing review of its policies and processes to ensure they are transparent, accessible, and applied fairly.

8. Describe any racial disparities or trends you are noticing across your agency, programs, and data.

   The Oregon Board of Dentistry has not identified significant racial disparities through its current regulatory data. As a licensing and regulatory agency, the Board's primary data focuses on licensure, compliance, and enforcement rather than demographic outcomes. The Board recognizes that disparities in access to oral health care and representation within the dental workforce exist more broadly and are influenced by factors beyond the Board's regulatory authority. The Board remains committed to administering its licensing and regulatory processes in a fair, equitable, and transparent manner and will continue to evaluate opportunities to better understand and address equity within its scope of responsibility.

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

Diversity, Equity, and Inclusion Plan

AGENCY MISSION

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

AGENCY FUNCTION

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

Diversity, Equity, and Inclusion Statement

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

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

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

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

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

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

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

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

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

2025-2027 Overview and Plan

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

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

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

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

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

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

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

10 Board Members

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

8 Staff Members

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

2025-2027 DEI Plan

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

The OBD will focus on these 4 areas:

Strategy/Focus Area - Communications
Challenge: Staff and communities are unaware of programs and services available to them.
Actions: Engage the Racial Justice Commission and Office of Cultural Change.
Attend Meetings. Ensure all Executive Orders are being followed and implemented. Share employment opportunities with the Office of Cultural Change, Partners in Diversity, and other DEI minded organizations.
Timeline: By July 1, 2025

Strategy/Focus Area – Community Engagement
Challenge: Staff and communities are overburdened by engagement process. Time needs to be allocated to further engage in DEI actions to support community engagement with the OBD.
Actions: Review current outreach processes.
Connect with professional associations, dental school, dental hygiene schools and dental therapy programs. Educate staff and Board Members on DEI processes during staff and Board meetings.

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

Timeline: By July 1, 2026

Strategy/Focus Area – Diversifying Workforce

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

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

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

Timeline: By July 1, 2026

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

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

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

Timeline: By July 1, 2025

Strategy/Focus Area – Data

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

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

Timeline: By July 1, 202

Summary of 2027-29 Biennium Budget

Oregon Board of Dentistry | **Agency Request Budget**
Oregon Board of Dentistry | **Cross Reference Number: 83400-000-00-00-00000**
2027-29 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2025-27 Leg Adopted Budget	7	7.00	4,725,139	-	-	4,725,139	-	-	-
2025-27 Emergency Boards	-	-	113,733	-	-	113,733	-	-	-
2025-27 Leg Approved Budget	**7**	**7.00**	**4,838,872**	**-**	**-**	**4,838,872**	**-**	**-**	**-**
2027-29 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	52,255	-	-	52,255	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2027-29 Base Budget	**7**	**7.00**	**4,891,127**	**-**	**-**	**4,891,127**	**-**	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Non-PICS Personal Service Increase/(Decrease)	-	-	3,781	-	-	3,781	-	-	-
Subtotal	**-**	**-**	**3,781**	**-**	**-**	**3,781**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	158,659	-	-	158,659	-	-	-
State Gov"t & Services Charges Increase/(Decrease)			162,852	-	-	162,852	-	-	-
Subtotal	**-**	**-**	**321,511**	**-**	**-**	**321,511**	**-**	**-**	**-**

Summary of 2027-29 Biennium Budget

Oregon Board of Dentistry | **Agency Request Budget**
Oregon Board of Dentistry | **Cross Reference Number: 83400-000-00-00-00000**
2027-29 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2027-29 Current Service Level	**7**	**7.00**	**5,216,419**	**-**	**-**	**5,216,419**	**-**	**-**	**-**

Summary of 2027-29 Biennium Budget

Oregon Board of Dentistry | **Agency Request Budget**
Oregon Board of Dentistry | **Cross Reference Number: 83400-000-00-00-00000**
2027-29 Biennium

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal: 2027-29 Current Service Level	**7**	**7.00**	**5,216,419**	**-**	**-**	**5,216,419**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2027-29 Current Service Level	**7**	**7.00**	**5,216,419**	**-**	**-**	**5,216,419**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2027-29 Agency Request Budget	**7**	**7.00**	**5,216,419**	**-**	**-**	**5,216,419**	**-**	**-**	**-**
Percentage Change From 2025-27 Leg Approved Budget	-	-	7.80%	-	-	7.80%	-	-	-
Percentage Change From 2027-29 Current Service Level	-	-	-	-	-	-	-	-	-

Summary of 2027-29 Biennium Budget

Oregon Board of Dentistry — **Agency Request Budget**
Board of Dentistry — **Cross Reference Number: 83400-001-00-00-00000**
2027-29 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2025-27 Leg Adopted Budget	7	7.00	4,725,139	-	-	4,725,139	-	-	-
2025-27 Emergency Boards	-	-	113,733	-	-	113,733	-	-	-
2025-27 Leg Approved Budget	**7**	**7.00**	**4,838,872**	**-**	**-**	**4,838,872**	**-**	**-**	**-**
2027-29 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	52,255	-	-	52,255	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2027-29 Base Budget	**7**	**7.00**	**4,891,127**	**-**	**-**	**4,891,127**	**-**	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Non-PICS Personal Service Increase/(Decrease)	-	-	3,781	-	-	3,781	-	-	-
Subtotal	**-**	**-**	**3,781**	**-**	**-**	**3,781**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	158,659	-	-	158,659	-	-	-
State Gov''t & Services Charges Increase/(Decrease)			162,852	-	-	162,852	-	-	-
Subtotal	**-**	**-**	**321,511**	**-**	**-**	**321,511**	**-**	**-**	**-**

Summary of 2027-29 Biennium Budget

Oregon Board of Dentistry | **Agency Request Budget**
Board of Dentistry | **Cross Reference Number: 83400-001-00-00-00000**
2027-29 Biennium

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2027-29 Current Service Level	**7**	**7.00**	**5,216,419**	**-**	**-**	**5,216,419**	**-**	**-**	**-**

Summary of 2027-29 Biennium Budget

Oregon Board of Dentistry | **Agency Request Budget**
Board of Dentistry | **Cross Reference Number: 83400-001-00-00-00000**
2027-29 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2027-29 Current Service Level	**7**	**7.00**	**5,216,419**	**-**	**-**	**5,216,419**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2027-29 Current Service Level	**7**	**7.00**	**5,216,419**	**-**	**-**	**5,216,419**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2027-29 Agency Request Budget	**7**	**7.00**	**5,216,419**	**-**	**-**	**5,216,419**	**-**	**-**	**-**
Percentage Change From 2025-27 Leg Approved Budget	-	-	7.80%	-	-	7.80%	-	-	-
Percentage Change From 2027-29 Current Service Level	-	-	-	-	-	-	-	-	-

Oregon Board of Dentistry **_Agency Number: 83400_**

Agencywide Program Unit Summary **Version: V - 01 - Agency Request Budget**
2027-29 Biennium

Summary Cross Reference Number	Cross Reference Description	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
001-00-00-00000	**Board of Dentistry**						
	Other Funds	3,617,786	4,725,139	4,838,872	5,216,419	-	-
TOTAL AGENCY							
	Other Funds	3,617,786	4,725,139	4,838,872	5,216,419	-	-

BUDGET NARRATIVE

Program Prioritization for 2027 -2029

Agency Name: Oregon Board of Dentistry

2025-27 Biennium — **Agency Number: 83400**

Agency is One (1) Program Unit

Program/Division Priorities for 2027-29 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)		**Agency Initials**	**Program or Activity Initials**	**Program Unit/Activity Description**	**Identify Key Performance Measure(s)**	**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**
Agcy	**Prgm/ Div**	**OBD**																			
83400		OBD	LIC	1. Process new license applications. 2. Administer license renewals. 3. Respond to applicant and licensee inquiries. 4. Collaborate with investigators on complex licensing issues. 5. Maintain and update licensing records. 6. Develop and implement licensing policies.	1,3,4				850,000				$ 850,000	1	1.50	n	y	S	ORS 676		
83400		OBD	INV	1. Investigate complaints and allegations of unprofessional conduct. 2. Assist the Board in developing disciplinary remedies. 3. Coordinate contested case hearings. Monitor licensees under probation or Board orders. 4. Report required information to national databases. 5. Collaborate with licensing staff on complex applications.	2,4,5				1,500,000				$ 1,500,000	3	3.00	n	y	S	ORS 676		
83400		OBD	ADM	1. Respond to public information requests and electronic data inquiries. 2. Coordinate rulemaking and administrative rule promulgation. 3. Develop and deliver education and outreach initiatives. 4. Support Board member communications and relations. 5. Implement and monitor Governor's directives.	1,2,3,4,5				1,500,000				$ 1,500,000	3	2.50	n	y	S	ORS 676		
							-	-	3,850,000	-	-	-	$ 3,850,000	7	7.00						

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

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

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

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

Agency Name (Acronym) OBD
2027-29 Biennium Oregon Board of Dentistry

Detail of Reductions to 2027-29 Current Service Level Budget

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred) Dept	Prgm/ Div	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes
Admin/Clerical		8340001129/Oregon Board of Dentistry	83400-000-00-00-00000	Reduce Travel for meetings			56,000				$56,000				Reduce out-of-state travel and limit in-state travel where appropriate, while maintaining funding for Board member travel reimbursements and essential travel to Salem. This reduction may impact the Oregon Board of Dentistry's ability to stay informed of evolving regulatory issues, national best practices, and emerging trends affecting the profession.
Office Supplies		8340001129/Oregon Board of Dentistry	83400-000-00-00-00000	Reduce Office Supplies.			20,000				$20,000				This reduction would limit the purchase of all office supplies. This would include ending a lease agreement for mailing letters. This reduction would not eliminate any agency positions.
Admin		8340001129/Oregon Board of Dentistry	83400-000-00-00-00000	Reduce Attorney General Support			185,000				$185,000				This reduction would increase the Board's legal risk by limiting its ability to obtain timely legal advice, statutory and rule interpretation, and representation in contested case hearings. Reduced Attorney General support would also decrease opportunities to seek preventive legal guidance, increasing the likelihood of more complex and costly legal issues in the future. This reduction would not eliminate any agency positions.
Admin/Clerical		8340001129/Oregon Board of Dentistry	83400-000-00-00-00000	Reduce Postage Usage/Mailing Services			8,000				$8,000				This reduction would impact mailing services to licensees. Currently, CE audit letters, renewal postcards, and investigatory letters utilize most of the postage. It would require the agency to shift means of communication when many licensees rely on USPS to stay informed about their license renewal, CE audits, and any investigative matters. This reduction would not eliminate any agency positions.
Professional Services		8340001129/Oregon Board of Dentistry	83400-000-00-00-00000	Eliminate Participation in Oregon Wellness Program			80,000				$80,000				This reduction would eliminate the Board's ability to provide licensees with free access to mental health counseling services. The loss of this resource could reduce access to important support services for licensees experiencing mental health or other significant health challenges, potentially affecting their overall well-being and professional practice. This reduction would not eliminate any agency positions.

Agency Name (Acronym)				**OBD**											
2027-29 Biennium				**Oregon Board of Dentistry**											
Detail of Reductions to 2027-29 Current Service Level Budget															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred) Dept	**Prgm/ Div**	**Agency**	**SCR or Activity Initials**	**Program Unit/Activity Description**	**GF**	**LF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**Used in Gov. Budget Yes / No**	**Impact of Reduction on Services and Outcomes**
Admin/Clerical		8340001129/Oregon Board of Dentistry	83400-000-00-00-00000	**Reduce Office Specialist role to .5 FTE**			**110,000**				**$110,000**		0.5		**This reduction would increase the Board's risk of delayed responsiveness to agency operations, stakeholder inquiries, and Board initiatives, which could negatively affect day-to-day operations and public perception of the agency. This reduction would decrease the Office Specialist position from 1.0 FTE to 0.5 FTE (20 hours per week).**
Enforcement		8340001129/Oregon Board of Dentistry	83400-000-00-00-00000	**Reduce Investigator 2 role to .80FTE**			**63,000**				**$63,000**		0.2		**This reduction would decrease the Board's capacity to respond promptly to complaints, investigations, and other agency priorities, potentially impacting day-to-day operations and public confidence in the agency. This reduction would decrease the Investigator 2 position from 1.0 FTE to 0.8 FTE (32 hours per week).**
											$ -				
											$ -				
											$ -				
											$ -				
				TOTAL	**-**	**-**	**522,000**	**-**	**-**	**-**	**$ 522,000**	**0**	**0.70**		

Target (10%)		
Difference	$	522,000

10% Reduction Options (ORS 291.216)

Activity or Program	Describe Reduction	Amount and Fund Type									Rank and Justification
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2027-29 AND 2029-31)	GF	LF	OF	NL-OF	FF	NL-FF	Total Funds	Pos.	FTE	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
Admin/Clerical	Reduce out-of-state travel and limit in-state travel, while maintaining essential Board travel.			X				$ 56,000	-	-	
Office Supplies	Reduce the purchase of all office supplies by 25%. No Positions would be reduced			X				$ 20,000	-	-	
Admin	Reduce Attorney General Support			X				$ 185,000	-	-	
Admin/Clerical	Reduce Postage Usage/Mailing Services			X				$ 8,000	-	-	
Professional Services	Eliminate Participation in Oregon Wellness Program			X				$ 80,000			
Admin/Clerical	Reduce Office Specialist role to .5 FTE			X				$ 110,000	1	0.50	
Investigation/Enforcement	Reduce Investigator 2 role to .80FTE			X				$ 63,000	1	0.20	
Total		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 522,000**	**2**	**0.70**	

Oregon Board of Dentistry

EXECUTIVE DIRECTOR
Principal Executive/Manager E
Classification Z7008
Position 521 1.0 FTE

INVESTIGATION AND COMPLIANCE MONITORING

LICENSING/ADMINSTRATIVE SUPPORT

DENTAL DIRECTOR/
CHIEF INVESTIGATOR
Principal Executive/Manager E
Classification Z7008
Position 522 1.0 FTE

OFFICE MANAGER
Classification X0806
Position 524 1.0 FTE

DENTAL
INVESTIGATOR
Classification C5911
Position 531 0 FTE
or .5 FTE POP 400

INVESTIGATOR 2
Classification C5232
Position 528 1.0 FTE

INVESTIGATOR 2
Classification C5232
Position 528 1.0 FTE

LICENSING &
EXAMINATION
MANAGER
Admin Specialist 2
Classification CO 180
Position 525 1.0 FTE

ADMIN SUPPORT
Office Specialist 2
Classification C0104 Position
529 1.0 FTE

Oregon Board of Dentistry

EXECUTIVE DIRECTOR
Principal Executive/Manager E
Classification Z7008
Position 521 1.0 FTE

INVESTIGATION AND COMPLIANCE MONITORING

DENTAL DIRECTOR/
CHIEF INVESTIGATOR
Principal Executive/Manager E
Classification Z7008
Position 522 1.0 FTE

INVESTIGATOR 2
Classification C5232
Position 528 1.0 FTE

INVESTIGATOR 2
Classification C5232
Position 528 1.0 FTE

LICENSING/ADMINSTRATIVE SUPPORT

OPERATIONS MANAGER
Classification X0806
Position 524 1.0 FTE

LICENSING & EXAMINATION MANAGER
Admin Specialist 2
Classification CO 180
Position 525 1.0 FTE

ADMIN SUPPORT
Office Specialist 2
Classification C0104 Position 529 1.0 FTE

The Oregon Board of Dentistry (OBD) was created by an Act of the Legislature in 1887. The authority and responsibilities of the Board are contained in Oregon Revised Statutes Chapter 679 (Dentists and Dental Therapists), Chapter 680.010 to 680.205 (Dental Hygienists), and Oregon Administrative Rules, Chapter 818. These statutes charge the OBD with the responsibility to regulate the practice of dentistry, dental therapy and dental hygiene, and also enforce all provisions in statute as well. The OBD currently has 6 Full Time Equivalent staff members (7 if fully staffed) and 10 volunteer Board Members. At the time of this memo, the Operations Manager position is vacant. Haley Robinson, the Interim Executive Director is fulfilling the duties of both positions.

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

SOURCES OF REVENUE

The Board of Dentistry's funding is 100% Other Funds generated primarily from fees paid by Licensees and applicants for new licenses, license renewals and various permits. A small portion (generally less than six percent) of the Board's revenue is from miscellaneous revenues generated from civil penalties, the sale of documents, late fees, interest and dental assistant certifications fees.

PROGRAM FUNDED

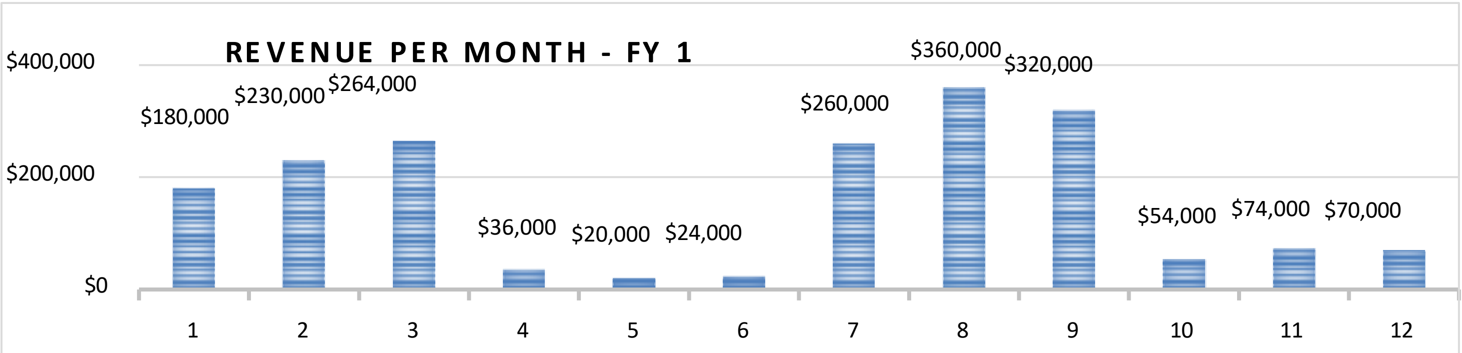
The Oregon Revised Statutes directs that all money received by the Board be used only for the administration and enforcement of ORS 676.850 and 680.010 to 680.205 and all referenced in Chapter 679.

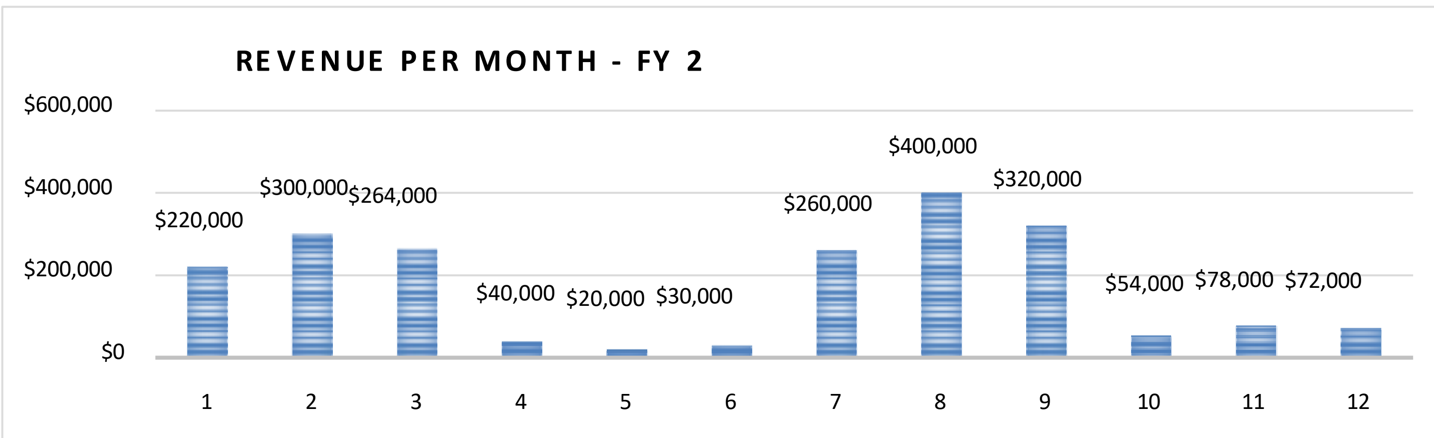
BACKGROUND FOR THE 2027-2029 REVENUE ESTIMATES

Licenses regulated by the Board are issued to expire and be renewed every year in two distinct timeframes. The result is that our biennial revenue is primarily received at different times during each biennium. Half of the dentists renew in the spring each year and half our dental hygienists and dental therapists renew in the fall each year. The agency aims for a minimum beginning balance of a minimum of three months of operating expenses at the beginning of every biennium.

Revenue stream is uneven every year due to Licensees renewing in spring and fall

Every year one half of our dentists renew their 2-year license between Jan – March 31. Every year one half of our dental hygienists and dental therapists renew their 2-year license between July – Sept 30. Example of the uneven revenue typically received per Fiscal Year (FY) shown below. The OBD began licensing dental therapists in November 2022 and we forecast that it will have a minimal impact on revenue in the current biennium or in the 2027 - 2029 biennium.

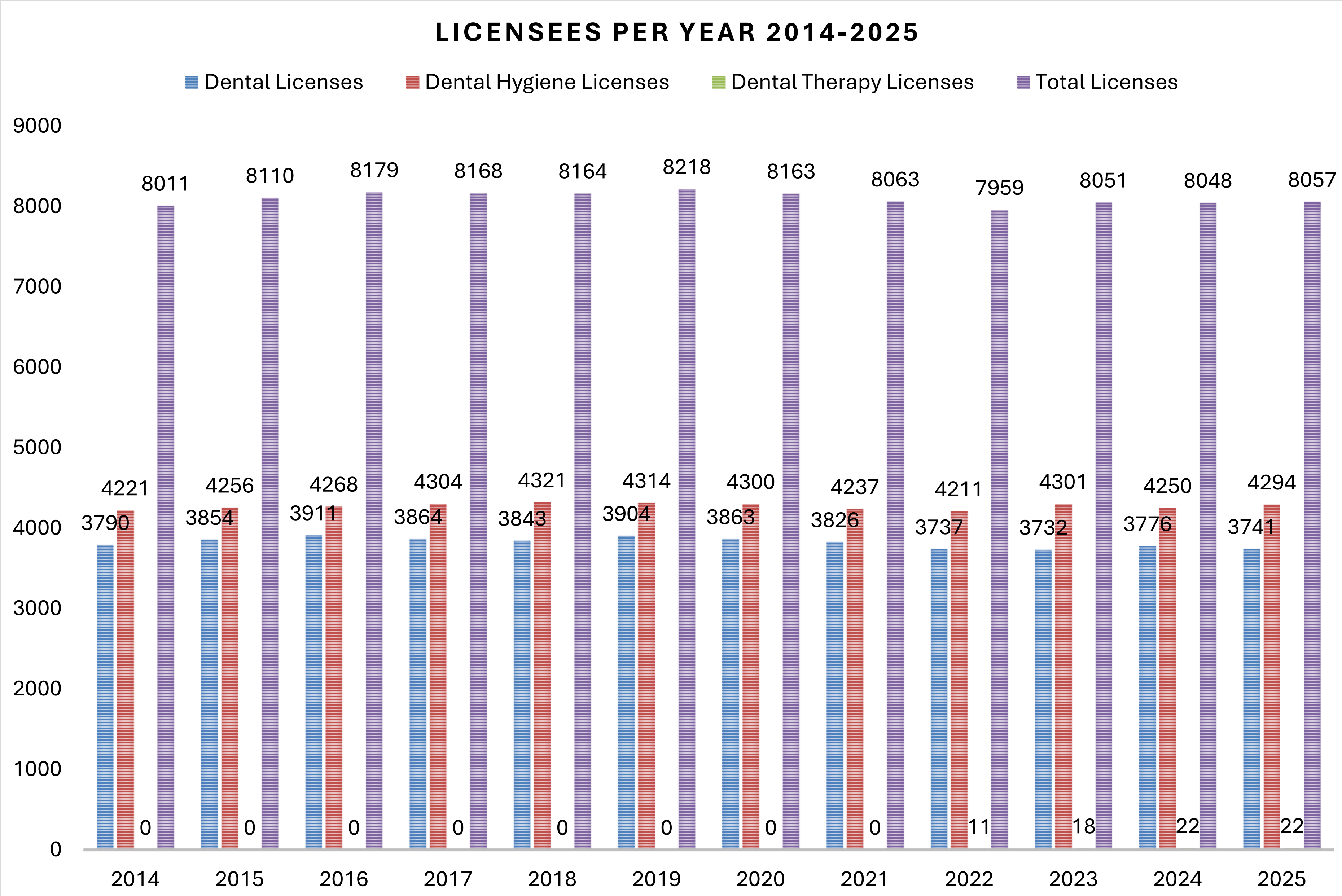


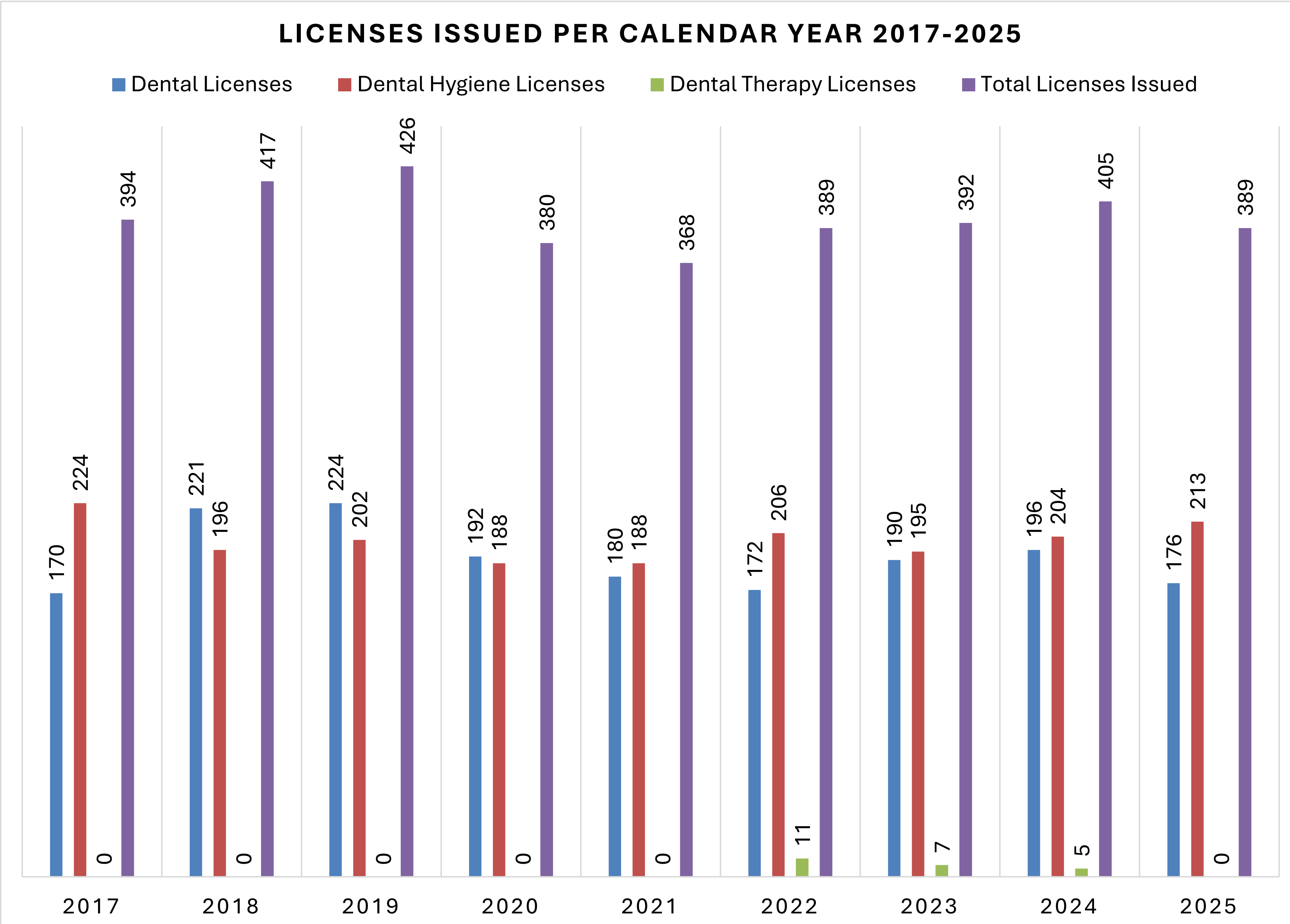


Revenue Estimates

At this point, I am projecting revenue for the 2027-29 biennium to be similar to the 2025-27 budget biennium. The main factor for the revenue staying stagnant is the license pool remaining flat. There has not been any growth in the number of licenses issued in Oregon. The amount of those who choose not to renew or retire their license has also remained about the same. The OHA Workforce Data survey is set to increase from $4 to $6 per licensee on July 1, 2026. I have included the updated expenditures in the 2027-29 revenue estimate column in the attached excel spreadsheet.

These estimates are based on the current fees, without any increases for 2027-29, though in the future projections those may need to be considered and included.


LICENSEES PER YEAR 2014-2025
Dental Licenses
Dental Hygiene Licenses
Dental Therapy Licenses
Total Licenses
9000
8000
7000
6000
5000
4000
3000
2000
1000
0
2014: 3790, 4221, 0, 8011
2015: 3854, 4256, 0, 8110
2016: 3911, 4268, 0, 8179
2017: 3864, 4304, 0, 8168
2018: 3843, 4321, 0, 8164
2019: 3904, 4314, 0, 8218
2020: 3863, 4300, 0, 8163
2021: 3826, 4237, 0, 8063
2022: 3737, 4211, 11, 7959
2023: 3732, 4301, 18, 8051
2024: 3776, 4250, 22, 8048
2025: 3741, 4294, 22, 8057

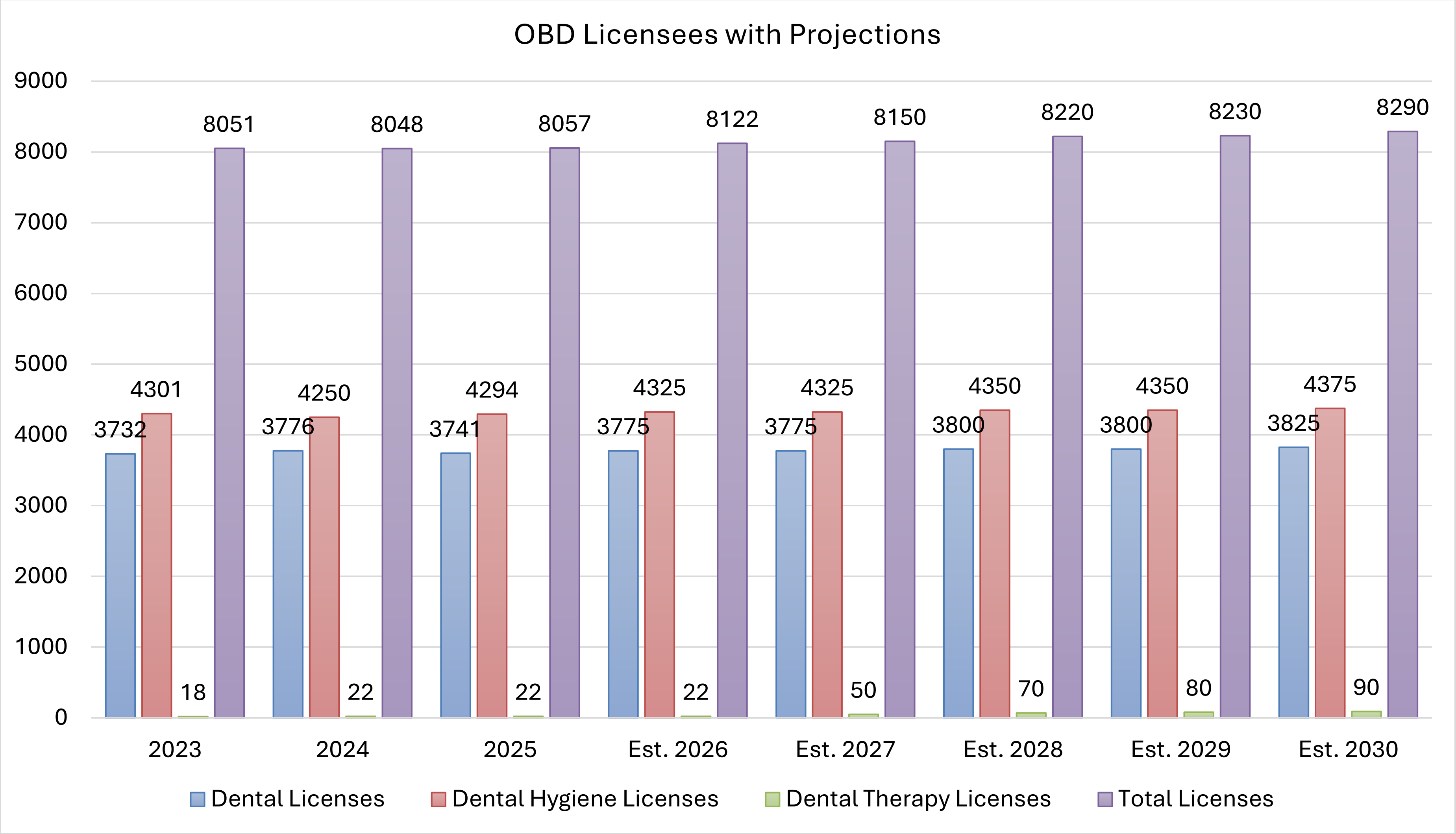

LICENSES ISSUED PER CALENDAR YEAR 2017-2025
Dental Licenses
Dental Hygiene Licenses
Dental Therapy Licenses
Total Licenses Issued
170
224
0
394
221
196
0
417
224
202
0
426
192
188
0
380
180
188
0
368
172
206
11
389
190
195
7
392
196
204
5
405
176
213
0
389
2017
2018
2019
2020
2021
2022
2023
2024
2025

PROJECTIONS going up to 2030

A very slight trend upward in licensees projected due to:

- Dental Therapy Programs being implemented and more widely recognized in the United States. Pacific University in Oregon is going through the CODA accreditation process for a dental therapy program. Currently they are hoping to start enrolling people in the dental therapy program in August 2026. That will increase dental therapy license numbers in the future.
- New dental hygiene and dental schools being built which will expand workforce.
- Many oral healthcare workforce initiatives at state and national level to expand workforce.
- Other initiatives to support retention and wellness of oral healthcare workforce
    - ❖ An important issue which could impact projections is a dental/dental hygiene license compact. It is unclear if that could increase Oregon license base (revenue), but more likely it could decrease license base. Licensees might logically choose the least expensive route for initial licensure and forego maintaining licensure in multiple states.

Calendar Year	2023	2024	2025	**est 2026**	**est 2027**	**est 2028**	**est 2029**	**est 2030**
Dental Licenses	3732	3776	3741	3775	3775	3800	3800	3825
Hygiene Licenses	4301	4250	4294	4325	4325	4350	4350	4375
Dental Therapy Licenses	18	22	22	22	50	70	80	90
Total Licenses	**8051**	**8048**	**8057**	**8122**	**8150**	**8220**	**8230**	**8290**



Estimated Beginning Balance for 2027 - 2029

Based on updated information the beginning balance at this point in time is estimated to be $1,616,680.

Summary

The OBD like all state agencies is charged with being a good steward of its resources and also to plan for upcoming challenges. The OBD is also directed to fulfill its mission and all its statutory requirements. The OBD is funded by a finite number of Licensees and this is not growing in any substantial way. There will be revisions and changes to the revenue projections as more information becomes available

Fee schedule for 2025-2027 & 2027-2029

OBD Fee Category	Amount	Object Code
Licensure fee – Dentist /Specialty	$486	2101
Faculty - License fee	$435	2101
Application fee - Licensure by Examination - Dentist	$445	2111
Application fee - LOWFE – Dentist	$890	2112
Faculty – Application fee	$405	2111
Dental/Specialty Renewal fee	$486	2104
Licensure Fee – Dental Therapy	$275	2106
Application fee – Licensure by Examination – Dental Therapy	$210	2108
Application fee – LOWFE – Dental Therapy	$820	2109
Dental Therapy Renewal fee	$275	2107
Licensure by Examination fee – Dental Hygiene	$275	2103
Application fee – Licensure by Examination - Dental Hygiene	$210	2113
Application fee – LOWFE – Dental Hygiene	$820	2114
Dental Hygiene Renewal fee	$275	2105
Expanded Practice Permit – Dental Hygiene	$75	2142
Restorative Functions - Hygiene	$50	2143
Anesthesia Permit – Nitrous Oxide	$40	2131
Anesthesia Permit – Minimal	$75	2132
Anesthesia Permit – Deep Sedation	$400	2133
Anesthesia Permit – General Anesthesia	$400	2134
Anesthesia Permit – Moderate	$200	2135
Instructor Permit	$40	2141
Delinquent fees and Reinstatement	$50, $100, $150, $250, $500	1290
Subscription to Minutes	$60	1701
Verification of Licensure	$2.50 each	1702
Certificate of Standing	$20	1703

Data Processing Orders	Varies	1704
Public Records	Varies	1705
Prescription Monitoring Program	$50	1706
OHWI Data Collection	$4	1707
Miscellaneous Revenue	Varies	1774
Civil Penalties	Varies	2470
Merchant Card - Credit Card Service Fees	$3.50	408
Reimbursement for Board Member Attendance (Trainings, etc.)	Varies	1811
DANB Checks	Varies	2115

Please note: This online model does not include any service charges for volume or activity-based usage.

This report only reflects fixed State Government Service Charges.

STATE GOVERNMENT SERVICE CHARGES
Dentistry, Board of -- 83400

Description	Amount
Central Government Service Charge	$11,025
COBID - Certification Office for Business Inclusion and Diversity	$561
DAS - Chief Financial Office	$6,607
DAS - Chief Human Resources Office	$4,167
DAS - Chief Human Resources Office - Client Agency HR Mgmt. Svcs.	$34,824
DAS - Chief Operating Office	$1,049
DAS - Enterprise Asset Management-Admin. & Real Estate Services	$4,246
DAS - Enterprise Asset Management-Surplus Property Base	$0
DAS - Enterprise Asset Management-Surplus Personal Property Transactions	$0
DAS - Enterprise Goods & Services-Procurement Services	$1,761
DAS - Enterprise Goods & Services-Liability (Auto & General)	$283,895
DAS - Enterprise Goods & Services-Property (Auto & General)	$729
DAS - Enterprise Goods & Services-Workers' Compensation	$2,020
DAS - Enterprise Information Services (EIS)	$5,000
DAS - Enterprise Information Services-Microsoft 365	$31,628
DAS - Enterprise Information Services - Data Center Services (DCS)	$9,795
DAS - Strategic Initiatives & Enterprise Accountability (SIEA)	$1,384
DAS - Statewide Business Applications Division	$8,651
Office of Public Records Advocate	$208

Price List | Department of Administrative Services

Description	Amount
Oregon Government Ethics Commission	$337
Oregon Law Library	$628
Oregon State Police-Capitol Mall Security Services	$0
Oregon State Treasury-Article XI-F Bonds	$0
Oregon State Treasury-Article XI-Q Bonds	$0
Oregon State Treasury-Certificates of Participation (COP)	$0
Oregon State Treasury-General Obligation Bonds	$0
Oregon State Treasury-Lottery Revenue Bonds	$0
Oregon State Treasury-Revenue Bonds	$0
Secretary of State-Archives Record Center	$9,583
Secretary of State-Archives & Records Management	$2,909
Secretary of State-Archives Security Copy Depository	$0
Secretary of State-Audits	$5,080
State Library of Oregon	$975
Office of Emergency (SWI)	$775
Total:	**$427,837**

OBD ARB 2027-29

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

Source	Fund	ORBITS Revenue Acct	2023-25 Actual	2025-27 Leg Adopted	2025-27 Estimates	2027-29		
						Agency Requested	Governor's Budget	Legislatively Adopted
OTHER BUSINESS LICENSES	OF	0205	$ 3,592,497.00	$ 4,174,320.00	$ 4,093,372.00	$ 4,378,252.00		
OTHER NONBUSINESS LIC & FEES	OF	0210	$ 22,260.00	$ 14,000.00	$ 17,840.00	$ 23,000.00		
CHARGES FOR SERVICES	OF	0410	$ 27,831.00	$ 146,000.00	$ 28,341.00	$ 28,350.00		
FINES AND FORFEITS	OF	0505	$ 162,354.00	$ 240,000.00	$ 201,320.00	$ 240,000.00		
INTEREST AND INVESTMENTS	OF	0605	$ 125,294.00	$ 60,000.00	$ 89,933.00	$ 125,300.00		
OTHER REVENUE	OF	0975	$ 3,470.00	$ 9,000.00	$ 1,190.00	$ 3,470.00		

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

Oregon Board of Dentistry — **Agency Number: 83400**
2027-29 Biennium — **Cross Reference Number: 83400-000-00-00-00000**

Source	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	3,592,497	4,174,320	4,174,320	4,378,252	-	-
Non-business Lic. and Fees	22,260	14,000	14,000	23,000	-	-
Charges for Services	27,831	146,000	146,000	28,350	-	-
Fines and Forfeitures	162,354	240,000	240,000	240,000	-	-
Interest Income	125,294	60,000	60,000	125,300	-	-
Other Revenues	3,470	9,000	9,000	3,470	-	-
Tsfr To Oregon Health Authority	(198,953)	(200,000)	(200,000)	(275,000)	-	-
Total Other Funds	**$3,734,753**	**$4,443,320**	**$4,443,320**	**$4,523,372**	**-**	**-**

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

Oregon Board of Dentistry — **Agency Number: 83400**
2027-29 Biennium — **Cross Reference Number: 83400-001-00-00-00000**

Source	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	3,592,497	4,174,320	4,174,320	4,378,252	-	-
Non-business Lic. and Fees	22,260	14,000	14,000	23,000	-	-
Charges for Services	27,831	146,000	146,000	28,350	-	-
Fines and Forfeitures	162,354	240,000	240,000	240,000	-	-
Interest Income	125,294	60,000	60,000	125,300	-	-
Other Revenues	3,470	9,000	9,000	3,470	-	-
Tsfr To Oregon Health Authority	(198,953)	(200,000)	(200,000)	(275,000)	-	-
Total Other Funds	**$3,734,753**	**$4,443,320**	**$4,443,320**	**$4,523,372**	**-**	**-**

PROGRAM UNITS

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

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

ESSENTIAL PACKAGES

Essential Packages make budget adjustments.

Package 010: Vacancy Factor and Non-PICS Personal Services

Package 010 calculates limitation needs for salary and per diem and pension bond related expenses that are not calculated by PICS (inflation factor on temporary appointments, mass transit tax and social security and new payments toward pension bonds). The total amount of this package is $3,781.

Package 031: Standard Inflation

Services and Supplies line items are projected at the DAS assigned inflation rate with some exceptions. Facilities Rental and Taxes increase has been calculated at allowed based on the current rental lease. All exceptions have been reviewed and approved by the Department of Administrative Services prior to inclusion in the Board's Current Service Level Budget. Total amount of this package is $321,511.

Package 060: Technical Adjustments

Package 060 transfers $160,273 from Professional Services to Other Services and Supplies (Other S&S). This adjustment is necessary to correct recorded accounting and budget services under Professional Services to Other Services and Supplies in accordance with Shared Financial Services (SFS) coding.

Oregon Board of Dentistry

EXECUTIVE DIRECTOR
Principal Executive/Manager E
Classification Z7008
Position 521 1.0 FTE

INVESTIGATION AND COMPLIANCE MONITORING

LICENSING/ADMINSTRATIVE SUPPORT

DENTAL DIRECTOR/
CHIEF INVESTIGATOR
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Position 528 1.0 FTE

INVESTIGATOR 2
Classification C5232
Position 528 1.0 FTE

LICENSING & EXAMINATION MANAGER
Admin Specialist 2
Classification CO 180
Position 525 1.0 FTE

ADMIN SUPPORT
Office Specialist 2
Classification C0104 Position 529 1.0 FTE

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Dentistry — **Cross Reference Name: Board of Dentistry**
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services — **Cross Reference Number: 83400-001-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	234	-	-	-	234
Overtime Payments	-	-	341	-	-	-	341
All Other Differential	-	-	2,119	-	-	-	2,119
Public Employees' Retire Cont	-	-	608	-	-	-	608
Social Security Taxes	-	-	206	-	-	-	206
Paid Family Medical Leave Insurance	-	-	10	-	-	-	10
Mass Transit Tax	-	-	263	-	-	-	263
Total Personal Services	**-**	**-**	**$3,781**	**-**	**-**	**-**	**$3,781**
Total Expenditures							
Total Expenditures	-	-	3,781	-	-	-	3,781
Total Expenditures	**-**	**-**	**$3,781**	**-**	**-**	**-**	**$3,781**
Ending Balance							
Ending Balance	-	-	(3,781)	-	-	-	(3,781)
Total Ending Balance	**-**	**-**	**($3,781)**	**-**	**-**	**-**	**($3,781)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Dentistry — **Cross Reference Name: Board of Dentistry**
Pkg: 031 - Standard Inflation — **Cross Reference Number: 83400-001-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	2,818	-	-	-	2,818
Out of State Travel	-	-	420	-	-	-	420
Employee Training	-	-	2,029	-	-	-	2,029
Office Expenses	-	-	4,082	-	-	-	4,082
Telecommunications	-	-	1,383	-	-	-	1,383
State Gov. Service Charges	-	-	162,852	-	-	-	162,852
Data Processing	-	-	12,361	-	-	-	12,361
Publicity and Publications	-	-	1,838	-	-	-	1,838
Professional Services	-	-	51,860	-	-	-	51,860
IT Professional Services	-	-	16,379	-	-	-	16,379
Attorney General	-	-	42,716	-	-	-	42,716
Employee Recruitment and Develop	-	-	39	-	-	-	39
Dues and Subscriptions	-	-	579	-	-	-	579
Facilities Rental and Taxes	-	-	10,547	-	-	-	10,547
Facilities Maintenance	-	-	914	-	-	-	914
Agency Program Related S and S	-	-	2,874	-	-	-	2,874
Other Services and Supplies	-	-	6,193	-	-	-	6,193
Expendable Prop 250 - 5000	-	-	324	-	-	-	324
IT Expendable Property	-	-	1,303	-	-	-	1,303
Total Services & Supplies	**-**	**-**	**$321,511**	**-**	**-**	**-**	**$321,511**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Dentistry
Pkg: 031 - Standard Inflation

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	321,511	-	-	-	321,511
Total Expenditures	**-**	**-**	**$321,511**	**-**	**-**	**-**	**$321,511**
Ending Balance							
Ending Balance	-	-	(321,511)	-	-	-	(321,511)
Total Ending Balance	**-**	**-**	**($321,511)**	**-**	**-**	**-**	**($321,511)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Dentistry
Pkg: 060 - Technical Adjustments

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Professional Services	-	-	(160,273)	-	-	-	(160,273)
Other Services and Supplies	-	-	160,273	-	-	-	160,273
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

2027-29 Biennium
Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
				No records for the phase: CSL										
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

2027-29 Biennium
Agency Request Budget

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
				No records for the phase: ARB										
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

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

Oregon Board of Dentistry | **Agency Number: 83400**
2027-29 Biennium | **Cross Reference Number: 83400-000-00-00-00000**

Source	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	3,592,497	4,174,320	4,174,320	4,378,252	-	-
Non-business Lic. and Fees	22,260	14,000	14,000	23,000	-	-
Charges for Services	27,831	146,000	146,000	28,350	-	-
Fines and Forfeitures	162,354	240,000	240,000	240,000	-	-
Interest Income	125,294	60,000	60,000	125,300	-	-
Other Revenues	3,470	9,000	9,000	3,470	-	-
Tsfr To Oregon Health Authority	(198,953)	(200,000)	(200,000)	(275,000)	-	-
Total Other Funds	**$3,734,753**	**$4,443,320**	**$4,443,320**	**$4,523,372**	**-**	**-**

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

Oregon Board of Dentistry — **Agency Number: 83400**
2027-29 Biennium — **Cross Reference Number: 83400-001-00-00-00000**

Source	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	3,592,497	4,174,320	4,174,320	4,378,252	-	-
Non-business Lic. and Fees	22,260	14,000	14,000	23,000	-	-
Charges for Services	27,831	146,000	146,000	28,350	-	-
Fines and Forfeitures	162,354	240,000	240,000	240,000	-	-
Interest Income	125,294	60,000	60,000	125,300	-	-
Other Revenues	3,470	9,000	9,000	3,470	-	-
Tsfr To Oregon Health Authority	(198,953)	(200,000)	(200,000)	(275,000)	-	-
Total Other Funds	**$3,734,753**	**$4,443,320**	**$4,443,320**	**$4,523,372**	**-**	**-**

Oregon Board of Dentistry

Summary Cross Reference Listing and Packages — **Agency Number: 83400**

2027-29 Biennium — **BAM Analyst: Patton, Jealinda**

Budget Coordinator: Moreland, Katy

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
001-00-00-00000	Board of Dentistry	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
001-00-00-00000	Board of Dentistry	021	0	Phase-in	Essential Packages
001-00-00-00000	Board of Dentistry	022	0	Phase-out Pgm & One-time Costs	Essential Packages
001-00-00-00000	Board of Dentistry	031	0	Standard Inflation	Essential Packages
001-00-00-00000	Board of Dentistry	032	0	Above Standard Inflation	Essential Packages
001-00-00-00000	Board of Dentistry	033	0	Exceptional Inflation	Essential Packages
001-00-00-00000	Board of Dentistry	040	0	Mandated Caseload	Essential Packages
001-00-00-00000	Board of Dentistry	050	0	Fundshifts	Essential Packages
001-00-00-00000	Board of Dentistry	060	0	Technical Adjustments	Essential Packages
001-00-00-00000	Board of Dentistry	070	0	Revenue Shortfalls	Policy Packages
001-00-00-00000	Board of Dentistry	081	0	June 2026 Emergency Board	Policy Packages

Oregon Board of Dentistry

Policy Package List by Priority — **Agency Number: 83400**

2027-29 Biennium — **BAM Analyst: Patton, Jealinda**

Budget Coordinator: Moreland, Katy

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	070	Revenue Shortfalls	001-00-00-00000	Board of Dentistry
	081	June 2026 Emergency Board	001-00-00-00000	Board of Dentistry

Oregon Board of Dentistry **Agency Number: 83400**

Agency Worksheet - Revenues & Expenditures **Version: V - 01 - Agency Request Budget**
2027-29 Biennium **Cross Reference Number: 83400-000-00-00-00000**
Oregon Board of Dentistry

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	1,096,824	988,911	-	988,911	1,578,777	1,578,777
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	3,592,497	4,174,320	-	4,174,320	4,378,252	4,378,252
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	22,260	14,000	-	14,000	23,000	23,000
TOTAL LICENSES AND FEES						
3400 Other Funds Ltd	3,614,757	4,188,320	-	4,188,320	4,401,252	4,401,252
TOTAL LICENSES AND FEES	**$3,614,757**	**$4,188,320**	**-**	**$4,188,320**	**$4,401,252**	**$4,401,252**
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	27,831	146,000	-	146,000	28,350	28,350
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	162,354	240,000	-	240,000	240,000	240,000
INTEREST EARNINGS						
0605 Interest Income						

Oregon Board of Dentistry | **Agency Number: 83400**

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Oregon Board of Dentistry

Version: V - 01 - Agency Request Budget
Cross Reference Number: 83400-000-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	125,294	60,000	-	60,000	125,300	125,300
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	3,470	9,000	-	9,000	3,470	3,470
REVENUES						
3400 Other Funds Ltd	3,933,706	4,643,320	-	4,643,320	4,798,372	4,798,372
TRANSFERS OUT						
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(198,953)	(200,000)	-	(200,000)	(275,000)	(275,000)
AVAILABLE REVENUES						
3400 Other Funds Ltd	4,831,577	5,432,231	-	5,432,231	6,102,149	6,102,149
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	1,394,017	1,445,276	115,982	1,561,258	1,575,044	1,575,044
3115 Board Member Stipend						
3400 Other Funds Ltd	57,493	-	-	-	-	-
3160 Temporary Appointments						
3400 Other Funds Ltd	-	4,778	-	4,778	4,778	5,012
3170 Overtime Payments						

Oregon Board of Dentistry — **Agency Number: 83400**

Agency Worksheet - Revenues & Expenditures — **Version: V - 01 - Agency Request Budget**
2027-29 Biennium — **Cross Reference Number: 83400-000-00-00-00000**
Oregon Board of Dentistry

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	2,681	6,949	-	6,949	6,949	7,290
3180 Shift Differential						
3400 Other Funds Ltd	1	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	19,767	43,252	-	43,252	43,252	45,371
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	1,473,959	1,500,255	115,982	1,616,237	1,630,023	1,632,717
TOTAL SALARIES & WAGES	**$1,473,959**	**$1,500,255**	**$115,982**	**$1,616,237**	**$1,630,023**	**$1,632,717**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	322	504	-	504	553	553
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	259,747	296,742	-	296,742	380,725	381,333
3221 Pension Obligation Bond						
3400 Other Funds Ltd	67,331	67,187	(11,929)	55,258	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	111,723	113,690	-	113,690	121,768	121,974
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	5,639	5,572	-	5,572	5,971	5,981
3250 Worker's Comp. Assess. (WCD)						

Oregon Board of Dentistry | **Agency Number: 83400**

Agency Worksheet - Revenues & Expenditures | **Version: V - 01 - Agency Request Budget**
2027-29 Biennium | **Cross Reference Number: 83400-000-00-00-00000**
Oregon Board of Dentistry

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	244	294	-	294	266	266
3260 Mass Transit Tax						
3400 Other Funds Ltd	8,507	9,533	-	9,533	9,533	9,796
3270 Flexible Benefits						
3400 Other Funds Ltd	278,319	296,856	11,018	307,874	309,120	309,120
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	731,832	790,378	(911)	789,467	827,936	829,023
TOTAL OTHER PAYROLL EXPENSES	**$731,832**	**$790,378**	**($911)**	**$789,467**	**$827,936**	**$829,023**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	2,205,791	2,290,633	115,071	2,405,704	2,457,959	2,461,740
TOTAL PERSONAL SERVICES	**$2,205,791**	**$2,290,633**	**$115,071**	**$2,405,704**	**$2,457,959**	**$2,461,740**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	11,984	57,512	-	57,512	57,512	60,330
4125 Out of State Travel						
3400 Other Funds Ltd	-	8,564	-	8,564	8,564	8,984
4150 Employee Training						
3400 Other Funds Ltd	17,575	61,404	-	61,404	41,404	43,433
4175 Office Expenses						
3400 Other Funds Ltd	23,319	103,313	-	103,313	83,313	87,395

Oregon Board of Dentistry | **Agency Number: 83400**

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Oregon Board of Dentistry

Version: V - 01 - Agency Request Budget
Cross Reference Number: 83400-000-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
4200 Telecommunications						
3400 Other Funds Ltd	20,806	28,227	-	28,227	28,227	29,610
4225 State Gov. Service Charges						
3400 Other Funds Ltd	95,553	266,545	-	266,545	266,545	429,397
4250 Data Processing						
3400 Other Funds Ltd	173,174	170,267	-	170,267	252,267	264,628
4275 Publicity and Publications						
3400 Other Funds Ltd	2,098	37,519	-	37,519	37,519	39,357
4300 Professional Services						
3400 Other Funds Ltd	401,141	557,636	-	557,636	557,636	449,223
4315 IT Professional Services						
3400 Other Funds Ltd	4,000	176,116	-	176,116	176,116	192,495
4325 Attorney General						
3400 Other Funds Ltd	216,715	459,308	-	459,308	459,308	502,024
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	120	798	-	798	798	837
4400 Dues and Subscriptions						
3400 Other Funds Ltd	5,547	11,807	-	11,807	11,807	12,386
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	174,712	215,252	-	215,252	215,252	225,799
4475 Facilities Maintenance						

Oregon Board of Dentistry — **Agency Number: 83400**

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Oregon Board of Dentistry

Version: V - 01 - Agency Request Budget
Cross Reference Number: 83400-000-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	12,436	661	-	661	18,661	19,575
4575 Agency Program Related S and S						
3400 Other Funds Ltd	46,160	148,652	-	148,652	58,652	61,526
4650 Other Services and Supplies						
3400 Other Funds Ltd	178,399	97,723	(1,338)	96,385	126,385	292,851
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	6,609	-	6,609	6,609	6,933
4715 IT Expendable Property						
3400 Other Funds Ltd	28,256	26,593	-	26,593	26,593	27,896
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,411,995	2,434,506	(1,338)	2,433,168	2,433,168	2,754,679
TOTAL SERVICES & SUPPLIES	**$1,411,995**	**$2,434,506**	**($1,338)**	**$2,433,168**	**$2,433,168**	**$2,754,679**
EXPENDITURES						
3400 Other Funds Ltd	3,617,786	4,725,139	113,733	4,838,872	4,891,127	5,216,419
ENDING BALANCE						
3400 Other Funds Ltd	1,213,791	707,092	(113,733)	593,359	1,211,022	885,730
TOTAL ENDING BALANCE	**$1,213,791**	**$707,092**	**($113,733)**	**$593,359**	**$1,211,022**	**$885,730**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	8	7	-	7	7	7
AUTHORIZED FTE POSITIONS						

Oregon Board of Dentistry ***Agency Number: 83400***

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Oregon Board of Dentistry

Version: V - 01 - Agency Request Budget
Cross Reference Number: 83400-000-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
8250 Class/Unclass FTE Positions	7.62	7.00	-	7.00	7.00	7.00

Oregon Board of Dentistry | **Agency Number: 83400**

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Board of Dentistry

Version: V - 01 - Agency Request Budget
Cross Reference Number: 83400-001-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	1,096,824	988,911	-	988,911	1,578,777	1,578,777
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	3,592,497	4,174,320	-	4,174,320	4,378,252	4,378,252
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	22,260	14,000	-	14,000	23,000	23,000
TOTAL LICENSES AND FEES						
3400 Other Funds Ltd	3,614,757	4,188,320	-	4,188,320	4,401,252	4,401,252
TOTAL LICENSES AND FEES	**$3,614,757**	**$4,188,320**	**-**	**$4,188,320**	**$4,401,252**	**$4,401,252**
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	27,831	146,000	-	146,000	28,350	28,350
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	162,354	240,000	-	240,000	240,000	240,000
INTEREST EARNINGS						
0605 Interest Income						

Oregon Board of Dentistry | **Agency Number: 83400**

Agency Worksheet - Revenues & Expenditures | **Version: V - 01 - Agency Request Budget**
2027-29 Biennium | **Cross Reference Number: 83400-001-00-00-00000**
Board of Dentistry

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	125,294	60,000	-	60,000	125,300	125,300
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	3,470	9,000	-	9,000	3,470	3,470
REVENUES						
3400 Other Funds Ltd	3,933,706	4,643,320	-	4,643,320	4,798,372	4,798,372
TRANSFERS OUT						
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(198,953)	(200,000)	-	(200,000)	(275,000)	(275,000)
AVAILABLE REVENUES						
3400 Other Funds Ltd	4,831,577	5,432,231	-	5,432,231	6,102,149	6,102,149
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	1,394,017	1,445,276	115,982	1,561,258	1,575,044	1,575,044
3115 Board Member Stipend						
3400 Other Funds Ltd	57,493	-	-	-	-	-
3160 Temporary Appointments						
3400 Other Funds Ltd	-	4,778	-	4,778	4,778	5,012
3170 Overtime Payments						

Oregon Board of Dentistry — **Agency Number: 83400**

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Board of Dentistry

Version: V - 01 - Agency Request Budget
Cross Reference Number: 83400-001-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	2,681	6,949	-	6,949	6,949	7,290
3180 Shift Differential						
3400 Other Funds Ltd	1	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	19,767	43,252	-	43,252	43,252	45,371
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	1,473,959	1,500,255	115,982	1,616,237	1,630,023	1,632,717
TOTAL SALARIES & WAGES	**$1,473,959**	**$1,500,255**	**$115,982**	**$1,616,237**	**$1,630,023**	**$1,632,717**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	322	504	-	504	553	553
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	259,747	296,742	-	296,742	380,725	381,333
3221 Pension Obligation Bond						
3400 Other Funds Ltd	67,331	67,187	(11,929)	55,258	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	111,723	113,690	-	113,690	121,768	121,974
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	5,639	5,572	-	5,572	5,971	5,981
3250 Worker's Comp. Assess. (WCD)						

Oregon Board of Dentistry — **Agency Number: 83400**

Agency Worksheet - Revenues & Expenditures — **Version: V - 01 - Agency Request Budget**
2027-29 Biennium — **Cross Reference Number: 83400-001-00-00-00000**
Board of Dentistry

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	244	294	-	294	266	266
3260 Mass Transit Tax						
3400 Other Funds Ltd	8,507	9,533	-	9,533	9,533	9,796
3270 Flexible Benefits						
3400 Other Funds Ltd	278,319	296,856	11,018	307,874	309,120	309,120
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	731,832	790,378	(911)	789,467	827,936	829,023
TOTAL OTHER PAYROLL EXPENSES	**$731,832**	**$790,378**	**($911)**	**$789,467**	**$827,936**	**$829,023**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	2,205,791	2,290,633	115,071	2,405,704	2,457,959	2,461,740
TOTAL PERSONAL SERVICES	**$2,205,791**	**$2,290,633**	**$115,071**	**$2,405,704**	**$2,457,959**	**$2,461,740**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	11,984	57,512	-	57,512	57,512	60,330
4125 Out of State Travel						
3400 Other Funds Ltd	-	8,564	-	8,564	8,564	8,984
4150 Employee Training						
3400 Other Funds Ltd	17,575	61,404	-	61,404	41,404	43,433
4175 Office Expenses						
3400 Other Funds Ltd	23,319	103,313	-	103,313	83,313	87,395

Oregon Board of Dentistry | **Agency Number: 83400**

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Board of Dentistry

Version: V - 01 - Agency Request Budget
Cross Reference Number: 83400-001-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
4200 Telecommunications						
3400 Other Funds Ltd	20,806	28,227	-	28,227	28,227	29,610
4225 State Gov. Service Charges						
3400 Other Funds Ltd	95,553	266,545	-	266,545	266,545	429,397
4250 Data Processing						
3400 Other Funds Ltd	173,174	170,267	-	170,267	252,267	264,628
4275 Publicity and Publications						
3400 Other Funds Ltd	2,098	37,519	-	37,519	37,519	39,357
4300 Professional Services						
3400 Other Funds Ltd	401,141	557,636	-	557,636	557,636	449,223
4315 IT Professional Services						
3400 Other Funds Ltd	4,000	176,116	-	176,116	176,116	192,495
4325 Attorney General						
3400 Other Funds Ltd	216,715	459,308	-	459,308	459,308	502,024
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	120	798	-	798	798	837
4400 Dues and Subscriptions						
3400 Other Funds Ltd	5,547	11,807	-	11,807	11,807	12,386
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	174,712	215,252	-	215,252	215,252	225,799
4475 Facilities Maintenance						

Oregon Board of Dentistry | **Agency Number: 83400**

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Board of Dentistry

Version: V - 01 - Agency Request Budget
Cross Reference Number: 83400-001-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	12,436	661	-	661	18,661	19,575
4575 Agency Program Related S and S						
3400 Other Funds Ltd	46,160	148,652	-	148,652	58,652	61,526
4650 Other Services and Supplies						
3400 Other Funds Ltd	178,399	97,723	(1,338)	96,385	126,385	292,851
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	6,609	-	6,609	6,609	6,933
4715 IT Expendable Property						
3400 Other Funds Ltd	28,256	26,593	-	26,593	26,593	27,896
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,411,995	2,434,506	(1,338)	2,433,168	2,433,168	2,754,679
TOTAL SERVICES & SUPPLIES	**$1,411,995**	**$2,434,506**	**($1,338)**	**$2,433,168**	**$2,433,168**	**$2,754,679**
EXPENDITURES						
3400 Other Funds Ltd	3,617,786	4,725,139	113,733	4,838,872	4,891,127	5,216,419
ENDING BALANCE						
3400 Other Funds Ltd	1,213,791	707,092	(113,733)	593,359	1,211,022	885,730
TOTAL ENDING BALANCE	**$1,213,791**	**$707,092**	**($113,733)**	**$593,359**	**$1,211,022**	**$885,730**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	8	7	-	7	7	7
AUTHORIZED FTE POSITIONS						

Oregon Board of Dentistry **_Agency Number: 83400_**

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Board of Dentistry

Version: V - 01 - Agency Request Budget
Cross Reference Number: 83400-001-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
8250 Class/Unclass FTE Positions	7.62	7.00	-	7.00	7.00	7.00

Oregon Board of Dentistry — ***Agency Number: 83400***

Detail Revenues & Expenditures - Requested Budget — **Version: V - 01 - Agency Request Budget**
2027-29 Biennium — **Cross Reference Number: 83400-000-00-00-00000**
Oregon Board of Dentistry

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	1,578,777	-	1,578,777	-	1,578,777
REVENUE CATEGORIES					
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	4,378,252	-	4,378,252	-	4,378,252
0210 Non-business Lic. and Fees					
3400 Other Funds Ltd	23,000	-	23,000	-	23,000
TOTAL LICENSES AND FEES					
3400 Other Funds Ltd	4,401,252	-	4,401,252	-	4,401,252
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	28,350	-	28,350	-	28,350
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	240,000	-	240,000	-	240,000
INTEREST EARNINGS					
0605 Interest Income					
3400 Other Funds Ltd	125,300	-	125,300	-	125,300
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	3,470	-	3,470	-	3,470

Oregon Board of Dentistry **_Agency Number: 83400_**

Detail Revenues & Expenditures - Requested Budget **Version: V - 01 - Agency Request Budget**
2027-29 Biennium **Cross Reference Number: 83400-000-00-00-00000**
Oregon Board of Dentistry

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
TOTAL REVENUES					
3400 Other Funds Ltd	4,798,372	-	4,798,372	-	4,798,372
TRANSFERS OUT					
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(275,000)	-	(275,000)	-	(275,000)
AVAILABLE REVENUES					
3400 Other Funds Ltd	6,102,149	-	6,102,149	-	6,102,149
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	1,575,044	-	1,575,044	-	1,575,044
3160 Temporary Appointments					
3400 Other Funds Ltd	4,778	234	5,012	-	5,012
3170 Overtime Payments					
3400 Other Funds Ltd	6,949	341	7,290	-	7,290
3190 All Other Differential					
3400 Other Funds Ltd	43,252	2,119	45,371	-	45,371
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	1,630,023	2,694	1,632,717	-	1,632,717
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	553	-	553	-	553

Oregon Board of Dentistry ***Agency Number: 83400***

Detail Revenues & Expenditures - Requested Budget **Version: V - 01 - Agency Request Budget**
2027-29 Biennium **Cross Reference Number: 83400-000-00-00-00000**
Oregon Board of Dentistry

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	380,725	608	381,333	-	381,333
3230 Social Security Taxes					
3400 Other Funds Ltd	121,768	206	121,974	-	121,974
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	5,971	10	5,981	-	5,981
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	266	-	266	-	266
3260 Mass Transit Tax					
3400 Other Funds Ltd	9,533	263	9,796	-	9,796
3270 Flexible Benefits					
3400 Other Funds Ltd	309,120	-	309,120	-	309,120
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	827,936	1,087	829,023	-	829,023
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	2,457,959	3,781	2,461,740	-	2,461,740
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	57,512	2,818	60,330	-	60,330
4125 Out of State Travel					
3400 Other Funds Ltd	8,564	420	8,984	-	8,984
4150 Employee Training					
3400 Other Funds Ltd	41,404	2,029	43,433	-	43,433

Oregon Board of Dentistry — ***Agency Number: 83400***

Detail Revenues & Expenditures - Requested Budget — **Version: V - 01 - Agency Request Budget**
2027-29 Biennium — **Cross Reference Number: 83400-000-00-00-00000**
Oregon Board of Dentistry

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
4175 Office Expenses					
3400 Other Funds Ltd	83,313	4,082	87,395	-	87,395
4200 Telecommunications					
3400 Other Funds Ltd	28,227	1,383	29,610	-	29,610
4225 State Gov. Service Charges					
3400 Other Funds Ltd	266,545	162,852	429,397	-	429,397
4250 Data Processing					
3400 Other Funds Ltd	252,267	12,361	264,628	-	264,628
4275 Publicity and Publications					
3400 Other Funds Ltd	37,519	1,838	39,357	-	39,357
4300 Professional Services					
3400 Other Funds Ltd	557,636	(108,413)	449,223	-	449,223
4315 IT Professional Services					
3400 Other Funds Ltd	176,116	16,379	192,495	-	192,495
4325 Attorney General					
3400 Other Funds Ltd	459,308	42,716	502,024	-	502,024
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	798	39	837	-	837
4400 Dues and Subscriptions					
3400 Other Funds Ltd	11,807	579	12,386	-	12,386
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	215,252	10,547	225,799	-	225,799
4475 Facilities Maintenance					

Oregon Board of Dentistry — ***Agency Number: 83400***

Detail Revenues & Expenditures - Requested Budget — **Version: V - 01 - Agency Request Budget**
2027-29 Biennium — **Cross Reference Number: 83400-000-00-00-00000**
Oregon Board of Dentistry

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	18,661	914	19,575	-	19,575
4575 Agency Program Related S and S					
3400 Other Funds Ltd	58,652	2,874	61,526	-	61,526
4650 Other Services and Supplies					
3400 Other Funds Ltd	126,385	166,466	292,851	-	292,851
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	6,609	324	6,933	-	6,933
4715 IT Expendable Property					
3400 Other Funds Ltd	26,593	1,303	27,896	-	27,896
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	2,433,168	321,511	2,754,679	-	2,754,679
TOTAL EXPENDITURES					
3400 Other Funds Ltd	4,891,127	325,292	5,216,419	-	5,216,419
ENDING BALANCE					
3400 Other Funds Ltd	1,211,022	(325,292)	885,730	-	885,730
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	7	-	7	-	7
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	7.00	-	7.00	-	7.00

Oregon Board of Dentistry — ***Agency Number: 83400***

Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium
Board of Dentistry

Version: V - 01 - Agency Request Budget
Cross Reference Number: 83400-001-00-00-00000

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	1,578,777	-	1,578,777	-	1,578,777
REVENUE CATEGORIES					
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	4,378,252	-	4,378,252	-	4,378,252
0210 Non-business Lic. and Fees					
3400 Other Funds Ltd	23,000	-	23,000	-	23,000
TOTAL LICENSES AND FEES					
3400 Other Funds Ltd	4,401,252	-	4,401,252	-	4,401,252
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	28,350	-	28,350	-	28,350
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	240,000	-	240,000	-	240,000
INTEREST EARNINGS					
0605 Interest Income					
3400 Other Funds Ltd	125,300	-	125,300	-	125,300
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	3,470	-	3,470	-	3,470

Oregon Board of Dentistry | **Agency Number: 83400**

Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium
Board of Dentistry

Version: V - 01 - Agency Request Budget
Cross Reference Number: 83400-001-00-00-00000

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
TOTAL REVENUES					
3400 Other Funds Ltd	4,798,372	-	4,798,372	-	4,798,372
TRANSFERS OUT					
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(275,000)	-	(275,000)	-	(275,000)
AVAILABLE REVENUES					
3400 Other Funds Ltd	6,102,149	-	6,102,149	-	6,102,149
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	1,575,044	-	1,575,044	-	1,575,044
3160 Temporary Appointments					
3400 Other Funds Ltd	4,778	234	5,012	-	5,012
3170 Overtime Payments					
3400 Other Funds Ltd	6,949	341	7,290	-	7,290
3190 All Other Differential					
3400 Other Funds Ltd	43,252	2,119	45,371	-	45,371
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	1,630,023	2,694	1,632,717	-	1,632,717
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	553	-	553	-	553

Oregon Board of Dentistry | **Agency Number: 83400**

Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium
Board of Dentistry

Version: V - 01 - Agency Request Budget
Cross Reference Number: 83400-001-00-00-00000

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	380,725	608	381,333	-	381,333
3230 Social Security Taxes					
3400 Other Funds Ltd	121,768	206	121,974	-	121,974
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	5,971	10	5,981	-	5,981
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	266	-	266	-	266
3260 Mass Transit Tax					
3400 Other Funds Ltd	9,533	263	9,796	-	9,796
3270 Flexible Benefits					
3400 Other Funds Ltd	309,120	-	309,120	-	309,120
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	827,936	1,087	829,023	-	829,023
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	2,457,959	3,781	2,461,740	-	2,461,740
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	57,512	2,818	60,330	-	60,330
4125 Out of State Travel					
3400 Other Funds Ltd	8,564	420	8,984	-	8,984
4150 Employee Training					
3400 Other Funds Ltd	41,404	2,029	43,433	-	43,433

Oregon Board of Dentistry — **Agency Number: 83400**

Detail Revenues & Expenditures - Requested Budget — **Version: V - 01 - Agency Request Budget**
2027-29 Biennium — **Cross Reference Number: 83400-001-00-00-00000**
Board of Dentistry

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
4175 Office Expenses					
3400 Other Funds Ltd	83,313	4,082	87,395	-	87,395
4200 Telecommunications					
3400 Other Funds Ltd	28,227	1,383	29,610	-	29,610
4225 State Gov. Service Charges					
3400 Other Funds Ltd	266,545	162,852	429,397	-	429,397
4250 Data Processing					
3400 Other Funds Ltd	252,267	12,361	264,628	-	264,628
4275 Publicity and Publications					
3400 Other Funds Ltd	37,519	1,838	39,357	-	39,357
4300 Professional Services					
3400 Other Funds Ltd	557,636	(108,413)	449,223	-	449,223
4315 IT Professional Services					
3400 Other Funds Ltd	176,116	16,379	192,495	-	192,495
4325 Attorney General					
3400 Other Funds Ltd	459,308	42,716	502,024	-	502,024
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	798	39	837	-	837
4400 Dues and Subscriptions					
3400 Other Funds Ltd	11,807	579	12,386	-	12,386
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	215,252	10,547	225,799	-	225,799
4475 Facilities Maintenance					

Oregon Board of Dentistry — ***Agency Number: 83400***

Detail Revenues & Expenditures - Requested Budget — **Version: V - 01 - Agency Request Budget**
2027-29 Biennium — **Cross Reference Number: 83400-001-00-00-00000**
Board of Dentistry

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	18,661	914	19,575	-	19,575
4575 Agency Program Related S and S					
3400 Other Funds Ltd	58,652	2,874	61,526	-	61,526
4650 Other Services and Supplies					
3400 Other Funds Ltd	126,385	166,466	292,851	-	292,851
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	6,609	324	6,933	-	6,933
4715 IT Expendable Property					
3400 Other Funds Ltd	26,593	1,303	27,896	-	27,896
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	2,433,168	321,511	2,754,679	-	2,754,679
TOTAL EXPENDITURES					
3400 Other Funds Ltd	4,891,127	325,292	5,216,419	-	5,216,419
ENDING BALANCE					
3400 Other Funds Ltd	1,211,022	(325,292)	885,730	-	885,730
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	7	-	7	-	7
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	7.00	-	7.00	-	7.00

Oregon Board of Dentistry **_Agency Number 83400_**

BDV004B **Version: V - 01 - Agency Request Budget**
2027-29 Biennium **Cross Reference Number: 83400-000-00-00-00000**
Oregon Board of Dentistry

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	234	234	-	-		
3170 Overtime Payments						
3400 Other Funds Ltd	341	341	-	-		
3190 All Other Differential						
3400 Other Funds Ltd	2,119	2,119	-	-		
SALARIES & WAGES						
3400 Other Funds Ltd	2,694	2,694	-	-		
TOTAL SALARIES & WAGES	**$2,694**	**$2,694**	**-**	**-**		
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	608	608	-	-		
3230 Social Security Taxes						
3400 Other Funds Ltd	206	206	-	-		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	10	10	-	-		
3260 Mass Transit Tax						
3400 Other Funds Ltd	263	263	-	-		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	1,087	1,087	-	-		

Oregon Board of Dentistry ***Agency Number 83400***

BDV004B **Version: V - 01 - Agency Request Budget**
2027-29 Biennium **Cross Reference Number: 83400-000-00-00-00000**
Oregon Board of Dentistry

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
TOTAL OTHER PAYROLL EXPENSES	**$1,087**	**$1,087**	**-**	**-**		
PERSONAL SERVICES						
3400 Other Funds Ltd	3,781	3,781	-	-		
TOTAL PERSONAL SERVICES	**$3,781**	**$3,781**	**-**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	2,818	-	2,818	-		
4125 Out of State Travel						
3400 Other Funds Ltd	420	-	420	-		
4150 Employee Training						
3400 Other Funds Ltd	2,029	-	2,029	-		
4175 Office Expenses						
3400 Other Funds Ltd	4,082	-	4,082	-		
4200 Telecommunications						
3400 Other Funds Ltd	1,383	-	1,383	-		
4225 State Gov. Service Charges						
3400 Other Funds Ltd	162,852	-	162,852	-		
4250 Data Processing						
3400 Other Funds Ltd	12,361	-	12,361	-		
4275 Publicity and Publications						
3400 Other Funds Ltd	1,838	-	1,838	-		
4300 Professional Services						

Oregon Board of Dentistry — ***Agency Number 83400***

BDV004B — **Version: V - 01 - Agency Request Budget**
2027-29 Biennium — **Cross Reference Number: 83400-000-00-00-00000**
Oregon Board of Dentistry

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
3400 Other Funds Ltd	(108,413)	-	51,860	(160,273)		
4315 IT Professional Services						
3400 Other Funds Ltd	16,379	-	16,379	-		
4325 Attorney General						
3400 Other Funds Ltd	42,716	-	42,716	-		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	39	-	39	-		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	579	-	579	-		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	10,547	-	10,547	-		
4475 Facilities Maintenance						
3400 Other Funds Ltd	914	-	914	-		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	2,874	-	2,874	-		
4650 Other Services and Supplies						
3400 Other Funds Ltd	166,466	-	6,193	160,273		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	324	-	324	-		
4715 IT Expendable Property						
3400 Other Funds Ltd	1,303	-	1,303	-		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	321,511	-	321,511	-		

Oregon Board of Dentistry | **Agency Number 83400**

BDV004B — **Version: V - 01 - Agency Request Budget**
2027-29 Biennium — **Cross Reference Number: 83400-000-00-00-00000**
Oregon Board of Dentistry

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
TOTAL SERVICES & SUPPLIES	**$321,511**	**-**	**$321,511**	**-**		
EXPENDITURES						
3400 Other Funds Ltd	325,292	3,781	321,511	-		
TOTAL EXPENDITURES	**$325,292**	**$3,781**	**$321,511**	**-**		
ENDING BALANCE						
3400 Other Funds Ltd	(325,292)	(3,781)	(321,511)	-		
TOTAL ENDING BALANCE	**($325,292)**	**($3,781)**	**($321,511)**	**-**		

Oregon Board of Dentistry ***Agency Number 83400***

BDV004B **Version: V - 01 - Agency Request Budget**
2027-29 Biennium **Cross Reference Number: 83400-001-00-00-00000**
Board of Dentistry

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	234	234	-	-		
3170 Overtime Payments						
3400 Other Funds Ltd	341	341	-	-		
3190 All Other Differential						
3400 Other Funds Ltd	2,119	2,119	-	-		
SALARIES & WAGES						
3400 Other Funds Ltd	2,694	2,694	-	-		
TOTAL SALARIES & WAGES	**$2,694**	**$2,694**	**-**	**-**		
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	608	608	-	-		
3230 Social Security Taxes						
3400 Other Funds Ltd	206	206	-	-		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	10	10	-	-		
3260 Mass Transit Tax						
3400 Other Funds Ltd	263	263	-	-		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	1,087	1,087	-	-		

Oregon Board of Dentistry — *Agency Number 83400*

BDV004B — **Version: V - 01 - Agency Request Budget**
2027-29 Biennium — **Cross Reference Number: 83400-001-00-00-00000**
Board of Dentistry

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
TOTAL OTHER PAYROLL EXPENSES	**$1,087**	**$1,087**	**-**	**-**		
PERSONAL SERVICES						
3400 Other Funds Ltd	3,781	3,781	-	-		
TOTAL PERSONAL SERVICES	**$3,781**	**$3,781**	**-**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	2,818	-	2,818	-		
4125 Out of State Travel						
3400 Other Funds Ltd	420	-	420	-		
4150 Employee Training						
3400 Other Funds Ltd	2,029	-	2,029	-		
4175 Office Expenses						
3400 Other Funds Ltd	4,082	-	4,082	-		
4200 Telecommunications						
3400 Other Funds Ltd	1,383	-	1,383	-		
4225 State Gov. Service Charges						
3400 Other Funds Ltd	162,852	-	162,852	-		
4250 Data Processing						
3400 Other Funds Ltd	12,361	-	12,361	-		
4275 Publicity and Publications						
3400 Other Funds Ltd	1,838	-	1,838	-		
4300 Professional Services						

Oregon Board of Dentistry | **Agency Number 83400**

BDV004B | **Version: V - 01 - Agency Request Budget**
2027-29 Biennium | **Cross Reference Number: 83400-001-00-00-00000**
Board of Dentistry

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
3400 Other Funds Ltd	(108,413)	-	51,860	(160,273)		
4315 IT Professional Services						
3400 Other Funds Ltd	16,379	-	16,379	-		
4325 Attorney General						
3400 Other Funds Ltd	42,716	-	42,716	-		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	39	-	39	-		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	579	-	579	-		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	10,547	-	10,547	-		
4475 Facilities Maintenance						
3400 Other Funds Ltd	914	-	914	-		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	2,874	-	2,874	-		
4650 Other Services and Supplies						
3400 Other Funds Ltd	166,466	-	6,193	160,273		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	324	-	324	-		
4715 IT Expendable Property						
3400 Other Funds Ltd	1,303	-	1,303	-		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	321,511	-	321,511	-		

Oregon Board of Dentistry — *Agency Number 83400*

BDV004B — **Version: V - 01 - Agency Request Budget**
2027-29 Biennium — **Cross Reference Number: 83400-001-00-00-00000**
Board of Dentistry

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
TOTAL SERVICES & SUPPLIES	**$321,511**	**-**	**$321,511**	**-**		
EXPENDITURES						
3400 Other Funds Ltd	325,292	3,781	321,511	-		
TOTAL EXPENDITURES	**$325,292**	**$3,781**	**$321,511**	**-**		
ENDING BALANCE						
3400 Other Funds Ltd	(325,292)	(3,781)	(321,511)	-		
TOTAL ENDING BALANCE	**($325,292)**	**($3,781)**	**($321,511)**	**-**		

BDV004B
2027-29 Biennium

Version: V - 01 - Agency Request Budget

Description						

NO RECORDS AVAILABLE

PIC100 - Position Budget Report — *Oregon Board of Dentistry*

2027-29 Biennium — **Cross Reference Number: 83400-000-00-00-00000**

Budget Preparation — **Agency Request 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
Total Salary											-	-	1,575,044	-	1,575,044
Total OPE											-	-	801,585	-	801,585
Total Personal Services					7	7.00					-	-	2,376,629	-	2,376,629

PIC100 - Position Budget Report

Board of Dentistry

2027-29 Biennium
Budget Preparation

Cross Reference Number: 83400-001-01-00-00000
Agency Request Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000521	MEAH Z7588 HF	AGENCY HEAD 8	34X	PF	1	1.00	24	4	10839	SAL	-	-	260,136	-	260,136
										OPE	-	-	129,524	-	129,524
0000524	MMS X0806 AP	OFFICE MANAGER 2	22	PF	1	1.00	24	5	6275	SAL	-	-	150,600	-	150,600
										OPE	-	-	93,628	-	93,628
0000525	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	9	6359	SAL	-	-	152,616	-	152,616
										OPE	-	-	94,289	-	94,289
0000528	OAS C5232 AP	INVESTIGATOR 2	23	PF	1	1.00	24	10	7681	SAL	-	-	184,344	-	184,344
										OPE	-	-	104,686	-	104,686
0000529	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	11	5525	SAL	-	-	132,600	-	132,600
										OPE	-	-	87,730	-	87,730
0000530	OAS C5232 AP	INVESTIGATOR 2	23	PF	1	1.00	24	11	8059	SAL	-	-	193,416	-	193,416
										OPE	-	-	107,659	-	107,659
0000532	OAS C5911 EP	HEALTH CARE INVESTIGATOR/ADVISOF	26	PF	1	1.00	24	11	17343	SAL	-	-	416,232	-	416,232
										OPE	-	-	177,559	-	177,559
0004501	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	8,510	-	8,510
										OPE	-	-	651	-	651
0004502	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	8,510	-	8,510
										OPE	-	-	651	-	651
0004503	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	8,510	-	8,510
										OPE	-	-	651	-	651
0004504	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	8,510	-	8,510
										OPE	-	-	651	-	651
0004505	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	8,510	-	8,510
										OPE	-	-	651	-	651
0004506	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	8,510	-	8,510
										OPE	-	-	651	-	651
0004507	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	8,510	-	8,510
										OPE	-	-	651	-	651
0004508	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	8,510	-	8,510
										OPE	-	-	651	-	651
0004509	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	8,510	-	8,510

PIC100 - Position Budget Report

Board of Dentistry

2027-29 Biennium | **Cross Reference Number: 83400-001-01-00-00000**

Budget Preparation | **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	651	-	651
0004511	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	8,510	-	8,510
										OPE	-	-	651	-	651
Total Salary											-	-	1,575,044	-	1,575,044
Total OPE											-	-	801,585	-	801,585
Total Personal Services					**7**	**7.00**					**-**	**-**	**2,376,629**	**-**	**2,376,629**

~~*POS116 - Net Package Fiscal Impact Report*~~

2027-29 Biennium

Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
				No records for the phase: CSL										
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

POS116 - Net Package Fiscal Impact Report

2027-29 Biennium

Agency Request Budget

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
				No records for the phase: ARB										
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

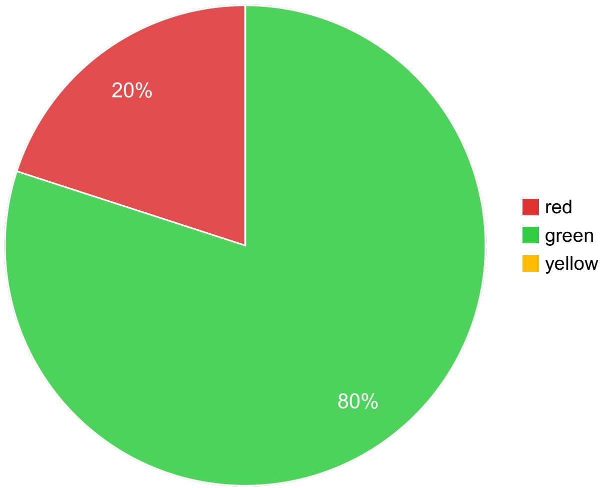
Board of Dentistry

Annual Performance Progress Report

Reporting Year 2026

Published: 7/29/2026 9:32:00 PM

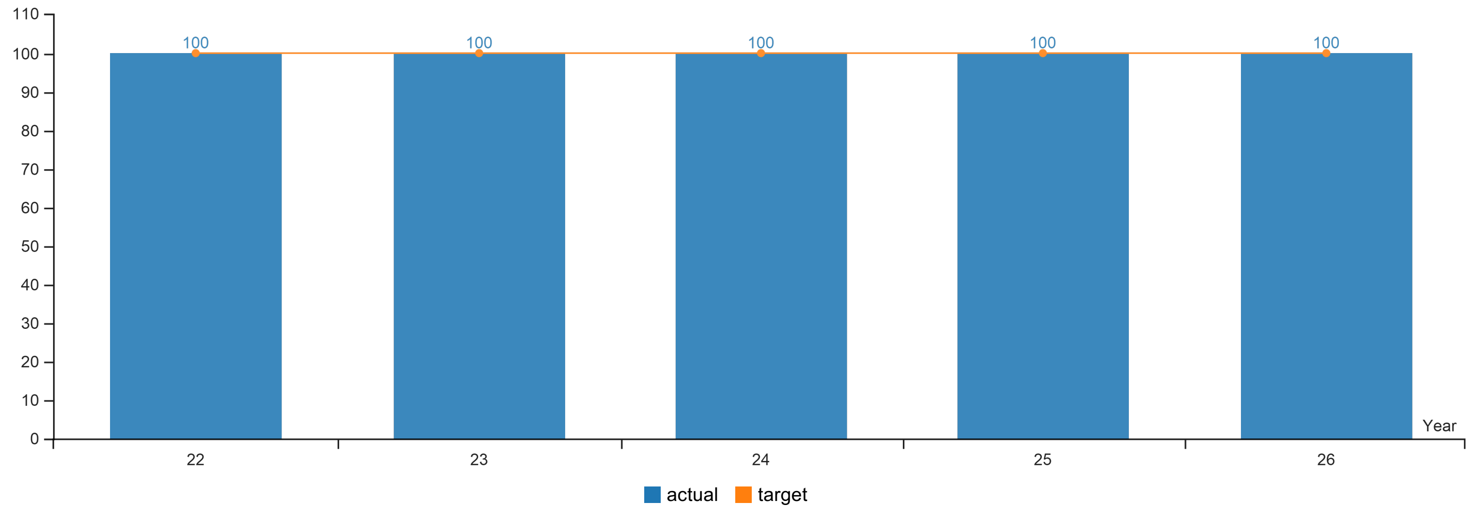
KPM #	Approved Key Performance Measures (KPMs)
1	Continuing Education Compliance - Percent of Licensees in compliance with continuing education requirements.
2	Time to Investigate Complaints - Average months from receipt of new complaints to completed investigation.
3	Days to Complete License Paperwork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



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

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

** Upward Trend = positive result*



Report Year	2022	2023	2024	2025	2026
Percent of Licensees in Compliance with Continuing Education Requirements					
Actual	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%

How Are We Doing

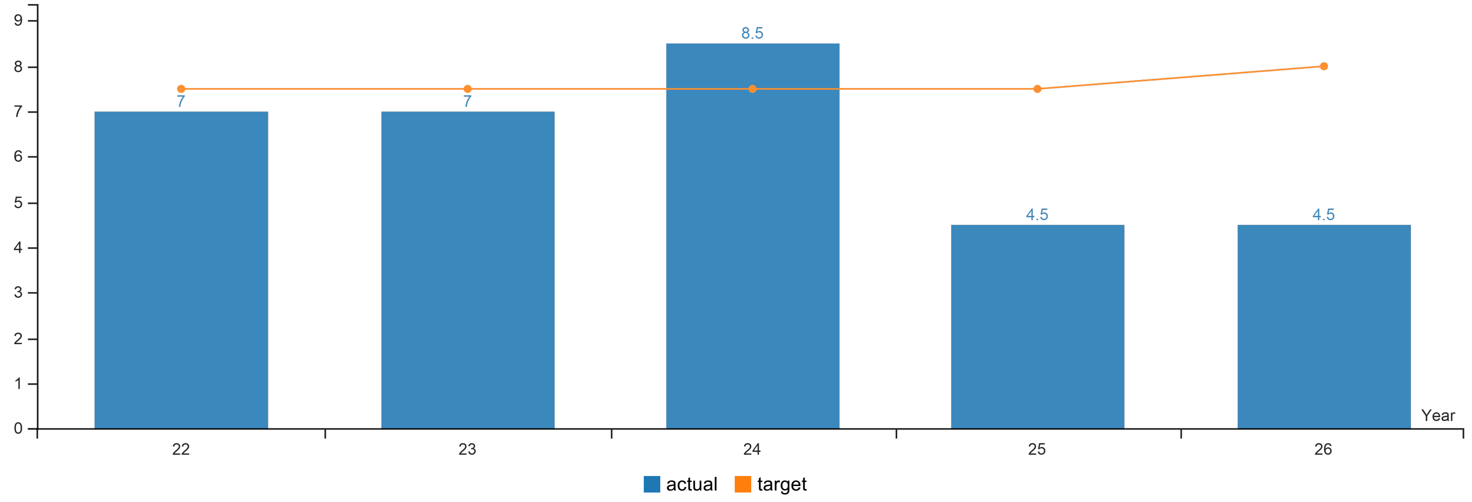
In FY 2026, the Board achieved this goal by ensuring licensees completed and complied with continuing education (CE) requirements. The Board believes that maintaining current knowledge of clinical practice, regulatory changes, and emerging issues is essential to protecting the public. Licensees are required to complete continuing education during each two-year licensure period. Compliance is monitored through license renewal attestations, reviewed during investigations when applicable, and verified through random audits each renewal cycle. Board staff follow up as needed to ensure all licensees satisfy the required continuing education standards.

Factors Affecting Results

Board staff work closely with licensees to communicate and clarify the requirements necessary to comply with Board statutes and administrative rules.

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

** Upward Trend = negative result*



Report Year	2022	2023	2024	2025	2026
Average time to Investigate Complaints					
Actual	7	7	8.50	4.50	4.50
Target	7.50	7.50	7.50	7.50	8

How Are We Doing

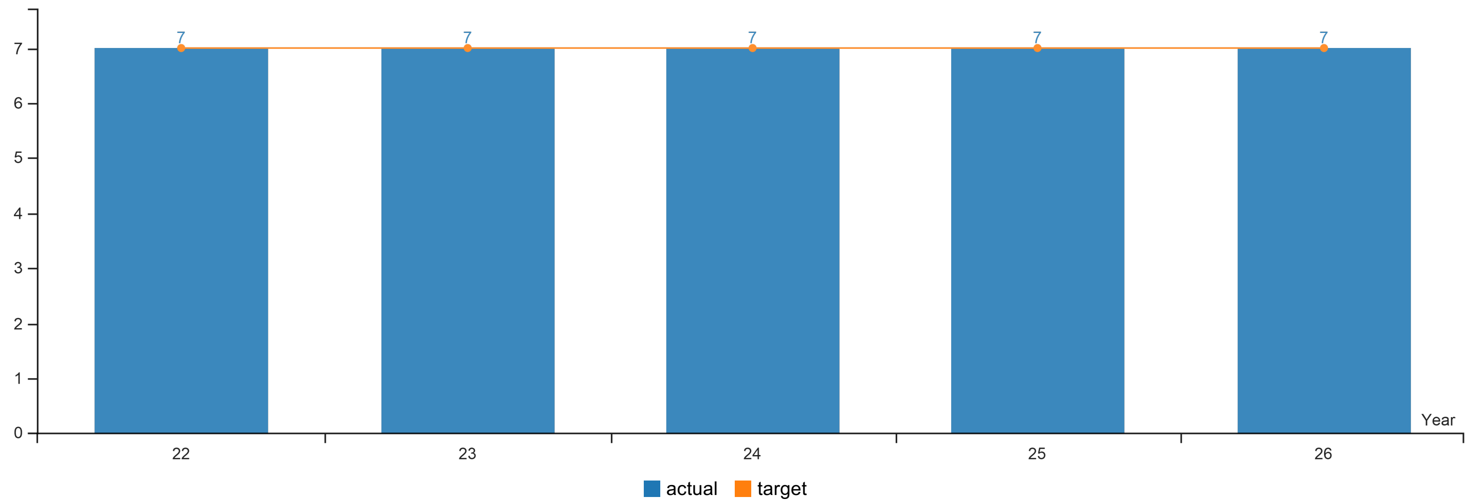
In FY 2026, Board investigators continued to process and close cases efficiently while maintaining the quality and thoroughness of investigations. Regularly scheduled Board meetings proceeded as planned despite ongoing operational challenges. Investigation timelines may vary based on factors such as case complexity, the number of treatment providers involved, the timeliness of responses, and the cooperation of all parties throughout the investigative process.

Factors Affecting Results

The total number of investigations opened in FY 2026 was 209 compared to 213 in FY 2025. The number of cases closed in FY 2026 was 215 compared to 225 in FY 2025. All new complaints are addressed and investigated in a timely manner.

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

** Upward Trend = positive result*



Report Year	2022	2023	2024	2025	2026
Average Number of Working Days to Issue license after Paperwork is Completed.					
Actual	7	7	7	7	7
Target	7	7	7	7	7

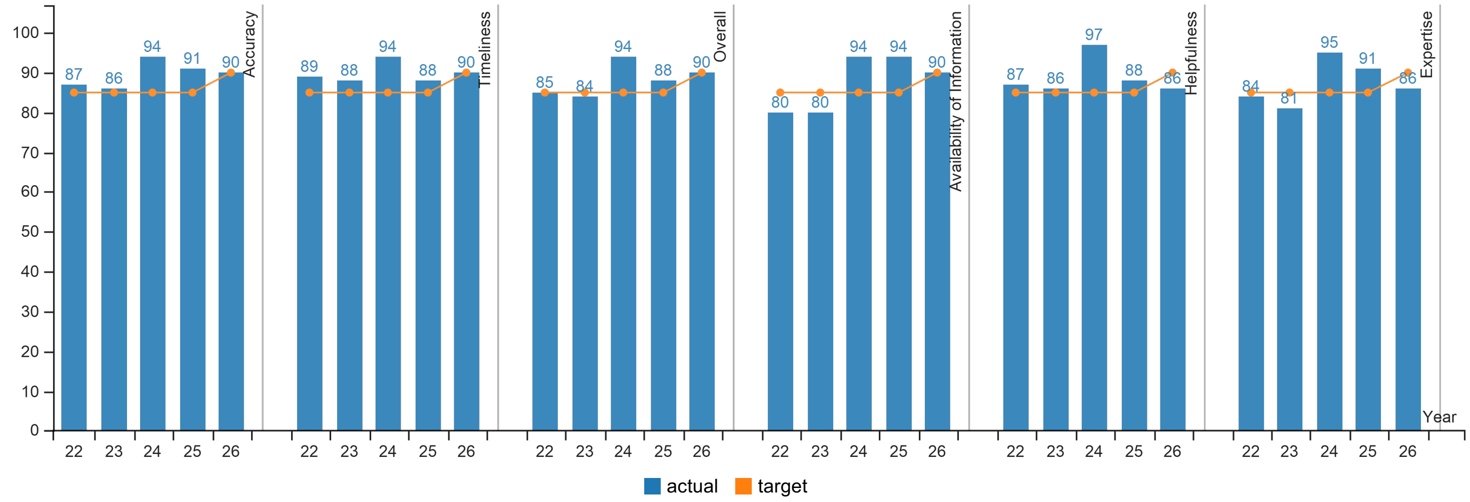
How Are We Doing

In FY 2026, the Board successfully achieved this goal. Although processing times were occasionally affected by external agencies, educational institutions, licensing boards in other states, and other third parties, Board staff processed and issued licenses with minimal delay once all required documentation was received through the online licensing portal.

Factors Affecting Results

The OBD is committed to processing license applications and renewals accurately, efficiently, and in a timely manner to ensure qualified applicants are licensed without unnecessary delay.

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



Report Year	2022	2023	2024	2025	2026
Accuracy					
Actual	87%	86%	94%	91%	90%
Target	85%	85%	85%	85%	90%
Timeliness					
Actual	89%	88%	94%	88%	90%
Target	85%	85%	85%	85%	90%
Overall					
Actual	85%	84%	94%	88%	90%
Target	85%	85%	85%	85%	90%
Availability of Information					
Actual	80%	80%	94%	94%	90%
Target	85%	85%	85%	85%	90%
Helpfulness					
Actual	87%	86%	97%	88%	86%
Target	85%	85%	85%	85%	90%
Expertise					
Actual	84%	81%	95%	91%	86%
Target	85%	85%	85%	85%	90%

How Are We Doing

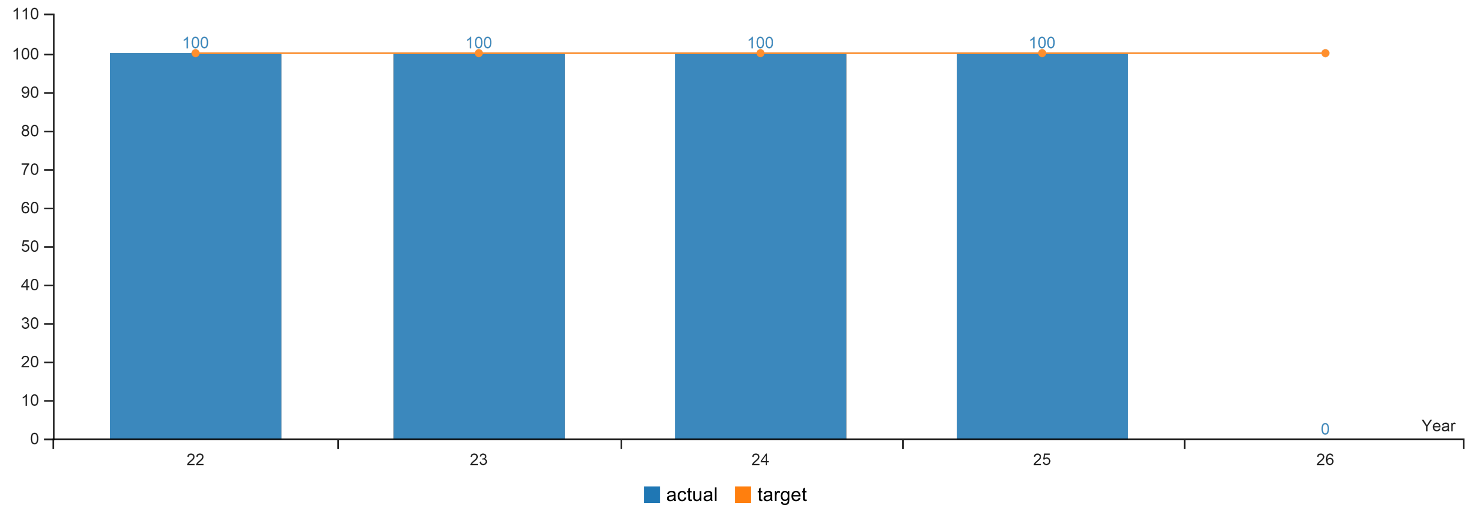
In FY 2026, the Board successfully achieved this goal. In accordance with the Oregon Legislature's directive, the Board conducted its annual Customer Service Survey to assess stakeholder satisfaction with the Board's services and its fulfillment of statutory responsibilities. Overall, the survey results were positive, demonstrating the Board's continued commitment to providing accurate, timely, and professional service.

Factors Affecting Results

Participation in the Customer Service Survey is voluntary, and the Board will continue to promote the survey and encourage stakeholder feedback. In addition to survey responses, the Board regularly receives direct feedback from licensees, applicants, and the public. This input provides valuable insight into how the Board's actions and services affect stakeholders and helps identify opportunities for continuous improvement.

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

** Upward Trend = positive result*



Report Year	2022	2023	2024	2025	2026
Compliance with Best Practices Performance Measurement					
Actual	100%	100%	100%	100%	0%
Target	100%	100%	100%	100%	100%

How Are We Doing

The Board annually reviews the 15 performance metrics outlined in the Board Best Practices framework during its August Board meeting. As part of its commitment to effective governance and accountability, the Board also conducts an annual performance evaluation of the Executive Director. The Executive Director has received an annual performance review each year since 2015. Through its ongoing review of the Best Practices Performance Measures for Governing Boards and Commissions, the Board continues to assess its effectiveness and identify opportunities to strengthen governance and organizational performance.

Factors Affecting Results

The Board Members are engaged and dedicated to their responsibilities, duties and obligations serving Oregon in their capacity. The Board will review the Board Best Practices' Assessment document at its August 21, 2026, Board Meeting.

Oregon Board of Dentistry
Affirmative Action Plan
2027–2029 Biennium

At the Oregon Board of Dentistry (OBD), we are committed to equal opportunity and providing a workplace free of discrimination and harassment based on race, color, sex, marital status, sexual orientation, religion, national origin, age, mental or physical disability, or any reason prohibited by state or federal law. We are also committed to the right of any employee to work and advance on the basis of merit, ability, and potential. We believe that all of us at the OBD are responsible for creating and contributing to an inclusive and professional work environment. To help ensure the effective implementation of our policy statements and the success of our 2027-2029 biennium goals, the OBD will work with our DAS CHRO Human Resources Partner and our Board to monitor implementation and ongoing effectiveness, adjusting as necessary. We are dedicated to finding new ways to foster staff and board diversity and promote an inclusive and professional work environment.

I am pleased to share the OBD's Affirmative Action plan for the 2027-2029 Biennium. This report was finalized in conjunction with the compilation of the OBD's 2027-2029 Agency Request Budget in the summer of 2026.

Haley Robinson

Haley Robinson
Executive Director

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

Affirmative Action Plan
2027 – 2029 Biennium

AGENCY MISSION

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

AGENCY FUNCTION

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

AGENCY REPRESENTATIVES

Agency Director
Haley Robinson, Executive Director
1500 SW 1st Ave., Suite #770
Portland, OR 97201
971-673-3200

Governor's Policy Advisor
Kristina Narayan
Office of Governor Tina
Kotek 503-378-6727

Affirmative Action Representative
Haley Robinson, Executive Director
1500 SW 1st Ave., Suite #770
Portland, OR 97201
971-673-320

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

The OBD's Policy Statement on affirmative action is:

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

This policy applies to all Oregon Board of Dentistry employees and Board members and encompasses every aspect of employment, including recruitment, hiring, promotion, compensation, benefits, professional development, discipline, separation from employment, and all other terms and conditions of employment. It also guides the equitable and accessible delivery of the Board's programs and services.

The Oregon Board of Dentistry is committed to building and sustaining a workplace where diversity is valued, inclusion is intentional, and every employee has the opportunity to contribute and succeed. We are dedicated to providing equal employment opportunities and fostering an environment free from discrimination, harassment, and retaliation. Employment decisions are based on merit, qualifications, and business needs, while respecting the dignity and unique perspectives of every individual, regardless of race, color, national origin, ethnicity, religion, sex, sexual orientation, gender identity or expression, age, disability, veteran status, etc.

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

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

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

The OBD's 2026-2029 Strategic plan aligns with our agency's goals based on the State of

Oregon's 2027-2029 Affirmative Action Plan. The OBD's DEI Plan, and this AAP, are all working in concert for the agency.

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

2025-2027 PROGRESS REPORT

During the 2025-27 biennium, the OBD has continued to work toward meeting its affirmative action, diversity, equity, inclusion, and altruistic goals. It is embedded in our work, our managers and we believe we are adhering to all policies applicable and also working in the full spirit of its intent. The Board members turned over due to the term limits on Board members. We welcomed eight new Board members since 2022. These eight were chosen by the Governor and confirmed by the Senate.

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

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

2027-2029 OBJECTIVES

In the 2027-29 biennium, OBD will pursue the following strategies as the foundation of its Affirmative Action Plan:

Strategy 1 – Advance Equitable Access to Board Services
Objective: Ensure OBD programs, communications, and regulatory services are accessible, inclusive, and responsive to the diverse communities we serve.
Actions:

- Review public-facing communications annually using plain language and accessibility best practices.
- Continue improving language access resources for applicants, licensees, complainants, and members of the public.
- Seek feedback from stakeholders, including Tribal governments, professional associations, educational institutions, and community organizations, to improve agency services.
- Evaluate agency forms, publications, and website content for accessibility and ease of use.

Strategy 2 – Advance Community Engagement

Objective: Strengthen partnerships and engagement with Oregon's diverse communities to promote equitable access to Board services, increase transparency, and ensure a broad range of perspectives informs the Board's work.

Actions:

- Build and maintain collaborative relationships with professional associations, educational institutions, Tribal governments, community organizations, and workforce partners that reflect the diversity of Oregon.
- Engage with dental, dental hygiene, and dental therapy education programs to increase awareness of Board resources, regulatory processes, and career opportunities in public service.
- Review outreach, communication, and engagement practices annually to identify opportunities to improve accessibility, inclusivity, and meaningful participation.
- Provide ongoing education for Board members and staff on affirmative action, diversity, equity, inclusion, and belonging (DEIB) principles and their role in advancing an inclusive workplace and equitable public service.

Strategy 3 - Foster an Inclusive Workplace Culture Through Learning and Continuous Improvement

Objective: Promote a workplace culture that values DEIB by providing opportunities for continuous learning, encouraging respectful collaboration, and integrating inclusive practices into the Board's daily operations.

Actions:

- Encourage and support participation in professional development opportunities related to diversity, equity, inclusion, belonging, accessibility, cultural responsiveness, and respectful workplace practices, including training offered by the Department of Administrative Services (DAS), the Office of Cultural Change (OCC), and other statewide partners.
- Incorporate DEIB principles into employee and Board member onboarding, ongoing professional development, and leadership discussions.
- Foster an environment where employees and Board members are encouraged to share diverse perspectives, engage in respectful dialogue, and contribute to continuous organizational improvement.

Strategy 4 – Strengthen Accountability and Respectful Workplace Practices

Objective: Promote a culture of professionalism, accountability, and mutual respect by ensuring employment practices, workplace expectations, and agency operations reflect the principles of equal opportunity, accessibility, fairness, and compliance with state and federal laws.

Actions:

- Provide annual training for Board members and staff on respectful workplace practices, affirmative action responsibilities, and the prevention of discrimination, harassment, and retaliation.
- Promote leadership accountability by incorporating affirmative action and respectful workplace responsibilities into management performance expectations, consistent with Oregon law.

- Encourage employees and Board members to raise concerns through established reporting processes and ensure concerns are addressed promptly, fairly, and in accordance with applicable policies.

Complaint Options:

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

Oregon Board of Dentistry
1500 SW 1st Ave. Suite #770
Portland, OR 97201
Executive Director, Haley Robinson
Haley.Robinson@obd.oregon.gov

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

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

Succession Plan:

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

Contracting:

The OBD has current contracts for IT and licensing process system. Due the small size of the agency, it has utilized DAS for support and service when conducting any procurement or contracting needs or work. During 2025-2027 no contracts or new procurement was undertaken by the OBD and none are planned for the 2027-2029 Biennium.

OBD Diversity, Equity & Inclusion Statement

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

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

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

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

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

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

Leadership Evaluation Report:

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

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

- Provide leadership in implementing the Board's Affirmative Action Plan and advancing initiatives that promote diversity, equity, inclusion, and belonging (DEIB), and equal employment opportunity, consistent with applicable laws, statewide policies, and guidance from the Governor's Office, the Department of Administrative Services (DAS), and the Office of Cultural Change (OCC).
- Foster a workplace culture that values respect, collaboration, accessibility, and professional growth, while ensuring all employees have equitable opportunities to contribute, develop, and succeed.
- Meet regularly with agency leadership and Human Resources to review workforce trends, affirmative action goals, recruitment and retention efforts, and opportunities for continuous improvement.
- Ensure affirmative action, equal opportunity, accessibility, and inclusive leadership responsibilities are incorporated into agency planning, management practices, and organizational decision-making.
- Include implementation of affirmative action objectives and support for an inclusive workplace as performance expectations for management employees, consistent with ORS 659A.012, which requires state agencies to evaluate managers on their effectiveness in achieving affirmative action objectives.
- Hold managers accountable for supporting equitable employment practices, fostering respectful workplaces, and advancing the goals and objectives outlined in the Board's Affirmative Action Plan through annual performance evaluations.
- Collaborate with Human Resources to ensure recruitment, hiring, promotion, and retention practices are conducted in accordance with State of Oregon policies, applicable laws, and principles of equal employment opportunity.
- Encourage and support participation in professional development opportunities related to affirmative action, accessibility, inclusive leadership, cultural responsiveness, and respectful workplace practices to strengthen organizational capacity and continuous learning.
- Ensure the Board's Affirmative Action Policy Statement and Affirmative Action Plan remain readily accessible to employees and the public through the agency website and other appropriate communication channels.
- Respond promptly and appropriately to reports of discrimination, harassment, retaliation, or other workplace concerns, ensuring concerns are addressed fairly, consistently, and in accordance with applicable laws, DAS policies, and agency procedures.

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

Monitoring work and progress on the OBD's 2026-2029 Strategic plan which includes this priority, goal & work: STRATEGIC PRIORITY C Community Interaction and Access to Care The Oregon Board of Dentistry recognizes that systemic inequities exist in our society which have resulted in practices that have not always provided equitable access to dental care across our community. Protecting the community has always been at the center of the Oregon Board of Dentistry Mission. Fairness and equity are imbedded in the OBD Values. The OBD believes it can do more to address the systemic inequities that have existed and ensure more fully that our mission and values apply to everyone.

- Enhance outreach and communication efforts to improve awareness of Board programs, services, and regulatory resources among Oregon's diverse communities.
- Promote equitable and accessible access to Board services, information, and regulatory processes through continuous evaluation and improvement of agency practices.
- Support fair, consistent, and impartial regulatory processes by monitoring investigation practices and promoting equitable decision-making.
- Increase understanding among licensees, patients, stakeholders, and the public of the Board's mission, regulatory responsibilities, and role in protecting the health, safety, and welfare of all Oregonians.

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

- Strengthened engagement with the dental therapy community by establishing the Dental Therapy Rules Oversight Committee (DTRO) as a standing advisory committee to support ongoing stakeholder collaboration and informed rule development.
- Expanded opportunities for meaningful engagement with the dental assisting community by actively seeking and incorporating feedback on legislative proposals, rulemaking, and other issues affecting the profession. As one of Oregon's most diverse oral healthcare professions, the perspectives of dental assistants contribute valuable insight to the Board's policy development and decision-making.
- Continued implementation of the Dental Assisting, Workforce, and Scope Advisory Committee (DAWSAC) through regular meetings that promote collaboration, transparency, and stakeholder participation.
- Reinforced the Board's commitment to government-to-government relationships by providing the OBD Tribal Relationship and Cooperation Policy to all Board members and staff for review and acknowledgment.
- Strengthened relationships with Oregon's nine federally recognized Tribal governments by extending annual invitations to participate in Board and committee meetings, providing meeting notices, and including opportunities for Tribal representatives to share input and perspectives during regular Board meetings.

- Adopted rules supporting continuing education in cultural responsiveness and culturally responsive care, helping licensees provide high-quality, patient-centered care to Oregon's diverse communities.
- Updated Board rules to align with Oregon Health Authority requirements regarding the use of qualified healthcare interpreters, improving language access and supporting equitable communication with patients and the public.
- Continued to monitor progress toward affirmative action, accessibility, and DEIB objectives by evaluating agency initiatives, stakeholder engagement efforts, and opportunities for continuous improvement.

Next Steps & more work to do:

- Continue aligning the Board's Affirmative Action Plan, strategic priorities, and agency initiatives with guidance from the Governor's Office, the Department of Administrative Services (DAS), the Office of Cultural Change (OCC), and other applicable statewide policies to advance equitable employment practices and equitable public service.
- Enhance language access by refining processes that enable individuals to communicate with the Board and submit complaints in their preferred language, utilizing available interpretation and translation resources to improve accessibility and meaningful participation.
- Evaluate regulatory processes and available data to identify opportunities to promote consistency, transparency, and equitable outcomes across the Board's licensing, complaint, and enforcement functions, while maintaining the Board's commitment to impartial decision-making and public protection.
- Strengthen relationships with stakeholders, including Tribal governments, educational institutions, professional associations, community organizations, licensees, and the public, to ensure diverse perspectives help inform agency initiatives, rulemaking, and continuous improvement efforts.
- Continue participating in statewide learning opportunities and collaborating with the Governor's Office, DAS, OCC, and partner agencies to remain informed of emerging best practices related to affirmative action, accessibility, equal employment opportunity, and organizational excellence.
- Provide employees and Board members with regular updates regarding statewide initiatives, policy changes, professional development opportunities, and agency progress in implementing the Affirmative Action Plan.
- Integrate affirmative action, accessibility, and DEIB principles into the Board's strategic planning process and performance management framework to ensure these commitments remain embedded in the agency's long-term goals, decision-making, and organizational culture.
- Establish performance measures and periodically evaluate progress toward affirmative action goals to support accountability, transparency, and continuous organizational improvement.

Oregon Board of Dentistry Strategic Plan 2026-2029

Final Report to be approved August 21, 2026

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Oregon Board of Dentistry
2026-2029 Strategic Plan

Board members and staff of the Oregon Board of Dentistry who participated in the development of this strategic plan at the February 27-28 Planning Session, and Board Meeting on April 24th:

<u>Board Members</u>
Aarati Kalluri, DDS - President
Sheena Kalia, DDS - Vice-President
Reza J. Sharifi, DMD
Terrence Clark, DMD
Michelle Aldrich, DMD
Sharity Ludwig, RDH
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Haley Robinson – Executive Director
Kathleen McNeal – Licensing Manager
Winthrop “Bernie” Carter, DDS – Dental Investigator
Angela M. Smorra, DMD, Dental Director/Chief Investigator
Dawn Dreasher – Office Specialist
Gabriel Kubik – Investigator
Joanna Tucker Davis – Sr. Assistant Attorney General

<u>Meeting Facilitators:</u>
Jennifer Coyne, CEO, Lead Consultant, The PEAK Fleet
Sarah Rosenberg Brown, Consultant Contractor, The PEAK Fleet

Oregon Board of Dentistry

Strategic Plan Overview

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

The Oregon Board of Dentistry has established an ongoing process for developing a Strategic Plan which is actively monitored, advanced by the Board and Staff, and updated every 3 years. In late 2025, the Board and staff of OBD agreed to secure professional, external strategy and facilitation services in the creation of their next multi-year strategic plan, building upon the efforts of the 2022-2025 Plan. This new strategic plan is built upon the Mission updated and affirmed by the board in the last strategic cycle: *To promote quality oral health care and protect all communities in the State of Oregon by equitably and ethically regulating dental professionals.*

The 2026-2029 Oregon Board of Dentistry Strategic Plan was developed through:

- External Market Research
- Analysis of licensee surveys
- Facilitated meetings with the Board and Staff between December 2025 and April 2026

It is also built upon the strong relationships with the Governor's office, Oregon Legislature, Oregon Health Authority, peer professional organizations, and national associations that provide context and direction.

Through the Planning process, five key strategic priorities were defined and goals established. Actions needed to meet the strategic goals were drafted and prioritized.

Covered in more detail in the subsequent pages, focus for the next 3 years will be on: the Future of Dental Regulation, Emerging Dental Practice Challenges, Community & Access to Care, Workplace Environment, and Technology & Processes.

Oregon Board of Dentistry

At this time, the agency does not anticipate any IT investments during this strategic planning cycle.

Mission Statement & Core Values

Mission of the Oregon Board of Dentistry:

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

Oregon Board of Dentistry Core Values:

- Integrity
- Fairness
- Responsibility
- Community

Oregon Board of Dentistry

Organizational & External Influences Analysis

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

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

STRENGTHS	WEAKNESSES / IMPROVEMENT AREAS
• Team cohesion & leadership • Foundation of known, common values: Integrity, Fairness, Responsibility, Community and commitment to the mission • Emphasis on professional standards • Skilled, experienced, and dedicated staff • Strong regulatory framework • Board composition provides a breadth of perspectives • Responsive and accessible organization • Increased feedback engagement from members / licensees / stakeholders	• Team and board succession planning processes • Lack of clarity of requirements for each type of license • Limited control over budget/funding impact ability to adjust staffing plans to meet overall strategic plan needs • Legislature changes can create significant increases in staff work that are not in alignment with staffing capacity • Perception of limited communication and outreach • Process & technology inefficiencies for staff & licensees • Perceived underrepresentation of certain groups • Board member turnover creates loss of continuity and historical knowledge
OPPORTUNITIES	**THREATS**
• Use technology & innovations to enhance stakeholder engagement • Continued technology improvements to improve licensee experience, overall processes efficiency • Clarify and continue to lead on dental practice and license standards including education requirements • Determine the future of dentistry including portability / participation in Dental Compact	• Continued lagging technology infrastructure / Rise of AI • Group dentistry influence expressed as a concern • Insurance maximums dating to the 1960's influence patient care recommendations • Affordability for patients overall + access especially OHP • Cost and profit pressures influencing standard of care • Dental practice desire for additional scope to be delegated to Registered Dental Hygienists & Assistants • Continued cost pressures on OBD budget and resulting pressure to increase fees

STRATEGIC PRIORITY A

Future of Dental Regulation

The Oregon Board of Dentistry's primary function centers around rule making and regulation for the scope of Licensees it oversees. The regulatory landscape is a changing environment due to influences such as workforce shortages, an aging workforce, access disparities, changing trends and technologies in dental care solutions, and cost & coverage of care. From workforce shortages and changes in staffing cost models, arise discussions about what licenses cover various practices and procedures. Workforce shortages and demographic/geographic shifts also have given rise to the desirability to consider license portability, and the introduction of Interstate Licensure Portability (also known as Dentist & Dental Hygienist Compact, or DDH Compact). The Board considered these environmental factors in developing priorities related to the Future of Dental Regulation in the State of Oregon.

Goals

1. Clarify & Communicate Rules for Dental Assistants; increase visibility & accountability
2. Improve Board Communication, Scope of Practice Enforcement, and Education
3. Determine OBD position on Dental Compact & related action items needed

Action Items

1a) Create or provide access to a Dental Assistant Registry within OBD

1b) Create ability for Dentists to voluntarily register and disclose employed Dental Assistants

1c) Assign DAWSAC to review and clarify rules to enable simple guidelines to be created.

2a) Address use of Artificial Intelligence via OARs or assign to committee to create policy

3a) Review budget annually and determine actions for budget to keep pace with needed staffing / oversight

3b) Explore Dental Compact progress across other states; provide informational updates to Board for consideration including how funding would work.

STRATEGIC PRIORITY B

Emerging Dental Practice Challenges

With the evolving state of dental regulations, workforce shortages, care & cost model changes, and other dental practice challenges, the Board looks to consider how to both provide support and relief to Dental practitioners while maintaining the highest level of safety and care to the community. Research shows a high percentage (as high as over 80%) of dentists reporting career-related stress. Burnout remains a significant issue. These circumstances can lead to wellness issues for providers as well as can contribute to the decline in workplace culture and collaboration or collegiality amongst dental providers. The OBD is committed to supporting the wellbeing of the profession and its licensees and prioritizes Goals for this Strategic Cycle that aim to aid in improving these circumstances.

Goals

1. Address workforce shortage of Registered Dental Hygienists, Dental Assistants, and Dental Therapists
2. Support provider wellness, specifically addressing emergent provider challenges
3. Foster mutual respect & collaboration among dental professionals including the Board

Action Items

1a) Research recommendations of Oregon dentistry, hygienist, and assistant professionals to improve the workforce shortage through questions in the annual or separate survey sent by OBD

1b) Encourage associations to promote dental professional paths in high schools, community colleges, and 4-year colleges through website, newsletters and other communication pathways

2a) Publish newsletter articles / website content to address mental health & addiction challenges; led by Communication Committee

2b) Promote wellness tools & resources including continuing education; leverage best practices from other states

2c) Implement a 1-hour Continuing Education requirement focused on mental health & addiction challenges and solutions

3a) Board to advance collaborative teamwork through development of Board behavioral norms in alignment with OBD values

STRATEGIC PRIORITY C

Community & Access to Care

The Oregon Board of Dentistry recognizes that systemic inequities exist in our society which have resulted in practices that have not always provided equitable access to dental care across our community. Within the scope and spirit of OBD's Mission and Values, the Board believes it can do more to help the community understand their options for care, help providers gain access to necessary information and tools, and support both providers and the community through the complaint and investigation process. Communication clarity is a central element to this, and the OBD will prioritize access to services and information in this strategic cycle.

Goals

1. Strengthen Community Engagement and support improved communication with Dental Providers
2. Communicate clarification of full scope of services by licensee type

Action Items

1a) Increase ease of community access to OBD services & information as committed in Affirmative Action Plan

1b) Create easier access to information on OBD email communications and website; provide summarization of important topics; highlight access to minutes & video recordings

1c) Gather demographic information, store in InLumon, when new licensees apply, in support of understanding equity in investigation outcomes

1d) Communicate Best Practices for addressing complaints within a dental practice, to lower formal OBD complaints filed

2a) Document & clearly communicate scope of each license including expanded practices and scope; better enable provider interpretation & implementation choice

2b) Communicate consumer information regarding Tooth Gem & Whitening Kiosks for clarity, awareness, and intent to improve consumer safety

STRATEGIC PRIORITY D

Workplace Environment

Creating an engaging work environment for the Oregon Board of Dentistry is an ongoing investment. In the last Strategic Cycle, advancements were implemented to increase workplace flexibility and employee satisfaction. More recently, the Board's Staff Leadership has undergone a significant change with the transition of Executive Director to new leadership. This new leadership as well as other Board and Staff transitions continues to offer opportunities for additional cross-training, succession planning, and overall expectation-setting.

Additionally, the implementation of new technology in the last cycle and the emergence Artificial Intelligence (AI) tools require consistent development of new skills. Investment in Continuing Education in alignment with Process and Technology development will help staff and board members keep pace with new ways of working, such as Agentic AI analysis and other methods of leveraging AI.

Goals

1. Ensure OBD Staff and Board Member talent & continuity
2. Organizational practices & skills are state of the art and current with technology (within budgetary limitations)
3. Ensure all committed Affirmative Action Plan Deliverables are completed

Action Items

1a) Responsibility cross-training completed

1b) Validate needed Committees, determine appropriate meeting frequency, establish proactive committee leadership

2a) Invest in continuing education to support changing industry & technology landscape

3a) In support of Affirmative Action Plan, reinforce State policies, provide training & development to the Board and Staff as needed

STRATEGIC PRIORITY E

Technology & Processes

All organizations are affected by technology developments, and Oregon Board of Dentistry and the dental profession is no exception. In the last Strategic Cycle, OBD took leaps forward through the digitization and modernization of Board Books, implementing a digital database of licensee records, a digital archive of investigation files, and finishing the initial implementation of the InLumon system. records and implementation. These accomplishments have set the organization up to further improve the efficiency of the organization and of the investigation processes. As technology continues to advance, the emergence of Artificial Intelligence is both an opportunity for the profession and a potential risk area to be addressed. Setting a baseline for utilization of this technology will help set expectations for responsible usage and accountability within Dental Practices.

Goals

1. Improve efficiency leveraging technology resulting in decreased staff time per case, fewer calls, and number of cases
2. Establish rules governing Artificial Intelligence within Dental Practices Act (DPA)

Action Items

1a) Explore implementation of standard patient records portal

1b) Increase Licensee understanding of the complaint process

1c) Implement InLumon updates to increase automation & reduce data entry

1d) Complete Website improvements for clarity of overall content and navigation + licensing process

2a) Create a statement of position on Artificial Intelligence within the DPA that aligns with regulatory oversight of OBD

Oregon Board of Dentistry Strategic Plan 2026-2029

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

MISSION-CRITICAL PRIORITIES

A. Future of Dental Regulation	B. Emerging Dental Practice Challenges	C. Community & Access to Care	D. Workplace Environment	E. Technology and Processes
GOALS				
• Clarify and Communicate rules for Dental Assistants; increase visibility and accountability	• Address workforce shortage of Registered Dental Hygienists, Dental Assisstants, and Dental Therapists	• Strengthen Community Engagement and support improved communication with Dental Providers	• Ensure OBD staff and Board Member talent & continuity	• Improve efficiency leveraging technology resulting in decreased staff time per case, fewer calls, and number of cases
• Improve Board communication, scope of practice enforcement, and education	• Support provider wellness, specifically addressing emergent provider challenges	• Communicate clarification of full scope of services by licensee types	• Organizational practices & skills are state of the art and current with technology (within budgetary limitations)	• Establish rules governing Artificial Intelligence within Dental Practices Act (DPA)
• Determine OBD position on Dental Compact & related actions needed	• Foster mutual respect & collaboration among dental professionals including the Board		• Ensure all committed Affirmative Action Plan Deliverables are completed	
ACTION ITEMS				
• Create or provide access to a Dental Assistant Registry within OBD	• Research recommendations of Oregon dentistry, hygienist, and assistant professionals to improve workforce shortage through questions in the annual or separate survey sent by OBD	• Increase ease of community access to OBD Services & Information as committed in Affirmative Action Plan	• Responsibility cross-training completed	• Explore implementation of standard patient records portal
• Create ability for Dentists to voluntarily register and diclosed employed Dental Assistants	• Encourage associations to promote dental professional paths in high schools, community colleges, 4-year colleges through website, newsletters, and other communication pathways	• Create easier access to information on OBD email communications and website; provide summarization of important topics; highlight access to minutes & video recordings	• Validate needed Committees, determine appropriate meeting frequency, establish proactive Committee leadership	• Increase Licensee understanding of complaint process
• Assign DAWSAC to review and clarify rules to enable simple guidelines to be created	• Publish newsletter articles / website content to address mental health & addiction challenges; lead by Communication Committee	• Gather demographic information, store in InLumon, when new licensees apply, in support of understanding equity in investigation outcomes	• Invest in continuing education to support changing industry & technology landscape	• Implement InLumon updates to increase automation & reduce data entry
• Address use of AI via OARs or assign to committee to create policy	• Promote wellness tools & resources including continuing education; leverage best practices from other states	• Communicate Best Practices for addressing complaints within a dental practice, to lower formal OBD complaints filed	• In support of Affirmative Action Plan, reinforce State policies, provide training & development to the Board and Staff as needed	• Complete Website improvements for clarity of overall content and navigation + licensing processes
• Review budget annually and deteremine actions for budget to keep pace with needed staffing / oversight	• Implement a 1-hour Continuing Education requirement focused on mental health & addiction challenges and solutions	• Document & communicate scope of each license including expanded practices and scope; better enable provider interpretation & implementation choice		• Create a statement of position on Artificial Intelligence within the DPA that aligns with regulatory oversight of OBD
• Explore Dental Compact progress across other states; provide informational updates to Board for consideration including how funding would work	• Board to advance collaborative teamwork through development of Board behavioral norms in alignment with OBD values	• Communicate consumer information regarding Tooth Gem & Whitening Kiosks for clarity, awareness, and intent to improve consumer safety		

Oregon Board of Dentistry 2026-2029 Strategic Plan

Summary Priorities, Goals, and Roadmap

Strategic Priorities	Goals	2026-2027	2027-2028	2028-2029
Future of Dental Regulation	• Clarify and Communicate rules for Dental Assistants; increase visibility and accountability	• Assign DAWSAC to review and clarify rules to enable simple guidelines to be created	• Create or provide access to a Dental Assistant Registry within OBD;	• Explore Dental Compact progress across other states; provide informational updates to Board for considerations including how funding would work
	• Improve Board communication, scope of practice enforcement, and education	• Review budget annually and deteremine actions for budget to keep pace with needed staffing / oversight	• Create ability for Dentists to voluntarily register and disclose employed Dental Assistants	
	• Determine OBD position on Dental Compact & related actions needed	• Address use of AI via OARs or assign to committee to create policy		
Emerging Dental Practice Challenges	• Address workforce shortage of Registered Dental Hygienists, Dental Assisstants, and Dental Therapists	• Research recommendations of Oregon dentistry, hygienist, and assistant professionals to improve workforce shortage through questions in the annual or separate survey sent by OBD	• Encourage associations to promote dental professional paths in high schools, community colleges, 4-year colleges through website, newsletters, and other communication pathways	• Implement a 1-hour Continuing Education requirement focused on mental health & addiction challenges and solutions
	• Support provider wellness, specifically addressing emergent provider challenges	• Publish newsletter articles / website content to address mental health & addiction challenges; led by Communication Committee	• Promote wellness tools & resources including continuing education; leverage best practices from other states	
	• Foster mutual respect & collaboration among dental professionals including the Board	• Board to advance collaborative teamwork through development of Board behavioral norms in alignment with OBD values		
Community & Access to Care	• Strengthen Community Engagement and support improved communication with Dental Providers	• Create easier access to information on OBD email communications and website; provide summarization of important topics; highlight access to minutes & video recordings	• Document & communicate clarity about scope of each license including expanded practices and scope; better enable provider interpretation & implementation choice	• Increase ease of community access to OBD Services & Information as committed in AAP
	• Communicate clarification of full scope of services by licensee types	• Communicate consumer information regarding Tooth Gem & Whitening Kiosks for clarity, awareness, and intent to improve consumer safety	• Communicate Best Practices for addressing complaints within a dental practice, to lower formal OBD complaints filed	
		• Gather demographic information, store in InLumon, when new licensees apply, in support of understanding equity in investigation outcomes		
Workplace Environment	• Ensure OBD staff and Board Member talent & continuity	• Responsibility cross-training completed	• Invest in continuing education to support changing industry & technology landscape	• In support of Affirmative Action Plan, reinforce State policies, provide training & development to the Board and Staff as needed
	• Organizational practices & skills are state of the art and current with technology (within budgetary limitations)	• Validate needed Committees, determine appropriate meeting frequency, establish proactive Committee leadership		
	• Ensure all committed Affirmative Action Plan Deliverables are completed			
Technology & Processes	• Improve efficiency leveraging technology resulting in decreased staff time per case, fewer calls, and number of cases	• Increase Licensee understanding of complaint process	• Implement InLumon updates to increase automation & reduce data entry	• Explore implementation of standard patient records portal
	• Establish rules governing Artificial Intelligence within Dental Practices Act (DPA)	• Complete Website improvements for clarity of overall content and navigation + licensing processes		
		• Create a statement of position on Artificial Intelligence within the DPA that aligns with regulatory oversight of OBD		

Agency Name	Legislative Program Area	IT Project Name / Budget	PPM Idea/ Project ID	PPM Idea/Project Name	Mandate	Short Description
Dentistry, Oregon Board of	Consumer and Business Services	Telecommunications (4200)				Charges for basic telephone services for land and wireless phones, cell phones and pagers.
Dentistry, Oregon Board of	Consumer and Business Services	Data Processing (4250)				Charges for installation, maintenance and repairs to mainframe tangible devices and for mainframe software support.
Dentistry, Oregon Board of	Consumer and Business Services	IT Professional Services (4315)				Charges for personal services contracts for development of a network including analyzing, designing, implementing a WAN or LAN network.
Dentistry, Oregon Board of	Consumer and Business Services	IT expendable property (4715)				Charges for rental of voice equipment both wired and wireless.

New or Continuing	Start Date	End Date	Policy Option Package Request (Y/N)	POP # / Budget	Cost Type	Biennium	Funding Source	ORBITS Budget Category	Line Item Description	Budget Amount
Continuing			No		Operating	2027-29	Other Funds	4200 - Telecommunications	Telecommunications: Kyndryl, AT&T	50,000
Continuing			No		Operating	2027-29	Other Funds	4250 - Data Processing	Charges for installation, maintenance and repairs to mainframe tangible devices and for mainframe software support.	200,000
Continuing			No		Operating	2027-29	Other Funds	IT Professional Services (4315)	Charges for personal services contracts for development of a network including analyzing, designing, implementing a WAN or LAN network.	210,000
Continuing			No		Operating	2027-29	Other Funds	IT expendable property (4715)	Charges for rental of voice equipment both wired and wireless.	50,000