

Oregon Board of Chiropractic Examiners



2027-29 Agency Request Budget

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Introductory Information

Oregon Board of Chiropractic Examiners

2027-29 Agency Request Budget

	PAGE
INTRODUCTORY INFORMATION	1
Table of Contents.....	2
Certification (107BF01).....	4
Board Roster.....	5
 LEGISLATIVE ACTION	 6
House Bill 5507 Enrolled (2025).....	7
Senate Bill 5203 Enrolled (2026).....	13
Senate Bill 5544 Enrolled (2025).....	14
2025-27 Legislatively Adopted & Approved Budgets (BSM002-A).....	16
 AGENCY SUMMARY	 18
Agency Summary Narrative (107BF02).....	19
Strategic Plan 2025-27.....	38
IT Strategic Plan 2026-27.....	47
Summary of 2027-29 Budget (BVD104).....	53
Program Prioritization for 2027-29 (107BF23).....	59
Reduction Options (107BF17).....	60
2025-27 Organization Chart.....	63
2027-29 Organization Chart Proposed.....	64
Agencywide Program Unit Summary (BPR010).....	65
 REVENUES	 66
2027-29 Agency Summary Revenue (107BR02).....	67
Detail of LF OF FF (107BF07).....	71
Detail of LF OF FF Agencywide (BPR012).....	72
 PROGRAM UNITS	 74
Essential and Policy Package Fiscal Impact Summary (ORBITS BPR013).....	75
Net Package Fiscal Impact Report - CSL - Essential Packages (POS116).....	78
Net Package Fiscal Impact Report - ARB - Policy Packages (POS116).....	80
Detail of LF OF FF - SCR Level (BPR012).....	81
Detail of LF OF FF (107BF07).....	83
 SPECIAL REPORTS	 84
Annual Performance Progress Report 2025.....	85
Annual Performance Progress Report 2024.....	100
2025-27 Strategic Plan.....	114
BSU003A - Summary Cross Reference Listing and Packages.....	123

BSU004A - Policy Package List by Priority.....	124
BDV001A - Agency Worksheet - Revenue & Expenditures.....	125
BDV002A - Detail Revenue & Expenditures - Requested Budget.....	139
BDV004B ESS - Detail Revenue & Expenditures - Essential Packages.....	149
BDV004B POL - Detail Revenue & Expenditures - Policy Packages.....	157
PIC100 - Position Budget Report.....	158

CERTIFICATION

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

Oregon Board of Chiropractic Examiners

1225 Ferry St SE, Salem, OR 97301

AGENCY NAME

AGENCY ADDRESS



Karen Baranick D.C., President

SIGNATURE

TITLE

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

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

☒ Agency Request

☐ Governor's Budget

☐ Legislatively Adopted

Budget Page

BOARD ROSTER

OREGON BOARD OF CHIROPRACTIC EXAMINERS

Executive Director – Cassandra C. Skinner, J.D.
1225 Ferry St SE, Salem, OR 97301
503.779.9038

Karen Baranick, DC, President

2100 SE Lake Rd, Suite 1
Milwaukie, OR 97222

Scott Fuller, DC, Vice President

2501 NW Century Blvd. MS: RA3-113
Hillsboro, OR 97124

Corey O'Neill, DC, Secretary

62 N. 3rd St.
Central Point, OR 97502

Mike Milanovich, DC

PO Box 22386
Portland, OR 97269

John Tuttle, DC

4475 SW Scholls Ferry Rd, Ste 210
Portland, OR 97225

Lori Schmidt (Public Member)

895 Commercial Avenue
Coos Bay, OR 97420

Micah Warren-Johnson (Public Member)

Address on file

Legislative Action

Enrolled House Bill 5203

Sponsored by JOINT COMMITTEE ON WAYS AND MEANS (at the request of Representative Tawna Sanchez)

CHAPTER

AN ACT

Relating to state financial administration; and declaring an emergency.

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

SECTION 1. For the purpose of carrying out the provisions of ORS 291.055 (1)(e), a licensing predetermination petition fee of \$125, adopted by the Oregon Board of Licensed Professional Counselors and Therapists and approved by the Oregon Department of Administrative Services, is approved.

SECTION 2. For the purpose of carrying out the provisions of ORS 291.055 (1)(e), a licensing predetermination petition fee of \$125, adopted by the Oregon Board of Psychology and approved by the Oregon Department of Administrative Services, is approved.

SECTION 3. For the purpose of carrying out the provisions of ORS 291.055 (1)(e), a predetermination fee of \$75, adopted by the Oregon State Board of Nursing and approved by the Oregon Department of Administrative Services, is approved.

SECTION 4. For the purpose of carrying out the provisions of ORS 291.055 (1)(e), a Criminal Conviction Determination Process fee of \$100, adopted by the Occupational Therapy Licensing Board and approved by the Oregon Department of Administrative Services, is approved.

SECTION 5. For the purpose of carrying out the provisions of ORS 291.055 (1)(e), a Criminal Conviction Determination Process fee of \$100, adopted by the State Board of Pharmacy and approved by the Oregon Department of Administrative Services, is approved.

SECTION 6. For the purpose of carrying out the provisions of ORS 291.055 (1)(e), the following new or increased fees, adopted by the Oregon Health Authority and approved by the Oregon Department of Administrative Services, are approved:

- | | | |
|--|----|-----|
| (1) Psilocybin worker permit,
per year..... | \$ | 25 |
| (2) Psilocybin training program
curriculum approval, per year.. | \$ | 500 |
| (3) Oregon Health Care Workforce
Database, one-year..... | \$ | 4 |
| (4) Oregon Health Care Workforce
Database, two-year | \$ | 8 |
| (5) Health Licensing Office
criminal conviction
predetermination request | \$ | 50 |

(6)	Health Licensing Office fingerprint-based criminal history check	\$	50
(7)	Emergency Medical Services Provider criminal conviction petition determination	\$	50
(8)	Hemodialysis Technician criminal conviction petition determination.....	\$	50
(9)	Provisional Art Therapist license application fee.....	\$	150
(10)	Provisional Art Therapist license fee, one-year	\$	50
(11)	Provisional Art Therapist license fee renewal, one-year....	\$	50
(12)	Provisional Art Therapist fingerprint-based criminal history check	\$	50

SECTION 7. For the purpose of carrying out the provisions of ORS 291.055 (1)(e), the following new or increased fees, adopted by the Oregon Board of Naturopathic Medicine and approved by the Oregon Department of Administrative Services, are approved:

(1)	License application processing	\$	60
(2)	Fee for license to practice naturopathic medicine, prorated according to receipt:		
(a)	Annual active license renewal..	\$	515
(b)	Applications received January 1 through March 31	\$	515
(c)	Applications received April 1 through June 30.....	\$	515
(d)	Applications received July 1 through September 30.....	\$	300
(e)	Applications received October 1 through December 31.....	\$	300
(3)	Active license renewal late fee	\$	225
(4)	Change in status from active to inactive licensure, initial.....	\$	260
(5)	Annual inactive license renewal.....	\$	260
(6)	Change in status from inactive or lapsed to active licensure.....	\$	515
(7)	Change in status from inactive or active to retired licensure, initial.....	\$	40
(8)	Annual retired license renewal.....	\$	40
(9)	Natural childbirth certificate....	\$	75
(10)	Jurisprudence exam.....	\$	250
(11)	Fingerprinting and criminal records check.....	\$	60

- (12) Mailing list..... \$ 75
- (13) License verification..... \$ 50

SECTION 8. For the purpose of carrying out the provisions of ORS 291.055 (1)(e), a product registration amendment fee of \$25, adopted by the Oregon Liquor and Cannabis Commission and approved by the Oregon Department of Administrative Services, is approved.

SECTION 9. For the purpose of carrying out the provisions of ORS 291.055 (1)(e), the following new or increased fees, adopted by the Oregon Medical Board and approved by the Oregon Department of Administrative Services, are approved:

- (1) Five-needle protocol technician registration..... \$ 100
- (2) Five-needle protocol technician annual renewal..... \$ 50

SECTION 10. For the purpose of carrying out the provisions of ORS 291.055 (1)(e), the following new or increased fees, adopted by the Department of State Lands and approved by the Oregon Department of Administrative Services, are approved:

- (1) General authorizations:
 - (a) Submission fee:
 - (A) Calendar year 2026..... \$ 450
 - (B) Calendar year 2027..... \$ 499
 - (C) Calendar year 2028..... \$ 550
 - (D) Calendar year 2029..... \$ 604
 - (E) Calendar year 2030..... \$ 660
 - (b) Revise/transfer fee:
 - (A) Calendar year 2026..... \$ 50
 - (B) Calendar year 2027..... \$ 66
 - (C) Calendar year 2028..... \$ 82
 - (D) Calendar year 2029..... \$ 99
 - (E) Calendar year 2030..... \$ 117
- (2) Wetland determinations, on-site determinations:
 - (a) Calendar year 2026..... \$ 450
 - (b) Calendar year 2027..... \$ 499
 - (c) Calendar year 2028..... \$ 550
 - (d) Calendar year 2029..... \$ 604
 - (e) Calendar year 2030..... \$ 660
- (3) Delineation reports:
 - (a) Tier 1 report review:
 - (A) Calendar year 2026..... \$ 600
 - (B) Calendar year 2027..... \$ 761
 - (C) Calendar year 2028..... \$ 931
 - (D) Calendar year 2029..... \$ 1,108
 - (E) Calendar year 2030..... \$ 1,295
 - (b) Tier 2 report review:
 - (A) Calendar year 2026..... \$ 1,200
 - (B) Calendar year 2027..... \$ 1,391
 - (C) Calendar year 2028..... \$ 1,592
 - (D) Calendar year 2029..... \$ 1,803
 - (E) Calendar year 2030..... \$ 2,024
 - (c) Tier 3 report review:
 - (A) Calendar year 2026..... \$ 3,500
 - (B) Calendar year 2027..... \$ 3,938

(C)	Calendar year 2028	\$	4,397
(D)	Calendar year 2029	\$	4,879
(E)	Calendar year 2030	\$	5,386
(d)	Report reissuance:		
(A)	Calendar year 2026	\$	600
(B)	Calendar year 2027	\$	761
(C)	Calendar year 2028	\$	931
(D)	Calendar year 2029	\$	1,108
(E)	Calendar year 2030	\$	1,295
(4)	Removal-fill permits, application type A:		
(a)	Base application fee:		
(A)	Calendar year 2026	\$	700
(B)	Calendar year 2027	\$	761
(C)	Calendar year 2028	\$	826
(D)	Calendar year 2029	\$	893
(E)	Calendar year 2030	\$	964
(b)	Tier 1:		
(A)	Calendar year 2026	\$	200
(B)	Calendar year 2027	\$	341
(C)	Calendar year 2028	\$	490
(D)	Calendar year 2029	\$	645
(E)	Calendar year 2030	\$	809
(c)	Tier 2:		
(A)	Calendar year 2026	\$	800
(B)	Calendar year 2027	\$	971
(C)	Calendar year 2028	\$	1,151
(D)	Calendar year 2029	\$	1,340
(E)	Calendar year 2030	\$	1,538
(d)	Tier 3:		
(A)	Calendar year 2026	\$	3,000
(B)	Calendar year 2027	\$	3,544
(C)	Calendar year 2028	\$	4,115
(D)	Calendar year 2029	\$	4,714
(E)	Calendar year 2030	\$	5,344
(e)	Tier 4:		
(A)	Calendar year 2026	\$	5,000
(B)	Calendar year 2027	\$	5,644
(C)	Calendar year 2028	\$	6,320
(D)	Calendar year 2029	\$	7,029
(E)	Calendar year 2030	\$	7,775
(f)	Tier 5:		
(A)	Calendar year 2026	\$	7,000
(B)	Calendar year 2027	\$	7,744
(C)	Calendar year 2028	\$	8,525
(D)	Calendar year 2029	\$	9,345
(E)	Calendar year 2030	\$	10,206
(5)	Removal-fill permits, application type B:		
(a)	Base application fee:		
(A)	Calendar year 2026	\$	2,100
(B)	Calendar year 2027	\$	2,284

(C)	Calendar year 2028	\$	2,477
(D)	Calendar year 2029	\$	2,679
(E)	Calendar year 2030	\$	2,892
(b)	Tier 1:		
(A)	Calendar year 2026	\$	600
(B)	Calendar year 2027	\$	1,024
(C)	Calendar year 2028	\$	1,469
(D)	Calendar year 2029	\$	1,936
(E)	Calendar year 2030	\$	2,426
(c)	Tier 2:		
(A)	Calendar year 2026	\$	2,400
(B)	Calendar year 2027	\$	2,914
(C)	Calendar year 2028	\$	3,453
(D)	Calendar year 2029	\$	4,020
(E)	Calendar year 2030	\$	4,614
(d)	Tier 3:		
(A)	Calendar year 2026	\$	9,000
(B)	Calendar year 2027	\$	10,631
(C)	Calendar year 2028	\$	12,344
(D)	Calendar year 2029	\$	14,143
(E)	Calendar year 2030	\$	16,031
(e)	Tier 4:		
(A)	Calendar year 2026	\$	15,000
(B)	Calendar year 2027	\$	16,931
(C)	Calendar year 2028	\$	18,959
(D)	Calendar year 2029	\$	21,088
(E)	Calendar year 2030	\$	23,324
(f)	Tier 5:		
(A)	Calendar year 2026	\$	21,000
(B)	Calendar year 2027	\$	23,231
(C)	Calendar year 2028	\$	25,574
(D)	Calendar year 2029	\$	28,034
(E)	Calendar year 2030	\$	30,617
(6)	Removal-fill permits, other fees:		
(a)	Renewal:		
(A)	Calendar year 2026	\$	400
(B)	Calendar year 2027	\$	446
(C)	Calendar year 2028	\$	495
(D)	Calendar year 2029	\$	546
(E)	Calendar year 2030	\$	599
(b)	In-water work variance:		
(A)	Calendar year 2026	\$	100
(B)	Calendar year 2027	\$	105
(C)	Calendar year 2028	\$	110
(D)	Calendar year 2029	\$	116
(E)	Calendar year 2030	\$	122
(c)	Modification/transfer:		
(A)	Calendar year 2026	\$	400
(B)	Calendar year 2027	\$	446
(C)	Calendar year 2028	\$	495
(D)	Calendar year 2029	\$	546

(E) Calendar year 2030..... \$ 599

SECTION 11. For the purpose of carrying out the provisions of ORS 291.055 (1)(e), a Good Agricultural Practice (GAP)/Good Handling Practice (GHP)/Produce GAP hourly inspection/travel rate, four-hour minimum fee of \$171, adopted by the State Department of Agriculture and approved by the Oregon Department of Administrative Services, is approved.

SECTION 12. For the purpose of carrying out the provisions of ORS 291.055 (1)(e), a criminal conviction determination petition fee of \$75, adopted by the State Board of Chiropractic Examiners and approved by the Oregon Department of Administrative Services, is approved.

SECTION 13. This 2026 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2026 Act takes effect on its passage.

Passed by House March 6, 2026

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

.....
Julie Fahey, Speaker of House

Passed by Senate March 6, 2026

.....
Rob Wagner, President of Senate

Received by Governor:

.....M.,....., 2026

Approved:

.....M.,....., 2026

.....
Tina Kotek, Governor

Filed in Office of Secretary of State:

.....M.,....., 2026

.....
Tobias Read, Secretary of State

Enrolled
Senate Bill 5507

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

CHAPTER

AN ACT

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

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

SECTION 1. Notwithstanding any other law limiting expenditures, the amount of \$2,475,586 is established for the biennium beginning July 1, 2025, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the State Board of Chiropractic Examiners.

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

Passed by Senate May 22, 2025

.....
Obadiah Rutledge, Secretary of Senate

.....
Rob Wagner, President of Senate

Passed by House June 4, 2025

.....
Julie Fahey, Speaker of House

Received by Governor:

.....M.,....., 2025

Approved:

.....M.,....., 2025

.....
Tina Kotek, Governor

Filed in Office of Secretary of State:

.....M.,....., 2025

.....
Tobias Read, Secretary of State

Enrolled Senate Bill 5544

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

CHAPTER

AN ACT

Relating to state financial administration; and declaring an emergency.

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

SECTION 1. For the purpose of carrying out the provisions of ORS 291.055 (1)(e), the following new or increased fees, adopted by the State Board of Chiropractic Examiners and approved by the Oregon Department of Administrative Services, are approved:

- (1) For chiropractic physician applicants and licensees:
 - (a) Initial application and background check fee: \$495
 - (b) Initial application and background check fee for reciprocity candidates: \$495
 - (c) Initial license fee: \$234
 - (d) Active annual registration fee: \$663
 - (e) Senior active annual registration fee: \$491.40
 - (f) Inactive annual registration fee: \$351
 - (g) Delinquent fee for late renewal: \$150 per week
- (2) For chiropractic assistant applicants and certificate holders:
 - (a) Initial application, certification and background check fee: \$175
 - (b) Annual renewal fee: \$117
- (3) Criminal background check fee for applicants, chiropractic physicians and chiropractic assistants: \$45
- (4) For civil penalty citations, if issued:
 - (a) Failing to notify the State Board of Chiropractic Examiners within 30 days of changes to email, business and mailing addresses: \$50
 - (b) Failing to pay fines or fees owed to the State Board of Chiropractic Examiners: \$50 per month of nonpayment
 - (c) Failing to comply with continuing education requirements for chiropractic assistants: \$15 per credit not completed
 - (d) Failing to notify the State Board of Chiropractic Examiners within 10 days that a licensee is convicted of a misdemeanor or felony or arrested for a felony crime: \$125 per week
 - (e) Failing to notify the State Board of Chiropractic Examiners of designated records custodian: \$500

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

Passed by Senate May 22, 2025

.....
Obadiah Rutledge, Secretary of Senate

.....
Rob Wagner, President of Senate

Passed by House June 4, 2025

.....
Julie Fahey, Speaker of House

Received by Governor:

.....M.,....., 2025

Approved:

.....M.,....., 2025

.....
Tina Kotek, Governor

Filed in Office of Secretary of State:

.....M.,....., 2025

.....
Tobias Read, Secretary of State

BSM002A - Leg Adopted & Approved Budgets - Detail

2025-27 Biennium

Cumulative through June 2026 Emergency Board

Select Agencies Chosen

Description		Appropriated Fund	Appn No	Legislatively Adopted	Legislatively Approved	E-Board & Other Session Actions	Admin Actions
CONSUMER & BUSINESS SERVICES PGM							
81100 Oregon Board of Chiropractic Examiners							
SB5507							
Chap Law 333							
01.00.00	Other Funds	3400 Other Funds Ltd	30000	2,475,586	2,475,586	-	-
TOTAL SB5507		3400 Other Funds Ltd		2,475,586	2,475,586	-	-
		ALL FUNDS		2,475,586	2,475,586	-	-
		Authorized Positions		5	5	-	-
		FTE		4.75	4.75	-	-
HB5006							
Chap Law 628							
224(2)	Amends 5507.1	3400 Other Funds Ltd	30000	44,047	44,047	-	-
TOTAL HB5006		3400 Other Funds Ltd		44,047	44,047	-	-
		ALL FUNDS		44,047	44,047	-	-
		Authorized Positions		-	-	-	-
		FTE		-	-	-	-
HB5204							
Chap Law 129							
325	Amends 5507.1	3400 Other Funds Ltd	30000	-	50,384	50,384	-
TOTAL HB5204		3400 Other Funds Ltd		-	50,384	50,384	-
		ALL FUNDS		-	50,384	50,384	-
		Authorized Positions		-	-	-	-
		FTE		-	-	-	-
TOTAL Oregon Board of Chiropractic Examiners		3400 Other Funds Ltd		2,519,633	2,570,017	50,384	-
		ALL FUNDS		2,519,633	2,570,017	50,384	-
		Authorized Positions		5	5	-	-

08/06/26

Page 1 of 2

BSM002A - Leg Adopted & Approved Budgets - Detail

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BSM002-A

BSM002A - Leg Adopted & Approved Budgets - Detail

2025-27 Biennium

Cumulative through June 2026 Emergency Board

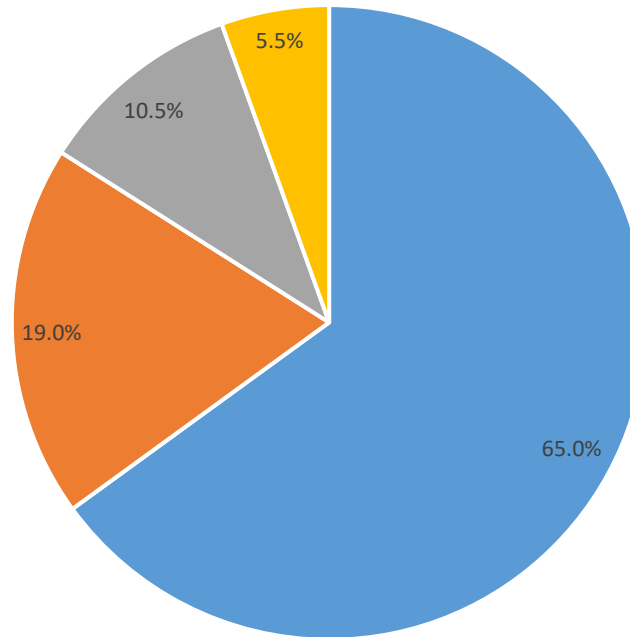
Select Agencies Chosen

Description	Appropriated Fund	Appn No	Legislatively Adopted	Legislatively Approved	E-Board & Other Session Actions	Admin Actions
TOTAL Oregon Board of Chiropractic Examiners	FTE		4.75	4.75	-	-

Agency Summary

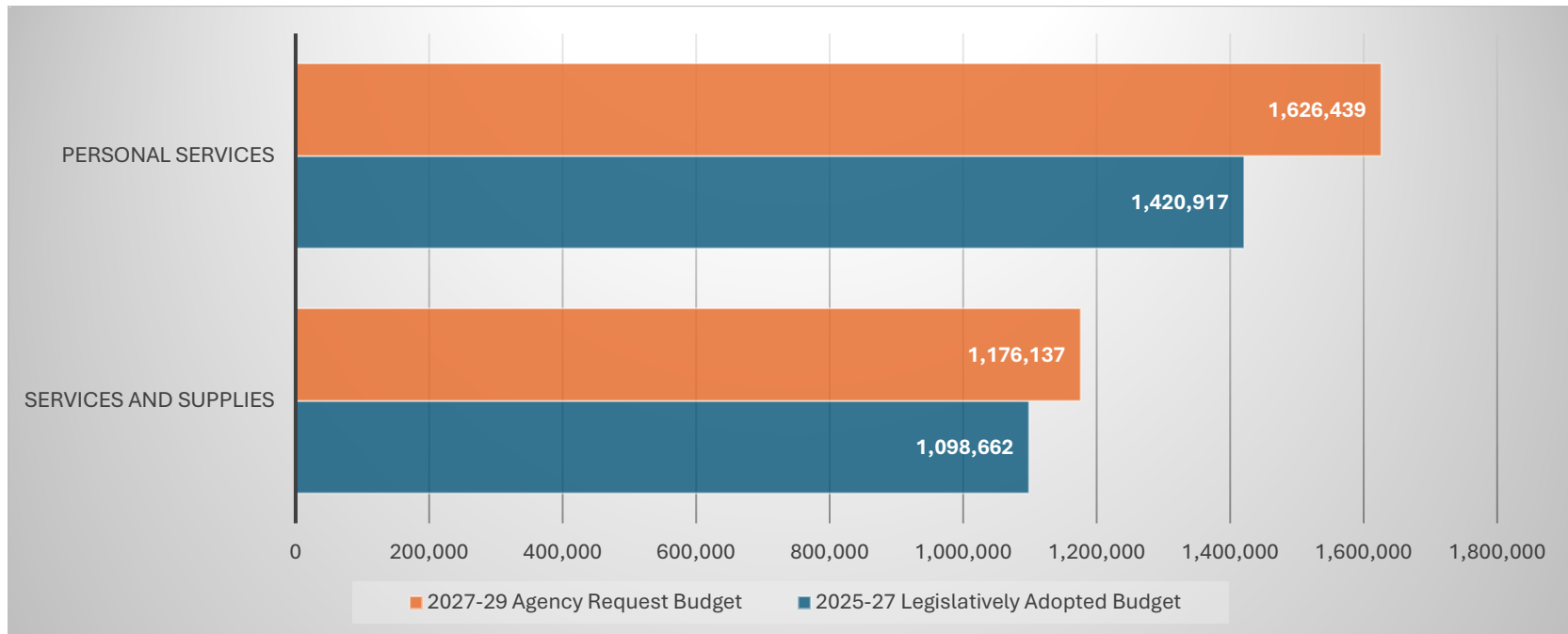
BUDGET NARRATIVE

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



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

BUDGET NARRATIVE



AGENCY SUMMARY NARRATIVE

Mission Statement and Statutory Authority

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

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

BUDGET NARRATIVE

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

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

ABOUT THE BOARD

Background Information

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

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

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

BUDGET NARRATIVE

As of July 5, 2021, our other Administrative Specialist 2 retired after 15 years with the agency and the person who took on her duties was appointed to that position as of July 6, 2021, leaving a vacancy in our Office Specialist 1 (OS1) position. That position was filled as a temporary Office Specialist 2. During the 2023 legislative session, the OS1 position was approved to be reclassified to OS2 at full time (1.0 FTE) and the Healthcare Investigator position was also approved to be funded at full time (1.0 FTE), bringing our 2023-25 employee count to be 5.75 FTE (6 positions). We also hired two independent contractors/Investigators to assist in addressing our case backlog from the loss of our investigation staff, rehiring, and training gaps.

At its July 2024, Board meeting, the OBCE voted to enter rulemaking in September 2024 to increase its fees by 45% (and an additional sum for DC applications to bring them more in line with other regional chiropractic boards). However, on further review in September 2024, the Board voted to adopt a 30% fee increase instead, which became effective on November 1, 2024. These fee increases were adopted by the Legislature and signed into law in SB 5544 (2025).

For the 2025-27 budget planning cycle, we had an estimated projected budget shortfall of \$592,391 at the end of 2027. For the 2025-27 Agency Request Budget, we proposed the following changes: cut 3.5 positions, cut board per diem, cut in-state and out-of-state travel, cut in-person board meetings, AAG attendance at meetings limited only to executive session, limit board meeting days to 4x/year rather than the usual 6x/year, and cut/reduce other expenses. The Policy Option Package 101 Restore Package “bought back” 2.5 positions, board per diem, and other cuts by using the above expenditure reducing measures and including a 30% fee increase across all application and license/certificate types, leaving our total FTE count to 4.5 (not fully staffed with the Investigator 2 position unfunded/vacant).

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

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

BUDGET NARRATIVE

Since the 2025-27 biennium began, with the loss of our Investigator position, we have been utilizing one contract Investigator and have addressed most, if not all, of our investigation backlog. Our estimated ending cash balance for 2029, as of June 2026, is \$433,262.42 which translates into approximately 4.11 months of expenditure reserve. Based on this estimate, the Board is not currently seeking additional fee increases this year but may do so in 2027 or 2028.

The Role of Board and Committee Members

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

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

Customers

The Board provides information and services to the following customers:

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

Agency Two-Year Plans for 2027-29

1) Protecting the Public. To continue to address our case investigation backlog. Our normal case load is 40-45 open cases/month. As of July 2023, we had 146 open cases but due to our being fully staffed and utilizing 2 contract investigators, we were able to get our caseload down to 50 as of January, 2025. Due to the budget shortfall and reduction of our Investigator position in 2025, we had 60 cases open as of October 1, 2025. As of August 1, 2026, we have 55 cases open, addressing our backlog as best we can. Effective investigation of complaints and case resolutions are our top priority. To provide

BUDGET NARRATIVE

the highest level of public protection, the OBCE investigates and addresses complaints as quickly as possible after a complaint has been filed. The challenge is to address the serious and more complex complaints, which often require significant investigative resources, while at the same time keeping the other complaints on track for resolution.

2) Public & Professional Information. A) Data Management System Upgrades. For 2019-21, we were granted \$40,000 expenditure to allow for updating or replacing the Microsoft Access licensing database that has been in use since its original installation in 1993. We contracted with InLumon to provide a Software as a Service (SaaS), cloud-based, data management system to bring together our data that had been managed in three different streams, providing a more unified, and user friendly, management system. We were granted a \$50,000 expenditure in 2023 to allow for a complete roll out, continued maintenance, and projects that were originally out of scope to the original project and have gone live with the system as of March 2024. We are still working with InLumon for items not fully functioning and will continue to do so until resolved. **B) Website Overhaul.** Our website was recently transitioned from the 2016 Sharepoint platform to a newer version and will be reviewed and updated once issues with InLumon are more fully addressed.

3) Streamlining & Cost Savings: A) Online license application and renewal system. With the migration to using inLumon's SaaS, applications are online and can be submitted and accessed online. **B) Physical office space.** In order to cut costs, as of January 31, 2025, we terminated the lease on our physical office space, eliminating approximately \$170,000/biennium in expenditure, which has assisted us in this biennium. **C) AAG fees.** In order to attempt to decrease AAG fees, we limit attendance of our AAG to only our executive sessions of board meetings. **D) Delay in IT purchases.** While all of our laptops are at least 6 years old, we have decided to purchase new equipment in a staggered manner throughout this and next biennium to mitigate the budgetary cost.

Program Descriptions and Long Term Plans

The primary program areas of the Board are:

1. **Public Protection.** The OBCE is responsible for explaining and enforcing the laws and rules governing the practice of chiropractic in Oregon. The Health Care Investigator, in conjunction with our contracted Investigator, provide the initial contact and investigative follow-up to complaints, assists the Board's Assistant Attorney General with legal documents and contested cases, including identifying and facilitating witness and expert testimony, and provides complainants, the public, and licensees information regarding laws and rules. In addition to administrative duties, the Executive Director provides overall management of the Board's executive agenda and cases that proceed to the contested case hearing process.

Over half of the time spent at the Board's regular meetings is spent reviewing complaints and disciplinary matters in executive session. The Board's Peer Review Committee (PRC) reviews complaints that may require a personal interview with doctors and complainants. Doctors on probation are monitored to ensure that disciplinary terms are carried out. Administrative Law Judges for contested case proceedings are provided

BUDGET NARRATIVE

by the Office of Administrative Hearings. Competency evaluations are utilized when needed, including the NBCE's Special Purposes Examinations for Competency (SPEC) and the FCLB's Ethics and Boundaries Exam (EBAS). Also, psychological, psycho-sexual, and substance abuse evaluations are also ordered as needed.

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

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

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

BUDGET NARRATIVE

5. **Policy and Practice Questions.** The Board's answers to policy or practice questions are codified in the OBCE Guide to Policy and Practice Questions, updated on a regular basis, and are also addressed informally by the Health Care Investigator. Updates are posted on the website and in the electronic newsletter.
6. **Administrative Rules.** Administrative rules are continuously evaluated for needed changes or clarification. The Board is assisted by ad hoc Rules Advisory Committees consisting of volunteer doctors and other partners, whenever the need arises.

Plans, Goals, and Performance Measures

The OBCE's long and short-range planning is directed by its mission, vision, values, and strategic plan goals and outcomes. The Board strives to ensure that its strategic plan is integrated with agency performance measures to support and improve the Board's mission, goals, business environment, applications of technology, and service. The Board generally participates in in-person strategic planning meetings at least every two years but has not done so since our budget shortfall and implementation of virtual meetings.

Key Performance Measures:

Our current KPMs:

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

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

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

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

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

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

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

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

BUDGET NARRATIVE

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

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

Long Term Plan

Goal 1: Assure Public Protection.

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

Partnerships

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

BUDGET NARRATIVE

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

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

Partnerships

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

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

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

Partnerships

BUDGET NARRATIVE

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

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

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

Partnerships

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

Environmental Factors

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

1. Public Demand

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

BUDGET NARRATIVE

	8/1/2020	8/1/2021	8/1/2022	8/1/2023	8/1/2024	8/1/2025	8/1/2026
Chiropractic physicians – Active	1,682	1,723	1,735	1,667	1,689	1,676	1,666
Chiropractic physicians - Inactive	221	195	251	218	220	212	160
Chiropractic Assistants	1,440	1,305	1,255	1,273	1,751	1,385	1,381
Total	3,343	3,223	3,241	3,158	3,660	3,273	3,207

2. Societal Factors

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

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

3. Agency Issues

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

- A responsibility to operate in a manner fair to all partners, and as openly as is consistent with Oregon and federal confidentiality laws and the demands of public protection.
- Frequent misunderstanding of the OBCE's mission of public protection and its role as a state agency. Some licensees believe the OBCE should do more to advocate for the profession which is the role of their professional trade association.
- Major staffing turnover due to retirements between 2019-2021 and the catch up on investigation backlog due to that turnover.
- Unexpected budget shortfall for the 2025-27 biennium due to higher than projected expenses outpacing incoming revenue.

BUDGET NARRATIVE

- As a state agency:
 - a. The Board is tied to the State in matters such as budgeting and human resources, creating both opportunities and constraints.
 - b. Political and legal decisions affect the Board's ability to raise fees, license, investigate, and discipline.
 - c. The Board must meet increasing demands for services while operating within legislatively determined budgetary constraints.

Initiatives and Accomplishments

Public Protection. We pursued more challenging targets for existing KPMs and proposed three new KPMs (KPM#s 8-10), during the 2017-19 session, to analyze the efficiency and efficacy of our investigation team and staff. The new KPMs were given tentative targets with the understanding that an analysis of the data would occur to hone down more appropriate targets. As such, our KPMs were reworded, reorganized, renumbered and some were provided different targets for 2021 and for 2022. The challenge is to address the serious and more complex complaints, which often require significant investigative resources, while at the same time keeping the other complaints on track for resolution. With having our Investigator position vacant during all of 2020, and our Healthcare Investigator position vacant for almost half of 2021, our investigations and case resolution times dramatically slowed. Additionally, having our 30 year employee retire as of June, 2020, and our 15 year employee retire as of July, 2021, onboarding new employees to fully capture all they did was challenging with our very small staff. With the budget shortfall in 2025-27, we are down one investigator position but as slowly making headway on the investigation backlog.

Application/Examination Program. The Board continues to do OSP and FBI background checks on all applicants in order to address possible character and fitness issues before licensure, thus limiting the likelihood of potential harm to the public and streamlining the process for administrative efficiencies. The Board also implemented background checks at renewal for all licensees, to occur every 6 years. The Board has finalized the new CA Study Guide that will be made available to CA applicants to assist in their initial testing through NBCE. As such, the CA examination, proctored by NBCE, has been updated. The Board's Examination Review Subcommittee spent most of 2025-26 reviewing and updating each of the state specific examinations, which are now in the process of being finalized through NBCE's psychometricians.

Public Information. Public records requests are done through our website and more transparency has been obtained with an electronic records request log. We have spent most of 2026 updating our documents and materials available on the website to comply with the federal ADA's accessibility laws and requirements, to allow those with reading, eyesight, or other impairments easier access to our information.

Diversity & Affirmative Action. The Board's goal is to demonstrate progress towards promoting diversity within the chiropractic profession, within the Board itself, on the Board's committees, and within staff members and has made significant headway in appointing diverse members to the Board, Peer Review Committee, and its hiring of staff. The Board has been a sponsor for the State's Diversity Conference every year, with the purpose of promoting,

BUDGET NARRATIVE

recruiting, and retaining a more diverse workforce until our budget disallowed the expenditure. We continue conversations with the University of Western States about their efforts in recruiting, retaining, and matriculating BIPOC professors and chiropractic students with the hope of providing the public more access to diverse licensees and, eventually, appointing those licensees to the Board. Since our first inquiries, UWS has hired a dedicated Director of DEI who has commenced initiatives to advance recruitment and retention work. UWS is developing new learning outcomes related to DEI to align with ongoing cultural competency requirements for licensure. UWS has also created scholarships dedicated for students from diverse backgrounds and underserved communities and now has a very active student chapter of the American Black Chiropractic Association (ABCA) that has been instrumental in attracting BIPOC students to its DC program. That chapter was involved in bringing the ABCA annual conference to the UWS campus in June 2024 and OBCE was a proud sponsor. Staff and board members tabled during the full 3 day conference, speaking with students and chiropractors throughout the country about Oregon's broad scope of practice and positive work environment. Once our budget allows, we will be more involved in ABCA's conferences and efforts.

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

Agency Strategic Plan

Our 2025-27 Strategic Plan is included under the Agency Summary tab of this binder. We will be reviewing and updating the whole plan at our Board meeting in September, 2026.

Diversity, Equity, and Inclusion (DEI) and Affirmative Action Statements

Our DEI and Affirmative Action Statements are included within our overall Strategic Plan but drafts have been updated for review at our September 2026 Board meeting and are included here:

Diversity, Equity, and Inclusion (DEI) Statement (*Draft 8/2026*)

Statement of Commitment

The Oregon Board of Chiropractic Examiners (OBCE) is committed to maintaining an inclusive workplace and regulatory environment in which employees, Board members, licensees, applicants, and members of the public are treated with dignity and respect. The agency recognizes that diversity strengthens decision-making, equity supports fair access and opportunity, and inclusion helps ensure that people can participate meaningfully in the Board's work.

BUDGET NARRATIVE

Because OBCE is a very small agency, its DEI work is integrated into daily operations, rulemaking, licensing, public service, staff development, and collaboration with external partners rather than administered through a separate program. The agency focuses its efforts where it can have the greatest practical impact while remaining mindful of staffing and budget limitations.

Current Strategies and Progress

OBCE continues to provide staff and Board members with information about relevant diversity, equity, inclusion, cultural responsiveness, and multicultural learning opportunities offered by state agencies and professional organizations. Training and development needs are also discussed through routine employee check-ins and agency conversations.

The agency continues its review of administrative rules, policies, forms, and public-facing materials to identify gendered or unnecessarily restrictive language and to improve clarity and accessibility. Recommendations are brought forward as part of the agency's regular rule and policy review process. OBCE also continues to review continuing education requirements and resources for cultural responsiveness and relevance. Cultural competency education remains part of the annual continuing education requirements for Oregon chiropractic physicians and related resources are shared during agency educational activities.

The agency remains interested in working with the University of Western States, the American Black Chiropractic Association, and other partners to support a broader and more representative chiropractic workforce and future pool of qualified Board and committee candidates.

Goal / Strategy	Current Implementation	Progress	How Progress Is Monitored
Provide DEI learning opportunities for staff and Board members.	Share relevant training, events, and educational resources available through DAS, DOJ, FCLB, professional associations and community partners.	Ongoing	Internal meetings, email updates and employee check-ins.
Review rules, policies and public materials for inclusive language and accessibility.	Include DEI and accessibility considerations in routine rule, policy, form and website reviews.	In progress	Staff review and recommendations to the Executive Director and Board.

BUDGET NARRATIVE

Support culturally responsive continuing education.	Review requirements and resources for cultural responsiveness and continue sharing appropriate educational resources with licensees.	In progress	Rule review, Board discussion and review of educational materials.
Support a more diverse chiropractic workforce and leadership pipeline.	Maintain communication and partnership opportunities with UWS, ABCA, and other organizations serving students and professionals from underrepresented communities.	Ongoing	Internal updates and review of participation and partnership opportunities.

Monitoring and Next Update

Progress is monitored through internal staff meetings, informal written updates, Board discussions, and review of completed rule, policy, training, and outreach activities. Given the agency's size, OBCE does not maintain a separate DEI dashboard. The agency will continue reviewing this section as part of its regular strategic planning cycle and will update its strategies to reflect available resources, statewide guidance, and identified agency needs.

Affirmative Action Statement (*draft 8/2026*)

The Oregon Board of Chiropractic Examiners (OBCE) is committed to fair and equal employment opportunities and to maintaining a workplace free from discrimination, harassment and intimidation. Employment decisions are made without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, marital status, age, disability, military or leave status, political affiliation or any other status protected by state or federal law. OBCE applies this commitment to recruitment, hiring, promotion, compensation, training, retention, performance management and all other terms and conditions of employment. The agency also seeks to reduce barriers to employment and advancement and to support a workforce that reflects the communities served by Oregon state government.

Implementation

OBCE receives human resource support through the Department of Administrative Services, Chief Human Resources Office. The Executive Director works with the agency's HR Business Partner on recruitment, employee relations, performance management, personnel actions and compliance with state and federal employment requirements.

BUDGET NARRATIVE

When vacancies occur, the agency reviews position descriptions and recruitment practices with its HR Business Partner and seeks opportunities to broaden outreach beyond standard posting channels when feasible. This may include outreach to community colleges, workforce and transition programs, and other organizations that may help reach qualified applicants from a wider range of backgrounds. The agency also values language skills and other experience that may improve service to Oregon's diverse communities.

The Executive Director serves as the agency's Affirmative Action Representative and is responsible for communicating available resources, responding to employee concerns, and ensuring affirmative action responsibilities are incorporated into management practices and agency planning. Affirmative action and DEI expectations are reflected in executive and management responsibilities through accountability for fair employment practices, respectful workplace conduct, staff development, and compliance with applicable laws and policies.

Goal / Strategy	Current Implementation	Progress	How Progress Is Monitored
Maintain fair and equitable recruitment and selection practices.	Review vacancies, position descriptions, outreach options and recruitment processes with the agency HR Business Partner.	Ongoing	Review of recruitment activity, applicant pools when available, and hiring outcomes.
Support employee development, retention, and advancement.	Discuss training and development needs during employee check-ins and share statewide professional development opportunities.	Ongoing	Employee check-ins, performance discussions, and internal updates.
Maintain an informed and responsive workplace.	Communicate the role of the Affirmative Action Representative and available complaint, HR, and employee-support resources.	Ongoing	Staff meetings, email communication, and coordination with DAS CHRO.
Review employment practices for barriers or adverse trends.	Work with the HR Business Partner to review available workforce information, employee	Ongoing	Internal review and consultation with DAS

BUDGET NARRATIVE

	concerns, exit information, and applicable state guidance.		CHRO as issues or trends arise.
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Monitoring, Evaluation, and Employee Communication

OBCE monitors progress through internal meetings, written updates, employee check-ins, review of recruitment and personnel activity, and consultation with DAS CHRO. Because the agency has very few employees and infrequent vacancies, workforce information is reviewed carefully to protect privacy and avoid drawing conclusions from very small numbers.

The Executive Director is accountable for agency compliance, fair employment practices, employee development and implementation of affirmative action objectives. Reports or concerns involving discrimination are referred promptly to the appropriate HR, investigative, or legal resource and reviewed for recurring concerns while maintaining confidentiality.

When meaningful agency-specific Workday exit survey information is available, OBCE may review it with its HR Business Partner. The Executive Director communicates affirmative action commitments and available resources through email, staff meetings, onboarding, policy updates, and direct conversations. This section will be reviewed through the regular strategic planning cycle and updated as statewide requirements or guidance change.

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

Current staff positions are allocated as follows:

Executive Director	1.0	white/LGBTQ/female	Administrative Specialist 2	.75	Latina/female
Investigator	1.0	vacant/unfunded	Office Specialist 2	1.0	white/female
Health Care Investigator	1.0	Asian American/male			
Administrative Specialist 2	1.0	Hispanic/White/female			

The Board is a volunteer-dependent organization and is committed to diversity on all of its volunteer committees. This is especially important since the chiropractic profession is underrepresented for diverse populations, although this is changing. Currently, the Board has 4 female and 3 male members, and represent some geographical diversity throughout the state: North Bend/Coos Bay, Forest Grove, Gresham, Beaverton, and Portland.

BUDGET NARRATIVE

The Board promotes diversity in recruitment for the Board and committees and is pursuing retention and matriculation efforts of diverse chiropractic students and professors through the University of Western States.

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

Criteria for 2027-29 Budget Development

- I. Does the budget item address the Mission and specific outcomes to be achieved of the Strategic Plan?
 - Assure Public Protection and increase the Board's capacity to investigate and resolve complaints
 - Enhance Professional Competency
 - Establish and Implement High Professional Standards
 - Streamline agency operations and bring up to date
 - Mitigate budget shortfall while also maintaining current service levels
- II. Does the budget item solve or reduce a current problem, or will it prevent or reduce future problems?
 - The ARB as written will maintain current service levels, though we may need to request funding for our Administrative Assistant 2 position to go full time and to increase our fees due to ongoing litigation.
- III. Will the budget item result in improved Board services?
 - We are currently working on creating our own continuing education program with our Healthcare Investigator who is a licensed chiropractic physician with a Masters Degree in Education. The current ARB does not allow for additional funding to launch this program as of yet but will maintain current services and programs.



Oregon Board of Chiropractic Examiners

Strategic Plan 2025-27

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

July 1, 2025 – June 30, 2027
Adopted July 23, 2025

I. Agency Mission, Vision, and Values

The business we are in	Agency Mission: The mission of the Oregon Board of Chiropractic Examiners is to protect the public by regulating the practice of chiropractic. (2019)
What we want to be known for	Vision To protect the health, safety, and welfare of the public in all matters of chiropractic care by setting a national standard in educating, licensing, and regulating our licensees.
What beliefs guide our actions	Values 1. Integrity – a commitment to acting honestly, ethically, and fairly. 2. Accountability – a willingness to accept responsibility for actions in a transparent manner. 3. Excellence – an expectation of the highest quality work and innovation. 4. Professionalism – a dedication to provide equitable, caring service to all Oregonians with compassion and respect. 5. Equity – create and foster a consistent environment where everyone has access and opportunity to thrive.

II. Agency Affirmative Action Contacts

Agency Executive Director

Cassandra C. McLeod-Skinner, J.D.

cass.mcleod-skinner@obce.oregon.gov, 503-779-9038

Governor's Policy Advisor

Kristina Narayan

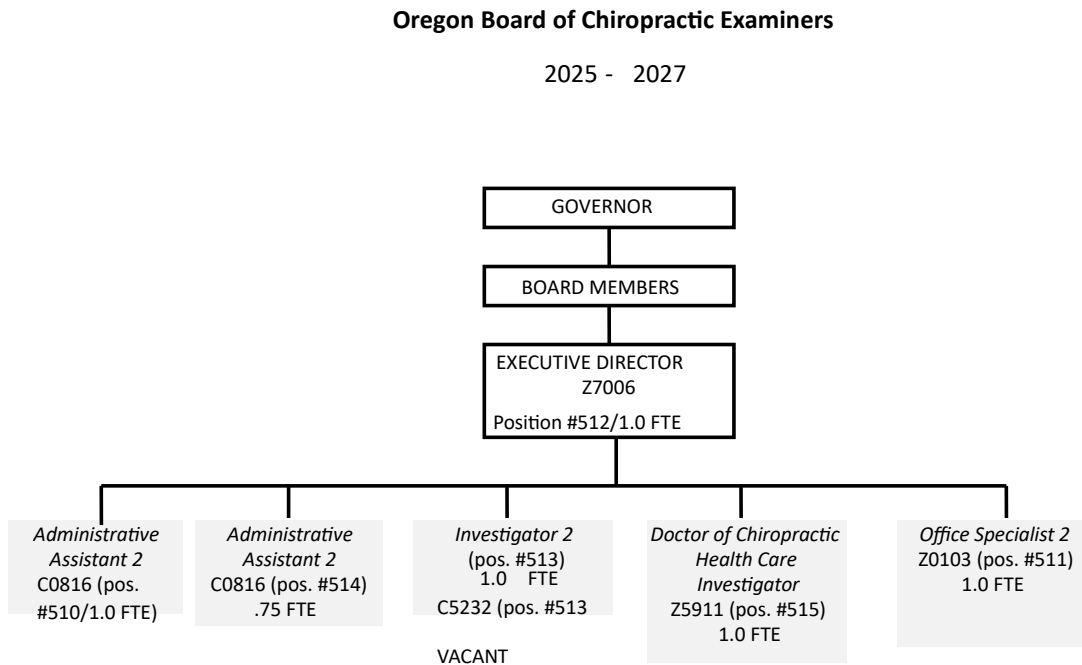
Kristina.narayan@oregon.gov, 503-689-0893

DEI & Affirmative Action Representative

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

cass.mcleod-skinner@obce.oregon.gov, 503-779-9038

III. Organizational Chart



IV. Agency Function

The Board of Chiropractic Examiners (OBCE or Board) is comprised of a seven member board and currently 5 staff members. The Board members are nominated by the Governor and confirmed by the Senate. Although our staff is rather small (5.75 FTE), we are diverse in ethnicity, age, gender, religion, sexual orientation, and ability. We strive to broaden the outreach that CHRO does on our behalf for temporary or permanent hires by including local community college career centers as well as transitional programs for job posting locations and prioritizing the ability to work in multiple languages.

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

V. Affirmative Action Statement

The OBCE is committed to achieving a work force that represents the diversity of Oregon's population and to providing fair and equal employment opportunities. The Board is committed to an affirmative action program that provides equal opportunities for all persons regardless of race, color, religion, sex, sexual orientation, national origin, marital status, age or disability. The Board provides an environment

for each applicant and employee that is free from sexual harassment, as well as harassment and intimidation on account of an individual's race, color, religion, gender, sexual orientation, national origin, age, marital status or disability. The Board employment practices are consistent with the State's Affirmative Action Statement Guidelines and with state and federal laws, which preclude discrimination.

Accordingly, the OBCE shall:

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

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

VI. Diversity, Equity, and Inclusion Statement

The Governor's Office, and the OBCE, recognize "diversity as the collective mixtures of our differences and similarities. These differences are viewed as a strength that maximizes the state's competitive advantage through innovation, effectiveness and adaptability. Equity is a value and goal, not a process. It allows all individuals to thrive and reach their full potential. Inclusion is leveraging diversity which builds and sustains a culture in which people are engaged and motivated. Ultimately, inclusion is the environment that people create to allow these differences to thrive." (*See p. 32, 2017-2019 Affirmative Action Biennial Report, Office of Governor Kate Brown, Diversity, Equity, and Inclusion/Affirmative Action*).

As such, the OBCE is committed to establishing, monitoring, and maintaining a work environment where all employees and Board members are given opportunities to develop, treated with respect and integrity and feel part of the Board's goals and mission. This is accomplished by promoting and retaining diverse staff where

everyone feels supported and valued. The Board recognizes that given the small size of its staff, the greatest DEI impact it can have is by identifying and resourcing community engagement with its partners to help achieve the profession's goals for chiropractic workforce development.

VII. Community Engagement Efforts

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

Among those efforts, UWS hosted the American Black Chiropractic Association's (ABCA) annual meeting/convention at UWS in June 2024. OBCE Staff and Board members attended the convention, educated the ABCA members of licensure in Oregon, with the hope of recruiting chiropractic professionals from diverse areas of the country. And our efforts were successful as we have had students come back to Oregon as preceptors/mentors and those recently graduated show interest in licensure. Once our budget has a greater surplus, we will be sponsoring and participating in more ABCA events around the country.

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

VIII. Human Resource Services

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

IX. Agency Employee Diversity Training/Professional Development

Prior to the onset of COVID in 2020, members of OBCE staff had attended the statewide DEI conference in 2019 and 2020 and brought back insights to other staff members. The Executive Director was a member of the statewide Enterprise Leadership Team (ELT) and, as such, was also a member of the ELT's DEI subcommittee, working on fostering and promoting recruitment, retention, training, and support for BIPOC employees. The Executive Director was also co-lead for the Department of Administrative Services (DAS)'s DEI Training Advisory Committee to create new and ongoing DEI trainings for all state employees. This work was

currently been on hold with changes to DAS's cultural change office and the unknown atmosphere with a new Governor and administration as of November 2022.

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

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

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

X. Affirmative Action Statement Previous Objectives

Goals set and met

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

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

As of July 2025, and some Board members terming off, the Board consists of 3 women and 4 men.

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

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

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

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

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

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

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

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

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

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

Goals not met or not expected to meet

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

We have not yet initiated this assessment.

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X. Strategic Plan 2025-2027 objectives

Accomplishments that define our success	Key Goal/Objectives <i>Provide information and opportunities for staff and Board members to participate in diversity training and multi-cultural events.</i>	Key Goal/Objectives <i>Work with UWS and the ABCA to better recruit, retain, and matriculate diverse chiropractic students who will then become eligible for Board membership.</i>	Key Goal/Objectives <i>Review all rules and policies for gender neutral language.</i>	Key Goal/Objectives <i>Review continuing education requirements and recommendations for cultural responsiveness and relevance.</i>
How we achieve the objectives	Strategies/ Initiatives <i>Share events and opportunities available through FCLB, DOJ, DAS, and other organizations. Incorporate educational field trips as part of in-person board meetings.</i>	Strategies/ Initiatives <i>Communication about and participation in ABCA and UWS events.</i>	Strategies/ Initiatives <i>Staff will review each section of our OARs and provide recommended amendments to the Board.</i>	Strategies/ Initiatives <i>Staff will review CE requirements for cultural responsiveness and relevance and provide recommendations to the Board.</i>
How we determine we are making progress	Evaluation/ Measure/Outcomes <i>Educational programming will be recommended to staff and Board members and will be incorporated into our Board meetings at twice per biennium.</i>	Evaluation/ Measure/Outcomes <i>Attendance and participation at ABCA's Annual Conference at UWS in June 2024.</i>	Evaluation/ Measure/Outcomes <i>Full rule review to be completed by end of the 2025-27biennium.</i>	Evaluation/ Measure/Outcomes <i>Full review to be completed by the end of the 2025-27 biennium.</i>

XI. Agency Demographics

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

	Gender	Race/Ethnicity	Age Range	Languages Spoken	Sexual Orientation
Board Members	57% female 43% male	71% White; European 14% African American/White 14% Asian/European	14% 25-20 14% 35-40 71% 40-55	100% English	100% heterosexual
Staff Members	80% female 16% male	40% White; European 20% Asian; Japanese 20% Hispanic/Latino; Mexican 20% Hispanic/White	20% 35-45 40% 45-55 20% 55-60 20% 60-70	100% English 20% Spanish 20% Japanese	80% heterosexual 20% LGBTQ+

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

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

Date



Oregon Board of Chiropractic Examiners

IT Strategic Plan 2026-27

Cassandra C. Skinner, J.D., Executive Director
1225 Ferry St. SE
Salem, OR 97301
Cass.skinner@obce.oregon.gov

June 1, 2026 – May 31, 2027

Executive Summary

The Oregon Board of Chiropractic Examiners (OBCE) uses InLumon as its licensing and regulatory system. The system is live, and the Board will continue using it while pressing for contract remediation, needed fixes, and improved performance. The goal for 2026-27 is to stabilize daily operations, close out the related state project tracking record as appropriate, improve data quality, and set clear expectations for vendor support.

This plan is intentionally short. IT work for this year will focus on practical items that support staff, licensees, Board members, and public users.

1. Agency Drivers

OBCE protects the public by licensing and regulating chiropractic physicians and chiropractic assistants in Oregon. Technology supports this mission by helping staff process licenses, renewals, investigations, case records, Board materials, and public verification requests.

- Provide reliable online services for licensees and applicants.
- Maintain accurate licensing, renewal, and investigation data.
- Support timely public access to license verification information.
- Reduce manual work where the system can safely automate or simplify tasks.
- Protect agency data and use role-based access for staff, licensees, and Board users.

2. Current IT Landscape

InLumon is the agency's primary licensing and regulatory platform. As of May 2026, the system is live but still has significant issues. Some progress has been made, and the agency has a better process for focused weekly vendor meetings. OBCE will continue working within the current system while using the remediation process in the contract to address outstanding deliverables and performance concerns.

- The system is live and supports core licensing and regulatory work.
- Outstanding items remain for functionality, performance, reporting, data quality, and usability.
- InLumon has stated that a new system version is planned, but OBCE does not yet have a confirmed implementation timeline.
- Enterprise Information Services Project Portfolio Performance (P3) recommended that OBCE close the open project tracking record and continue through procurement and contract remediation processes.
- OBCE staff do not appear to have access to PPM and may need guidance from EIS-P3 or another designated contact to complete project cancellation or closeout.

3. IT Context

OBCE does not operate a large internal IT program. For 2026-27, IT work will be narrow and service focused. The priority is to make the existing licensing system dependable enough to support agency operations while keeping vendor accountability clear.

IT Vision

OBCE technology should be stable, accessible, secure, and easy for staff and customers to use.

Guiding Principles

- Stability first: fix items that affect daily work and public service.
- Plain language: explain system issues and next steps clearly.
- Accessibility: keep public information and documents accessible.
- Data integrity: make decisions using complete and accurate data.
- Accountability: track open issues, owners, dates, and outcomes.

4. IT Strategic Initiatives

Initiative 1: Stabilize InLumon

- Continue focused weekly meetings with InLumon.
- Track open deliverables, severity, owner, target date, status, and resolution notes.
- Prioritize fixes that affect licensing, renewals, investigations, case closure, document upload, Board portal access, public license verification, and reporting.

Initiative 2: Complete Project Closeout or Cancellation Process

- Ask EIS-P3 who can assist if OBCE does not have PPM access.
- Document the cancellation or closeout reason, using the current status: the system is live, OBCE will continue using it, and remaining concerns will be handled through contract remediation and procurement processes.
- Keep a copy of the final closeout or cancellation confirmation with project records.

Initiative 3: Improve Data Quality and Reporting

- Review key licensing, renewal, investigation, and Board reporting data for accuracy.
- Identify missing, duplicate, or inconsistent records and correct them in a controlled manner.
- Train staff to run standard reports when available.

Initiative 4: Prepare for the New InLumon Version

- Request a written timeline, release notes, and testing expectations from InLumon.
- Test high-priority workflows before accepting major changes.
- Record issues found during testing and confirm fixes before full use.

5. Metrics and Targets

OBCE will use a small number of practical measures. These measures are intended to show whether the system is becoming more stable and useful.

- Open critical issues: reduce the number of unresolved high-priority InLumon issues each quarter.
- Vendor response: maintain written status updates for open issues after weekly vendor meetings.
- Reporting: identify and validate the standard reports needed for key performance measures, renewals, and investigations.
- Data quality: track the number of known duplicate, missing, or incorrect records and reduce that list over time.
- Staff support: provide staff with updated instructions when workflows change.

6. IT Roadmap

The roadmap is intentionally simple and may be adjusted as vendor timelines change.

Quarter 1: June to August 2026

- Confirm the PPM closeout or cancellation process and responsible contact.
- Refresh the InLumon open issue list and assign priority levels.
- Continue weekly vendor meetings focused on the highest-impact issues.

Quarter 2: September to November 2026

- Complete data cleanup planning and begin corrections for high-risk records.
- Validate priority reports and document known reporting limitations.
- Prepare staff testing plans for any new InLumon version or major release.

Quarter 3: December 2026 to February 2027

- Test and document new version changes if released by InLumon.
- Update staff instructions for licensing, renewals, investigations, and reporting workflows.
- Review vendor performance and unresolved issues with leadership.

Quarter 4: March to May 2027

- Prepare the annual progress update for public posting by June 1.
- Confirm next-year priorities based on system performance and staff needs.
- Update this plan if major system changes occur.

7. IT Strategy Communication

- Post the approved IT Strategic Plan on the OBCE public website.
- Send the public link to the Strategic Initiatives and Enterprise Accountability office as required by EIS guidance.
- Provide short status updates to agency leadership when high-priority issues change, new risks appear, or vendor timelines shift.
- Keep staff instructions current so users know how to complete work in InLumon while remediation continues.

8. IT Strategy Continuous Lifecycle

- Review progress at least quarterly.
- Update the open issue list after vendor meetings.
- Revise the plan if the new InLumon version changes agency priorities.
- Prepare the annual progress report and next-year plan before the June 1 reporting deadline.

Risks and Mitigation

- Risk: Vendor delays continue. Mitigation: keep written issue tracking, deadlines, and escalation notes.
- Risk: Staff must keep using manual workarounds. Mitigation: prioritize fixes that reduce manual work and update procedures.
- Risk: Data errors affect reporting or operations. Mitigation: use a data cleanup plan and validate changes.
- Risk: The new InLumon version creates new issues. Mitigation: test high-priority workflows before full adoption.
- Risk: Project closeout is delayed because OBCE lacks PPM access. Mitigation: ask EIS-P3 to identify the correct contact or alternate closeout process.

Conclusion

For 2026-27, OBCE will keep its IT plan focused and practical. The agency will continue using InLumon while working through remediation, tracking vendor commitments, improving data quality, and preparing for any new system version. The plan supports OBCE's mission by

focusing technology work on stable service, accurate records, accessible information, and clear accountability

Summary of 2027-29 Biennium Budget

Oregon Board of Chiropractic Examiners
Chiropractic Examiner, State Board of
2027-29 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2025-27 Leg Adopted Budget	5	4.75	2,519,633	-	-	2,519,633	-	-	-
2025-27 Emergency Boards	-	-	50,384	-	-	50,384	-	-	-
2025-27 Leg Approved Budget	5	4.75	2,570,017	-	-	2,570,017	-	-	-
2027-29 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	149,846	-	-	149,846	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2027-29 Base Budget	5	4.75	2,719,863	-	-	2,719,863	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Non-PICS Personal Service Increase/(Decrease)	-	-	4,366	-	-	4,366	-	-	-
Subtotal	-	-	4,366	-	-	4,366	-	-	-
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)	-	-	85,050	-	-	85,050	-	-	-
State Gov't & Services Charges Increase/(Decrease)			(6,703)	-	-	(6,703)	-	-	-
Subtotal	-	-	78,347	-	-	78,347	-	-	-

Summary of 2027-29 Biennium Budget

**Oregon Board of Chiropractic Examiners
Chiropractic Examiner, State Board of
2027-29 Biennium**

**Agency Request Budget
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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	5	4.75	2,802,576	-	-	2,802,576	-	-	-

Summary of 2027-29 Biennium Budget

Oregon Board of Chiropractic Examiners
Chiropractic Examiner, State Board of
2027-29 Biennium

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

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Subtotal: 2027-29 Current Service Level	5	4.75	2,802,576	-	-	2,802,576	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2027-29 Current Service Level	5	4.75	2,802,576	-	-	2,802,576	-	-	-
080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Total 2027-29 Agency Request Budget	5	4.75	2,802,576	-	-	2,802,576	-	-	-
Percentage Change From 2025-27 Leg Approved Budget	-	-	9.05%	-	-	9.05%	-	-	-
Percentage Change From 2027-29 Current Service Level	-	-	-	-	-	-	-	-	-

Summary of 2027-29 Biennium Budget

Oregon Board of Chiropractic Examiners
Operations
2027-29 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
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Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
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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)	-	-	85,050	-	-	85,050	-	-	-
State Gov't & Services Charges Increase/(Decrease)			(6,703)	-	-	(6,703)	-	-	-
Subtotal	-	-	78,347	-	-	78,347	-	-	-

Summary of 2027-29 Biennium Budget

**Oregon Board of Chiropractic Examiners
Operations
2027-29 Biennium**

**Agency Request Budget
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040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
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Summary of 2027-29 Biennium Budget

Oregon Board of Chiropractic Examiners
Operations
2027-29 Biennium

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070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2027-29 Current Service Level	5	4.75	2,802,576	-	-	2,802,576	-	-	-
080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Total 2027-29 Agency Request Budget	5	4.75	2,802,576	-	-	2,802,576	-	-	-
Percentage Change From 2025-27 Leg Approved Budget	-	-	9.05%	-	-	9.05%	-	-	-
Percentage Change From 2027-29 Current Service Level	-	-	-	-	-	-	-	-	-

PROGRAM PRIORITIZATION FOR 2027-29

Agency Request Budget

9-Aug-26

Agency Name				Oregon Board of Chiropractic Examiners														Cassandra Skinner, Ex. Dir., 503 373-1620									
2027- 2029 Biennium				The Mission of the Oregon Board of Chiropractic Examiners (OBCE) is to protect the public by regulating the practice of chiropractic.																	Agency Number:		00811				
Agency-Wide 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)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description		Identify Key Performance Measures)		Primary Purpose Program- Activity Code	GF	L	F	OF	NL- OF	FF	NL- FF	TOTAL FUNDS	Pos.	FTE	New or Enhanc ed Progra m (Y/N)	Include d as Reducti on Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandat ory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request				
Dept	Prgm/ Div			(Percentage computation is based on an Estimated Breakout of Program by staff, Board, Peer Review, and AAG time.)		Ag 2,802,576																					
	1	OBCE		Public Protection (Complaints, Investigations, Peer Review, Board Review, Disciplinary Actions, Probation monitoring, Mentoring Plans, Legal) 65%		KPM 1-3, 8-10		3			1,821,674					\$ 1,821,674	2.00	2.00	N	Y	S	ORS 684		Decrease in staffing, travel, in- person meetings, AAG attendance, board meeting days/year.			
	2	OBCE		Licensing (Application, Examination, Continuing Education, Applicant background checks) 19%		KPM 4-5		3			532,489					\$ 532,489	1	1.00	Y	N	S	ORS 684					
	3	OBCE		Public & professional Information (License verifications, Web page, policy governance, policy & practice questions, administrative rulemaking, standards of practice development) 10.5%		KPM 6		3			294,270					\$ 294,270	1	0.75	N	Y	S	ORS 684					
	4	OBCE		Board Support (Administration, budget, DAS reporting, performance measures, personnel, contracts, also state government assessments, revenues, correspondence, filing, accounting) 5.5%		KPM 6-7		4			154,142					\$ 154,142	1	1.00	N	Y	S	ORS 684					
																\$ -											
											2,802,576		-	-	-	\$ 2,802,576	5	4.75									

Document criteria used to prioritize activities:

Criteria for 2027-29 Budget Development
I. Does the budget item address the Mission and specific outcomes to be achieved of the Strategic Plan, i.e.
- Assure Public Protection - Enhance Professional Competency - Establish and Implement High Professional Standards - Streamline agency operations
II. Does the budget item solve or reduce a current problem, or will it prevent or reduce future problems?
III. Will the budget item result in improvement in Board services?

7. Primary Purpose Program/Activity Ex	19. Legal Requirement Code
1 Civil Justice	C Constitutional
2 Community Development	D Debt Service
3 Consumer Protection	FM Federal - Mandatory
4 Administrative Function	FO Federal - Optional
5 Criminal Justice	S Statutory
6 Economic Development	
7 Education & Skill Development	
8 Emergency Services	
9 Environmental Protection	
10 Public Health	
11 Recreation, Heritage, or Cultural	
12 Social Support	

10% REDUCTIONS OPTIONS (ORS 291.216)

ACTIVITY OR PROGRAM	DESCRIBE REDUCTION (FROM CSL)	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2023-25 AND 2025-27)	(GF, LF, OF, FF)	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
1. All Staff Furlough (10%)	This assumes a 10% reduction would be temporary; if it were permanent, a different response might be appropriate. We need to maintain our current, lightened, FTE for the long term to meet the demands of our licensing and public protection program. A 10% reduction in staff hours worked (in addition to state furlough days) would cause a slower response in licensing and especially the response to policy and practice questions and administrative rulemaking. We would attempt to maintain our response to higher level complaints and investigations, but responding to lower level complaints could take longer.	(\$162,000) OF	THESE ARE RANKED ACCORDINGLY: Since personnel costs account for 57% of the OBCE's budget, some reduction would have to occur on the personnel side.
2. Out-of-State Travel	We have discontinued in-state and out-of-state travel and have brought all of our board meetings remote, due to our budget shortfall. We have staff applying for scholarships to cover registration, travel, and accommodations to national and regional meetings.	(\$525) OF	Change already implemented.
ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION

10% REDUCTIONS OPTIONS (ORS 291.216)

(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2021-23 AND 2023-25)	(GF, LF, OF, FF)	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
3. Instate Travel & Meetings, volunteer costs.	We no longer hold our board meetings in person and have cut down on in-state travel.	(\$1,781) OF	CHANGE ALREADY IMPLEMENTED.
4. Attorney General legal fees	This would be a 10% reduction in AG budget in line with the other 10% staff reduction. This is by far the largest part of our Supplies and Services budget, so would have to be affected as well.	(\$43,500) OF	This means less funding for legal advice, drafting disciplinary orders, and representation at contested case hearings. It would have a dampening effect on the agency's ability to proceed to contested case hearing. This would be a setback to our public protection efforts.
5. Professional Services	This 10% reduction would affect funds available for contested case costs, i.e., Administrative Law Judges, other hearing costs, expert witnesses, chiropractic consultants, and contract investigators.	(\$19,400) OF	This 10% reduction would create less flexibility to address key investigations and cases, which would greatly hamper the agency's ability to protect the public.
6. IT Professional Services	This 10% reduction would affect our ability to pay for high priority computer consulting needs or problems should they occur.	(\$5,634) OF	E-Government initiatives are valuable but can be delayed until funding is available. Remaining funds would be prioritized to support existing systems.
7. Employee Training	This 100% reduction would reduce staff training resources.	(\$17,659) OF	Change already implemented.
8. Office Expenses	This 10% reduction would mean little to no funds for unforeseen expenses.	(\$1,028) OF	This line item pays for essential office costs.

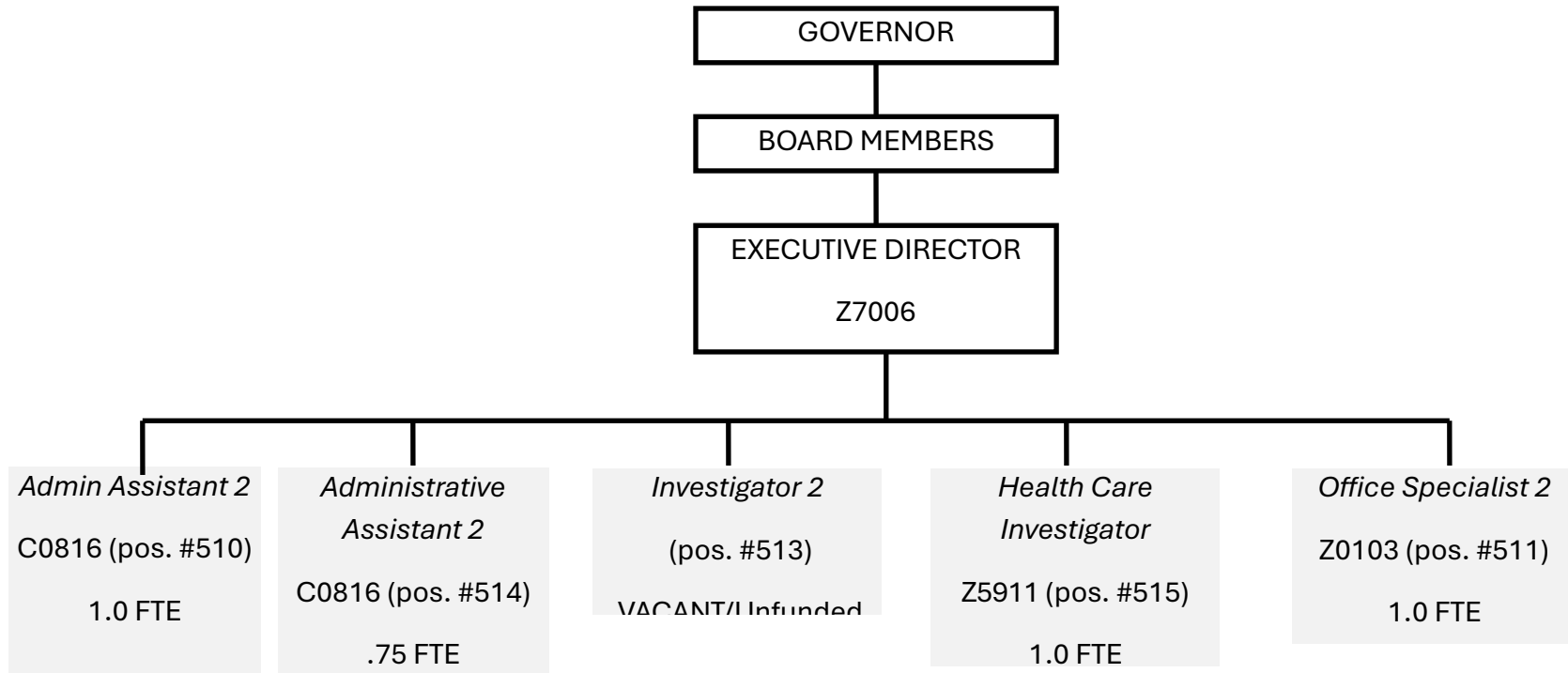
10% REDUCTIONS OPTIONS (ORS 291.216)

9. IT Equipment costs	This 10% reduction would mean only essential equipment would be replaced.	(\$413) OF	The OBCE's computers systems are nearing the end of their project life cycle. This would mean any upgrades or replacements would occur only if absolutely necessary. No other major equipment could be purchased.
Total Reduction		\$251,940	

BUDGET NARRATIVE

ORGANIZATION CHART Oregon Board of Chiropractic Examiners

2025-27 LAB



___ Agency Request

___ Governor's Recommended

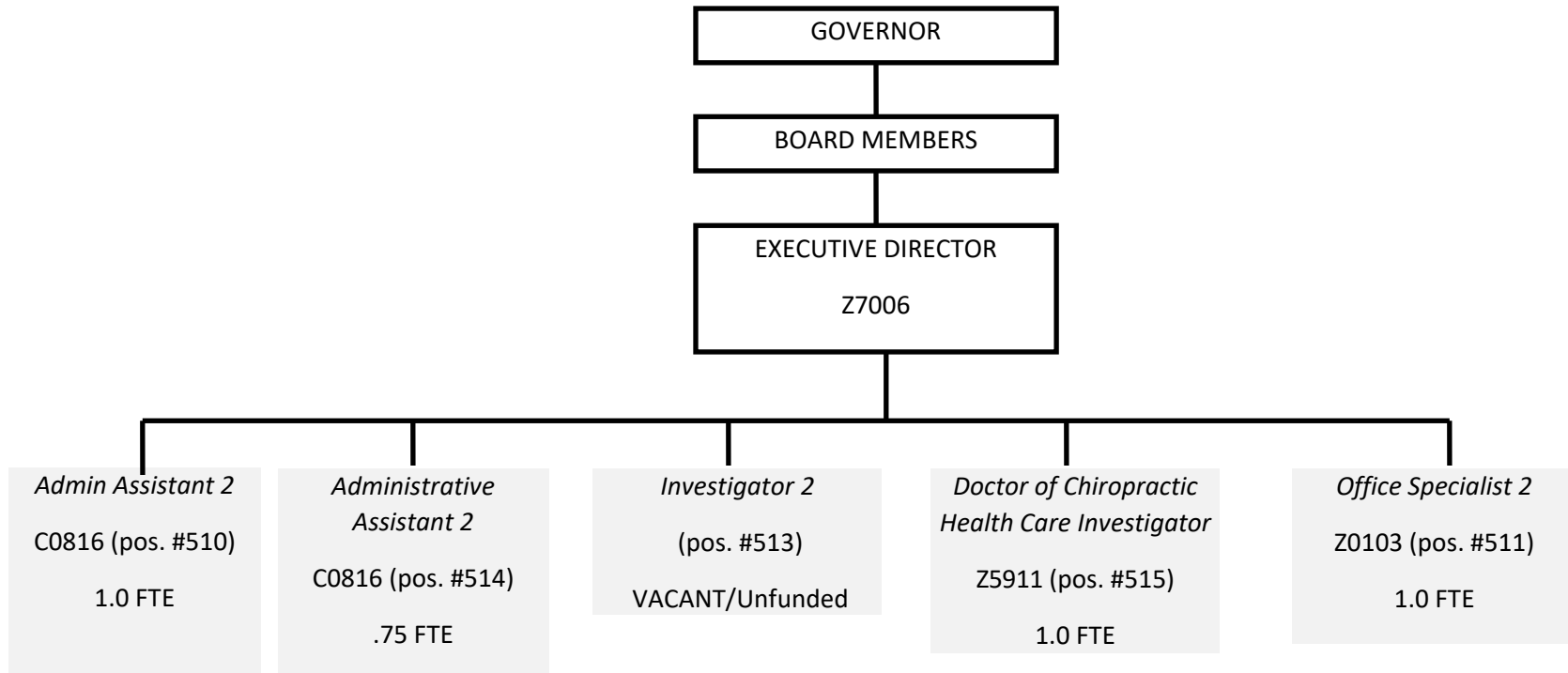
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Budget Page ___

BUDGET NARRATIVE

ORGANIZATION CHART Oregon Board of Chiropractic Examiners

2027-29 ARB



☒ Agency Request

☐ Governor's Recommended

☐ Legislatively Adopted

Budget Page

Oregon Board of Chiropractic Examiners

Agency Number: 81100

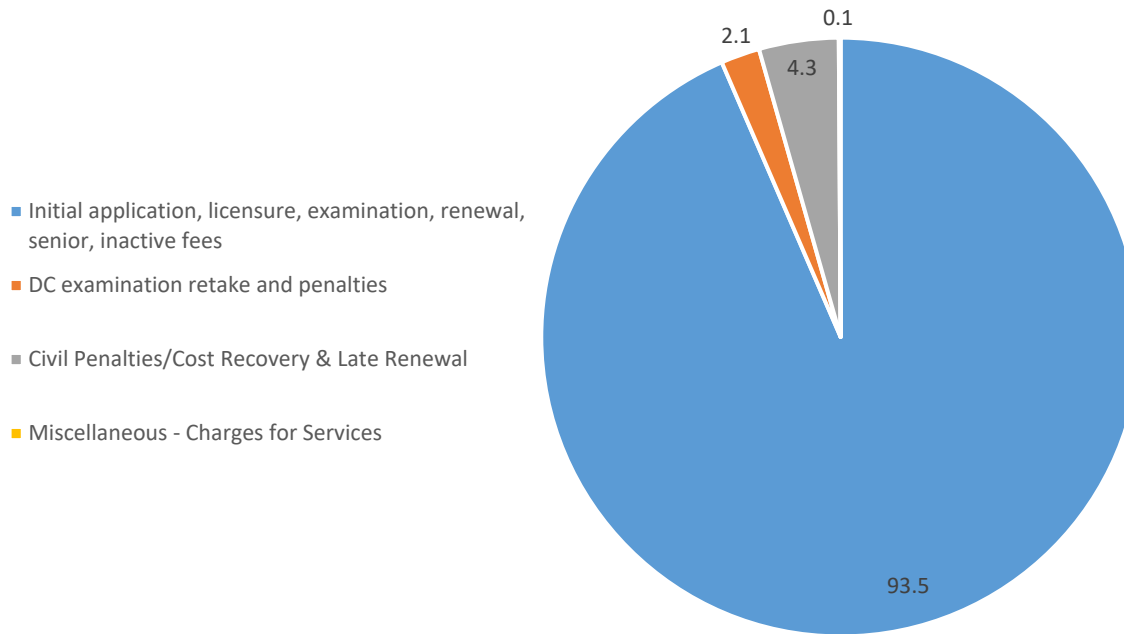
**Agencywide Program Unit Summary
2027-29 Biennium**

Version: V - 01 - Agency Request Budget

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	Operations						
	Other Funds	2,592,884	2,519,633	2,570,017	2,802,576	-	-
TOTAL AGENCY							
	Other Funds	2,592,884	2,519,633	2,570,017	2,802,576	-	-

Revenue

Revenue Projection for 2027-29 Agency Request Budget



Revenue Projections for 2027-29

Revenue Sources

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

General Limitations on Use

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

Basis for 2027-29 Estimates

The basis for the revenue estimates for 2027-29 started by taking the average growth in licenses over the past few biennia and applying that growth rate to 2025-27 license numbers. Those license projections for 2027-29 are then used to project the rate each license type will earn, and the sum gives the total projected revenue for OBCE for 2027-29 if there were no fee increases.

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

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

	Fees (2013)	Fees (7/1/15)	Fees (7/1/16)
Doctor of Chiropractic			
DC Regular Active	350	425	425
DC Senior License	262.50	315	315
DC Initial License	100	150	150
DC Inactive	175	225	225
DC Application	150	250	100
Late Renewal Penalty	100	125	125

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

In early 2020, it was recommended that the Board increase its fees for the 2021-23 budget cycle to accommodate inflation and general increases in business operating expenses, including DAS services and AG/DOJ increases. At that time, the Board did not think it appropriate to increase fees during the initial and heightened stress and turmoil caused by the COVID pandemic and postponed discussion and implementation of increases. In January 2021, it became clear that fee increases would be necessary and the Board was made aware of that need. At its March 2021 board meeting, during public session and part of the noticed agenda, the Board considered three fee increase proposals: 10%, 25%, or 30% and voted to increase fees on all license types and applications by 20%, effective January 1, 2023. No public comment was received on these proposals or on the Board's vote

until staff received an email from Jan Ferrante, then Executive Director of the Oregon Chiropractic Association, on July 15, 2022, expressing concern over “such extreme increases.” Below is the summary of the fee increases that were to be effective on 1/1/2023. The Board implemented the fee increase on October 1, 2023, after waiting for legislative review and approval.

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

For the 2025-27 budget cycle, it became increasingly clear that the 20% fee increase was not going to be enough to allow for the usual 3-6 month of expenditure reserve at the end of 2027, due to increased AAG and OAH fees, PERS costs, and inflation. At its March 2024 board meeting, the Board voted to enter rulemaking to increase fees but did not yet have proposals to review to determine the level of increase. The Board published its rulemaking notice and received no public comment. At its July 2024 board meeting, the Board voted to enter rulemaking in September 2024 to increase its fees by 45% (and an additional sum for DC applications to bring them more in line with other regional chiropractic boards). Upon further review, the Board voted to increase fees by 30% (and an additional sum for DC applications) instead of the 45% originally voted on. This fee change went into effect on November 1, 2024. SB 5544 (2025) brought these fee increases into statute.

For the 2027-29 ARB, no fee increase is requested at this time but may be appropriate next year or the year after. Our fee rule was recently amended to allow for the increase in OHA’s Workforce Survey fee (from \$2/application to \$4/application). The Board will enter rulemaking in September, 2026, for the change in the background check fee (from \$46.25 to \$48 to accommodate FBI’s increase in its fee). For both fee types, the OBCE acts as a pass through for payment for those secondary agencies.

Fee Type	Fees (as of Oct. 2023)	30% increase w/addl for DC app (effective 11/1/2024)

DC Regular Active	\$510.00	\$663.00
DC Senior License	\$378	\$491.40
DC Initial License	\$180.00	\$234.00
DC Inactive	\$270.00	\$351.00
DC Application	\$166.25	\$496.25 (45% increase on \$120.00 plus additional sum for a total of \$450.00 + \$46.25 background check fee)
CA License	\$60.00	\$78.00
CA Renewal	\$90.00	\$117.00
CA Application	\$146.25	\$176.25
Late Renewal Penalty	\$125/week; max \$500	\$150/week, no max

Policy Packages

There are no additional policy option packages requested in this 2027-29 ARB outside of Vacancy Factor (Package 010), Standard Inflation (Package 031), and Above Standard Inflation (Package 032).

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue

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 X Agency Request

____ Governor's Budget

_____Legislatively Adopted

Budget Page _____

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

Oregon Board of Chiropractic Examiners
2027-29 Biennium

Agency Number: 81100

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

<i>Source</i>	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	44,748	39,464	39,464	38,031	-	-
Non-business Lic. and Fees	2,146,360	2,709,968	2,709,968	3,335,207	-	-
Charges for Services	396	1,292	1,292	-	-	-
Fines and Forfeitures	247,035	53,497	53,497	10,000	-	-
Other Revenues	14,087	-	-	3,000	-	-
Tsfr To Oregon Health Authority	(4,712)	(11,600)	(11,600)	(23,000)	-	-
Total Other Funds	\$2,447,914	\$2,792,621	\$2,792,621	\$3,363,238	-	-

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

Oregon Board of Chiropractic Examiners
2027-29 Biennium

Agency Number: 81100

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

<i>Source</i>	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						
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Non-business Lic. and Fees	2,146,360	2,709,968	2,709,968	3,335,207	-	-
Charges for Services	396	1,292	1,292	-	-	-
Fines and Forfeitures	247,035	53,497	53,497	10,000	-	-
Other Revenues	14,087	-	-	3,000	-	-
Tsfr To Oregon Health Authority	(4,712)	(11,600)	(11,600)	(23,000)	-	-
Total Other Funds	\$2,447,914	\$2,792,621	\$2,792,621	\$3,363,238	-	-

Program Units

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners

Cross Reference Name: Operations

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Board Member Stipend	-	-	1,960	-	-	-	1,960
Shift Differential	-	-	25	-	-	-	25
All Other Differential	-	-	1,188	-	-	-	1,188
Public Employees' Retire Cont	-	-	300	-	-	-	300
Social Security Taxes	-	-	93	-	-	-	93
Paid Family Medical Leave Insurance	-	-	5	-	-	-	5
Mass Transit Tax	-	-	795	-	-	-	795
Total Personal Services	-	-	\$4,366	-	-	-	\$4,366
Total Expenditures							
Total Expenditures	-	-	4,366	-	-	-	4,366
Total Expenditures	-	-	\$4,366	-	-	-	\$4,366
Ending Balance							
Ending Balance	-	-	(4,366)	-	-	-	(4,366)
Total Ending Balance	-	-	(\$4,366)	-	-	-	(\$4,366)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
Pkg: 031 - Standard Inflation

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	832	-	-	-	832
Out of State Travel	-	-	245	-	-	-	245
Employee Training	-	-	825	-	-	-	825
Office Expenses	-	-	480	-	-	-	480
Telecommunications	-	-	890	-	-	-	890
State Gov. Service Charges	-	-	(6,703)	-	-	-	(6,703)
Data Processing	-	-	2,012	-	-	-	2,012
Publicity and Publications	-	-	194	-	-	-	194
Professional Services	-	-	16,561	-	-	-	16,561
IT Professional Services	-	-	4,794	-	-	-	4,794
Attorney General	-	-	37,089	-	-	-	37,089
Employee Recruitment and Develop	-	-	57	-	-	-	57
Dues and Subscriptions	-	-	293	-	-	-	293
Agency Program Related S and S	-	-	2,394	-	-	-	2,394
Other Services and Supplies	-	-	9,435	-	-	-	9,435
Expendable Prop 250 - 5000	-	-	12	-	-	-	12
IT Expendable Property	-	-	193	-	-	-	193
Total Services & Supplies	-	-	\$69,603	-	-	-	\$69,603
Total Expenditures							
Total Expenditures	-	-	69,603	-	-	-	69,603
Total Expenditures	-	-	\$69,603	-	-	-	\$69,603

____ Agency Request
2027-29 Biennium

____ Governor's Budget
Page _____

____ Legislatively Adopted
Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
Pkg: 031 - Standard Inflation

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(69,603)	-	-	-	(69,603)
Total Ending Balance	-	-	(\$69,603)	-	-	-	(\$69,603)

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
Pkg: 032 - Above Standard Inflation

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Other Services and Supplies	-	-	8,744	-	-	-	8,744
Total Services & Supplies	-	-	\$8,744	-	-	-	\$8,744
Total Expenditures							
Total Expenditures	-	-	8,744	-	-	-	8,744
Total Expenditures	-	-	\$8,744	-	-	-	\$8,744
Ending Balance							
Ending Balance	-	-	(8,744)	-	-	-	(8,744)
Total Ending Balance	-	-	(\$8,744)	-	-	-	(\$8,744)

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

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

Oregon Board of Chiropractic Examiners
2027-29 Biennium

Agency Number: 81100

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

<i>Source</i>	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
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Charges for Services	396	1,292	1,292	-	-	-
Fines and Forfeitures	247,035	53,497	53,497	10,000	-	-
Other Revenues	14,087	-	-	3,000	-	-
Tsfr To Oregon Health Authority	(4,712)	(11,600)	(11,600)	(23,000)	-	-
Total Other Funds	\$2,447,914	\$2,792,621	\$2,792,621	\$3,363,238	-	-

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

Oregon Board of Chiropractic Examiners
2027-29 Biennium

Agency Number: 81100

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Total Other Funds	\$2,447,914	\$2,792,621	\$2,792,621	\$3,363,238	-	-

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue

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 X Agency Request

____ Governor's Budget

_____Legislatively Adopted

Budget Page _____

Special Reports

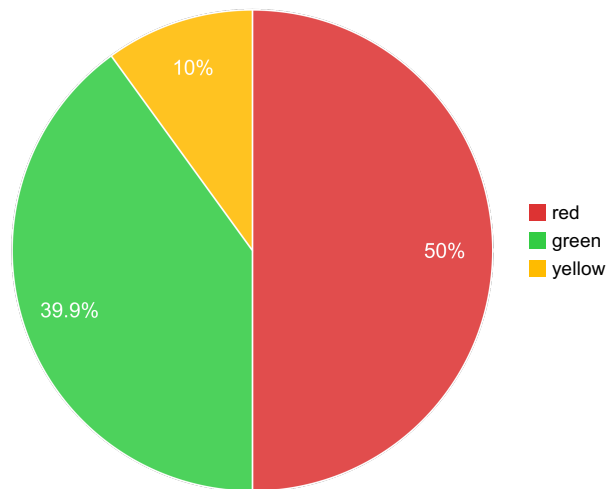
Board of Chiropractic Examiners

Annual Performance Progress Report

Reporting Year 2025

Published: 9/23/2025 12:31:47 PM

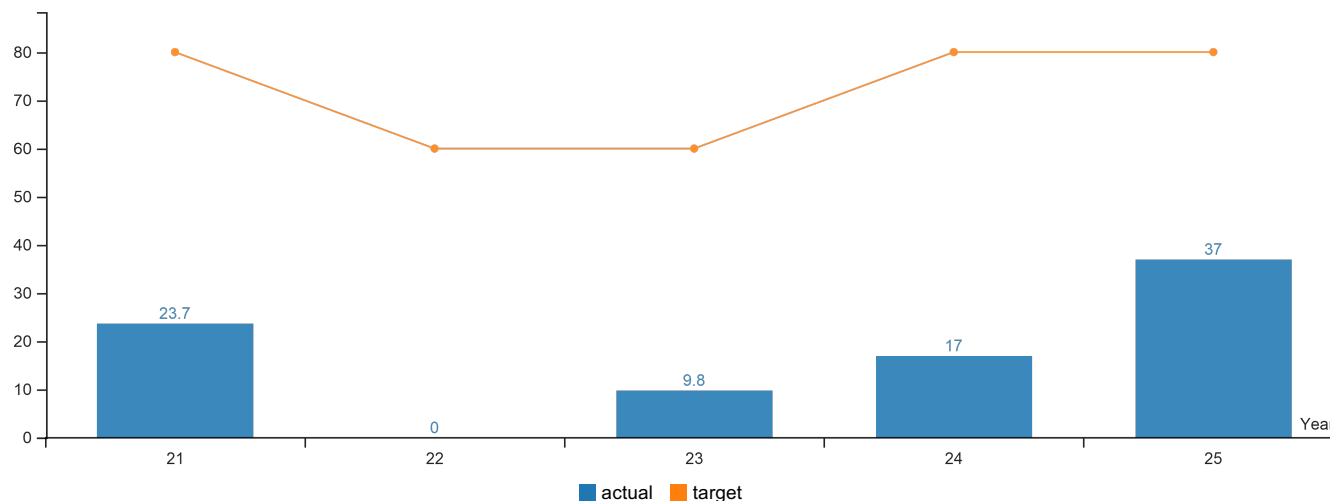
KPM #	Approved Key Performance Measures (KPMs)
1	Days between complaint receipt and investigation report finalized for Board (investigative process step one) - Percent of cases having investigative reports written within 150 days from when a complaint is received to when the investigation is prepared for Board review/action.
2	Days between investigation report finalized and presentation to the Board (investigative process step two) - Percent of cases, with a prepared investigation that is ready for Board review/action, that are presented to the Board within 60 days of completion.
3	Summary of investigative steps: Percentage of new complaints that are assessed, investigated, and presented to the board for an initial decision within 150 days. -
4	Days between Board review/initial action and case closure (investigative process step three). - Percent of cases closed within 90 days of Board review/initial action.
5	Summary of investigative steps: Average number of days to resolve a complaint. -
6	Percent of sexual misconduct/boundary complaints resolved in 180 days -
7	Percentage of chiropractic physicians meeting the annual continuing education requirements. -
8	Percentage of licenses issued within 5 days once all application components (that are the responsibility of the applicant) have been received. -
9	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.
10	Board Best Practices - Percent of total best practices met by the Board.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	40%	10%	50%

KPM #1	Days between complaint receipt and investigation report finalized for Board (investigative process step one) - Percent of cases having investigative reports written within 150 days from when a complaint is received to when the investigation is prepared for Board review/action.
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
Complaint receipt to investigation preparation to Board.					
Actual	23.70%	0%	9.80%	17%	37%
Target	80%	60%	60%	80%	80%

How Are We Doing

In our last reporting period (target of 120 days), 12 of the 70 complaints processed (17%) included investigators' reports that were completed at or below the 120-day target. The remaining 58 cases (83%) were completed in excess of the target timeframe. The average for cases over the target was **538 days/case**, while cases at or below the target averaged **97 days/case**.

For the current reporting period (target of 150 days), **16 of the 43 complaints processed (37%)** included investigators' reports that were completed at or below the 150-day target. **27 cases (63%)** were completed in excess of the target timeframe.

The average number of days from complaint receipt to investigators' report for the 27 cases over the 150-day target was **201.8 days/case**. For the 16 cases at or below the target, the average was **105.5 days/case**, well below the 150-day standard.

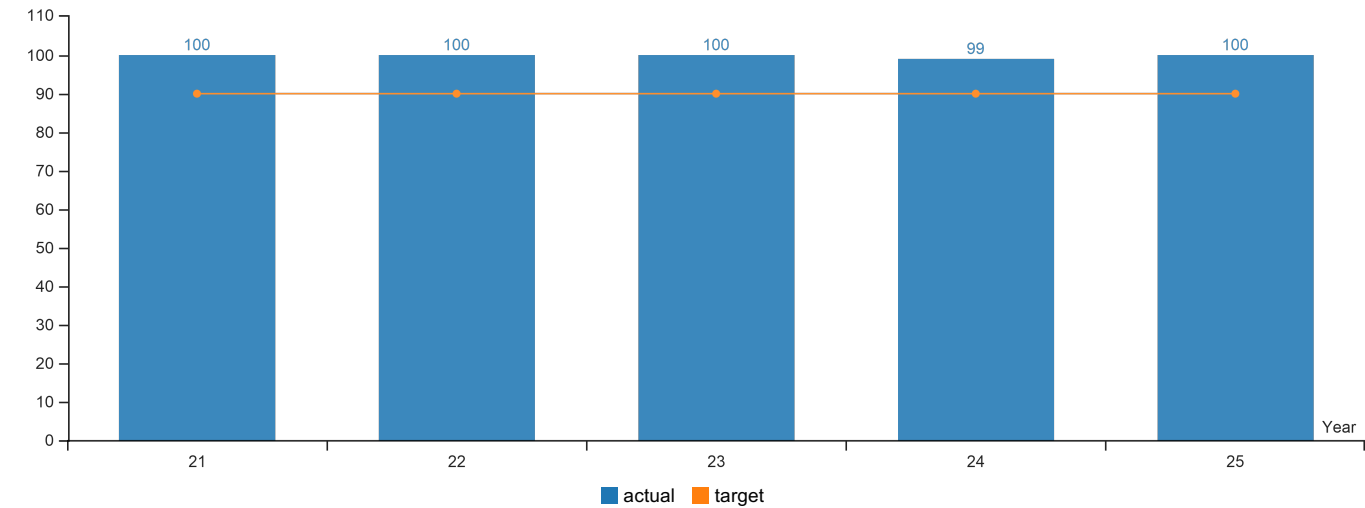
Factors Affecting Results

While the OBCE did not meet the target for the current reporting period, performance has improved compared to the previous cycle in both timeliness and the percentage of cases meeting the target (**up from 17% to 37%**), even taking into account the increase in target percentage from 120 days to 150 days.

Staffing changes, including the loss of one investigator due to budget constraints, have temporarily reduced investigative capacity. The agency is actively monitoring caseload distribution, refining workflow efficiencies, and prioritizing cases to further improve performance in upcoming reporting periods.

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

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
Days between investigation preparation and presentation to the Board.					
Actual	100%	100%	100%	99%	100%
Target	90%	90%	90%	90%	90%

How Are We Doing

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

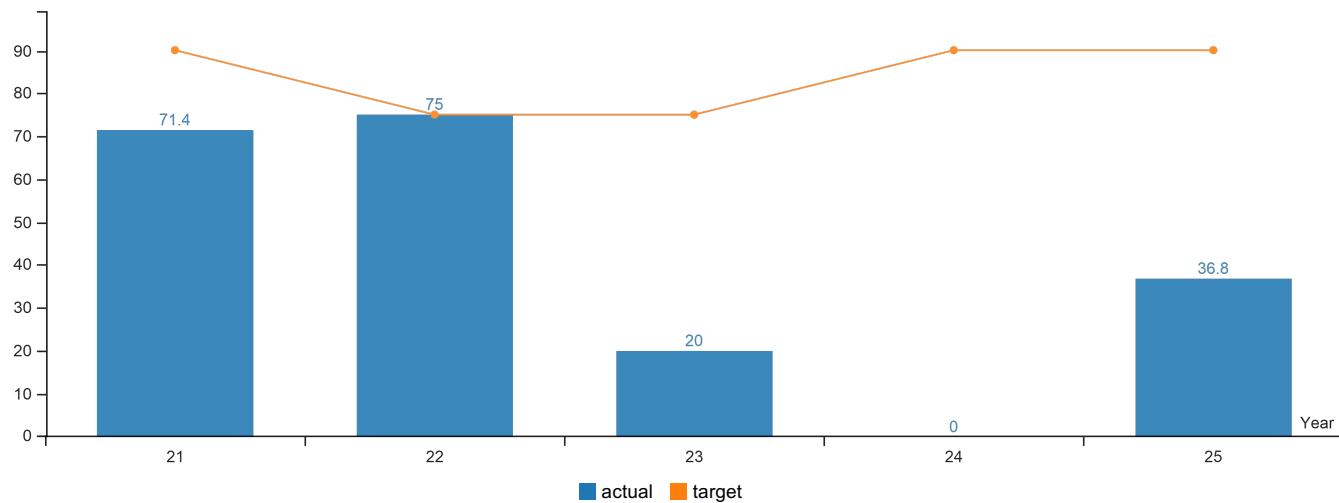
For this reporting period, we have exceeded our target with **100% of our cases (40/40) being presented within 60 days**. The **average number of days to presentation was 27.2**, well below the 60-day threshold, demonstrating strong efficiency in case processing and timely preparation for Board action.

Factors Affecting Results

This reporting period handled 40 cases, compared to 73 cases in the prior year. Even with the continued variability in case volume across reporting periods, the agency has consistently met and surpassed this KPM's target. We have met and surpassed this KPM's target in each of the last **five** reporting years.

KPM #3	Summary of investigative steps: Percentage of new complaints that are assessed, investigated, and presented to the board for an initial decision within 150 days. -
	Data Collection Period: Sep 01 - Aug 31

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
Percentage of complaints/investigations presented to the Board within 120 days					
Actual	71.40%	75%	20%	0%	36.80%
Target	90%	75%	75%	90%	90%

How Are We Doing

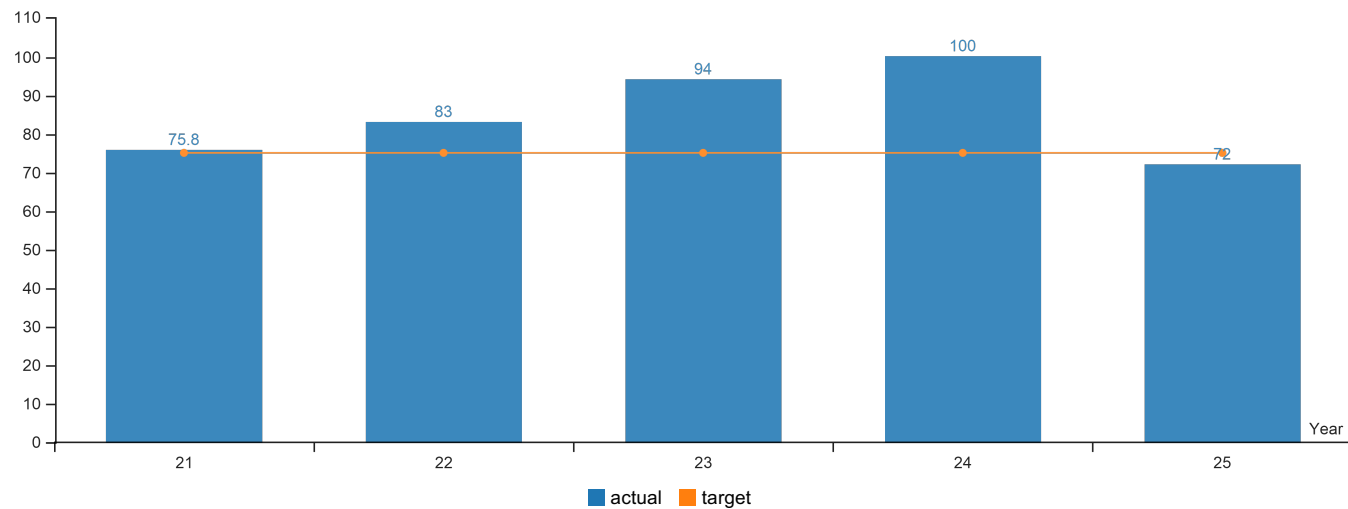
For this reporting period, we did not meet the target for KPM 3. Of the 19 cases that were opened and closed, **7 of the 19 cases (36.8%)** were completed and presented to the Board within 150 days, while **12 of the 19 cases (63%)** exceeded the 150-day benchmark. Although the majority of cases surpassed the target timeframe, the agency continues to make progress in moving cases through the full investigative cycle and into Board review.

Factors Affecting Results

Our case backlog from 2020–2022, caused by limited investigative staffing, continues to affect KPMs related to case timeliness. This challenge was further compounded by a reduction in investigative staff due to budget constraints, which has limited our ability to close cases as quickly as desired. Many of the cases that closed this year originated during periods of staff shortage, which extended their resolution timelines. Despite these challenges, the agency has processed a higher overall volume of cases compared to earlier years, and investigative staff are steadily reducing the backlog. As this progress continues, we anticipate improved compliance with the 150-day benchmark in future reporting periods.

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

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
Days between Board review/initial action and case closure.					
Actual	75.80%	83%	94%	100%	72%
Target	75%	75%	75%	75%	75%

How Are We Doing

We did not meet this KPM for this reporting period. Of the **32 cases** reviewed by the Board, **23 of the 32 cases (72%)** were closed within 90 days of Board review and initial action, while **9 of the 32 cases (28%)** exceeded the 90-day benchmark. The **average time to closure was 66.6 days**, demonstrating that most cases are being resolved in a timely manner after Board action.

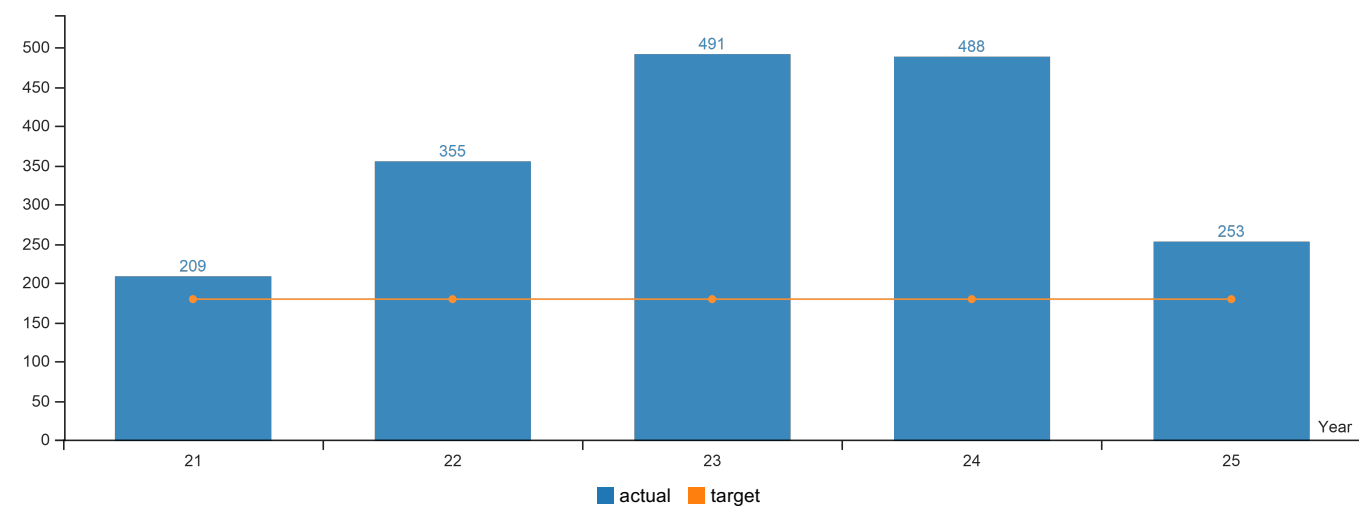
Factors Affecting Results

While we did not meet this KPM, 2 of the cases that exceeded the 90 day window had requested hearings but were eventually resolved without hearing and without undue expense to the agency. These two cases skewed the average number of days before closure.

The majority of cases were resolved well within the required timeframe. Once staff receives the Board's determinations on cases, we continue to work diligently to implement outcomes as efficiently and effectively as possible, maintaining strong performance on this measure.

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

* Upward Trend = negative result



Report Year	2021	2022	2023	2024	2025
Average number of days to resolve a complaint.					
Actual	209	355	491	488	253
Target	180	180	180	180	180

How Are We Doing

The average number of days to resolve a complaint for our previous reporting period (2024) was **488**. A total of **44 cases** were closed during this reporting period, with **36 of the 44 cases (81.8%)** closing over the 180-day target and **8 of the 44 cases (18.2%)** closing within 180 days.

For our current reporting period, while the target was not met, improvements are evident. The average number of days to resolve a complaint was **253**. **36 cases** were closed during this reporting period with **28 closing over the 180-day target**. Of these 28 cases, 27 Oregon licensed DCs were involved, amounting to only 1.61% of the total 1,675 licensed DCs as of 9/1/2025. The 28 cases were open for an average of 253 days, which reflects progress compared to the previous reporting period.

Factors Affecting Results

Our severe understaffing during 2020–2022 continues to influence KPMs related to investigations, as a backlog of cases carried forward into the current reporting period. This challenge was compounded by **budget reductions**, which resulted in the loss of an investigator and further limited our capacity to resolve cases within target timelines.

Ongoing **technical and workflow issues with the InLumon licensing system** have also created inefficiencies in case tracking and processing, delaying movement through the investigative cycle. Many of the cases that closed during this period originated in earlier years of limited staffing, which inflated their closure times despite improvements in more recent cases.

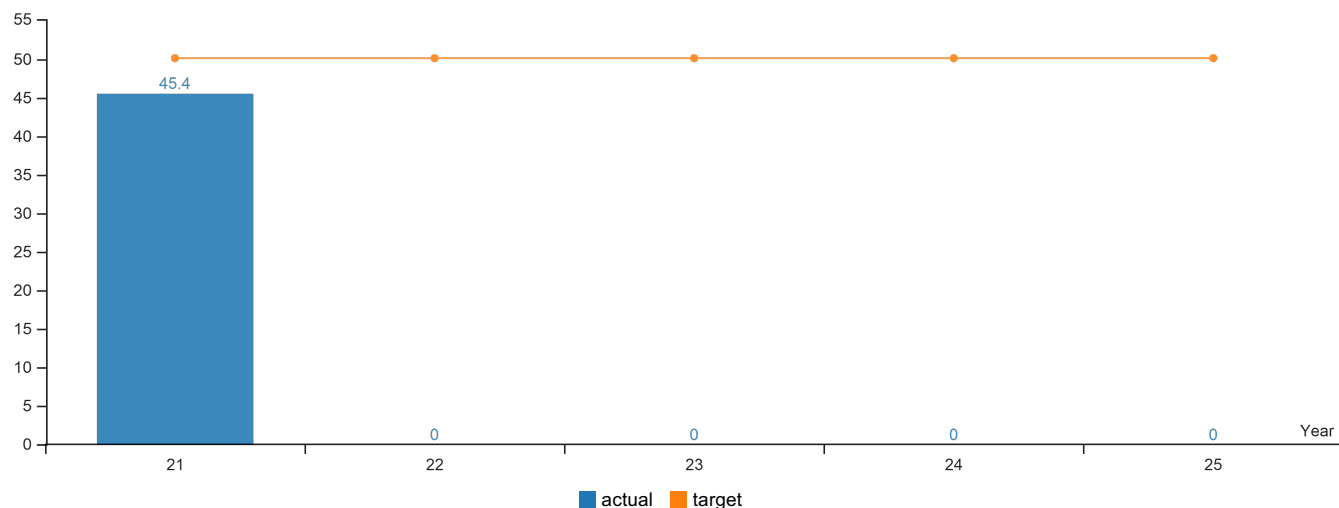
Other factors also affect outcomes. Some cases are inherently more complex, involving multiple complainants, witnesses, or cross-jurisdictional issues that extend timelines. In addition, because the Board met only every three months during 2025, due to budget constraints, investigations that are otherwise ready for review must often wait until the next scheduled meeting, creating unavoidable

delays in case closure.

The overall impact remains limited, as **only 1.61% of the total licensee base** was involved in cases exceeding 180 days and the average days a case is open has greatly improved from last cycle. As the backlog continues to diminish, we anticipate continued improvement in meeting this KPM target.

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

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
Percent of sexual misconduct/boundary complaints resolved in 180 days					
Actual	45.40%	0%	0%	0%	0%
Target	50%	50%	50%	50%	50%

How Are We Doing

We have not met the target for this reporting period. A total of 12 sexual misconduct/boundary cases were open during this reporting period, of which 8 were closed. The closed cases averaged 284 days from opening to resolution, with individual case lengths ranging from 190 to 410 days. While this represents more case closures compared to the prior reporting period, the overall average resolution time remains above the 180-day target.

Factors Affecting Results

Sexual misconduct and boundary complaints continue to be among the most complex and time-consuming cases managed by the Board. These cases frequently involve multiple victims or witnesses, cross-jurisdictional law enforcement involvement, and coordination with outside agencies. Victims are often highly traumatized, which can delay interviews or testimony. In addition, these cases may require the engagement of expert evaluators and coordination with other licensing bodies or judicial authorities.

The involvement of defense counsel further extends timelines, as licensees facing significant discipline (e.g., suspension or revocation) often utilize every available procedural safeguard. This may include filing multiple motions, negotiating extended settlements, requesting hearings, or appealing final orders. While these actions are part of due process and must be respected, they also increase the length of time before final resolution.

Despite these challenges, the agency continues to prioritize thorough investigations and careful case management to ensure public protection. Each case is pursued diligently with the goal of holding licensees accountable while respecting the rights of all parties involved. The increase in the number of cases closed this year demonstrates progress toward improved case resolution capacity, even if the statutory target has not yet been achieved.

What We Are Doing

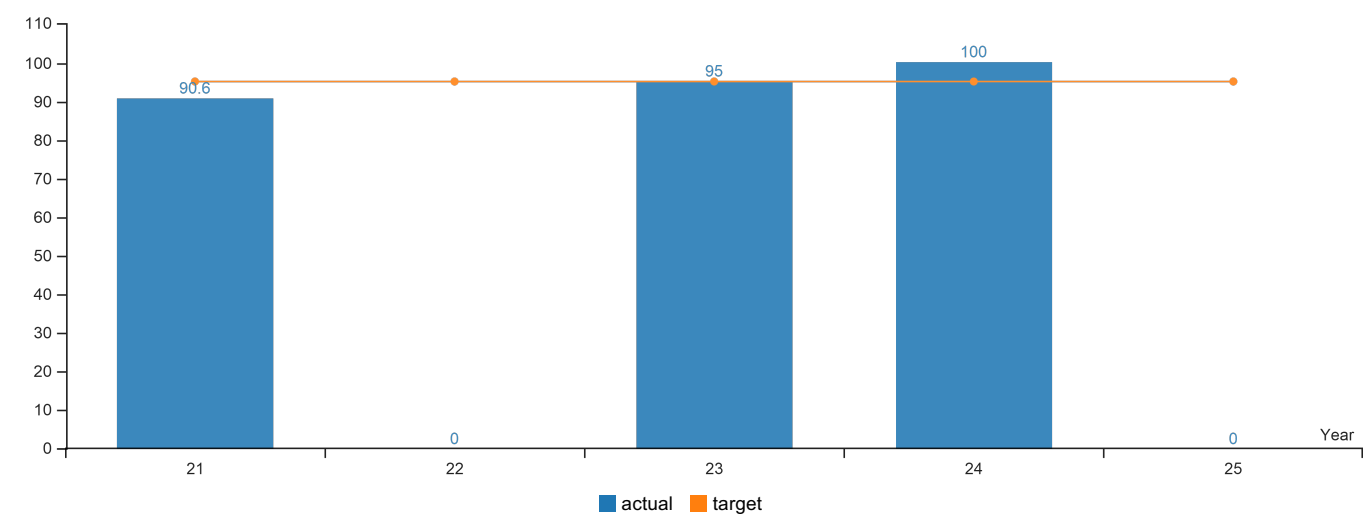
The Board is actively working to reduce resolution times while maintaining the quality and integrity of investigations. Efforts include:

- **Streamlining case management practices** to ensure earlier identification of complex cases likely to exceed the target timeline.
- **Expanding staff training and coordination** with law enforcement and partner agencies to reduce delays caused by cross-jurisdictional issues.
- **Prioritizing high-risk cases** to ensure timely intervention in matters posing significant threats to public safety.
- **Exploring process efficiencies** such as earlier settlement conferences and improved scheduling practices with the Office of Administrative Hearings.

Through these measures, the agency seeks to balance the dual priorities of due process and public protection while making steady progress toward achieving the 180-day resolution target in future reporting periods.

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

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
Percentage of chiropractic physicians meeting the annual continuing education requirements.					
Actual	90.60%	0%	95%	100%	0%
Target	95%	95%	95%	95%	95%

How Are We Doing

For this reporting period, no continuing education audits were conducted. Several factors contributed, including staff shortages from resignations and layoffs, as well as ongoing technical issues with the InLumon licensing database. These challenges limited the agency’s ability to carry out its regular audit functions.

Audits are scheduled to begin again in **September 2025**, and we anticipate compliance rates will remain strong once routine audit processes resume.

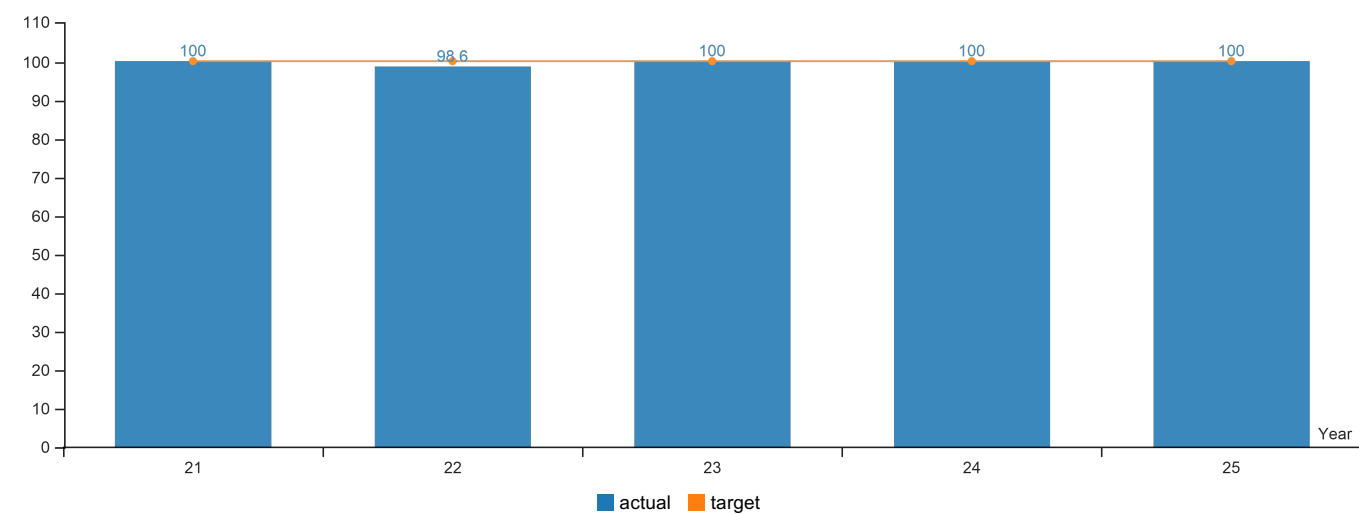
Factors Affecting Results

Regularly scheduled audits will recommence once staffing levels stabilize and InLumon is fully operational. With the system’s enhanced functionality, licensees can upload proof of continuing education directly into their electronic license file. This improvement should streamline the audit process significantly. When licensees are audited, required documentation should already be in their file, reducing delays and manual follow-up.

Based on past audit history and system improvements, we anticipate compliance rates will meet the new 100% target going forward.

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

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
Time to process chiropractor applications					
Actual	100%	98.60%	100%	100%	100%
Target	100%	100%	100%	100%	100%

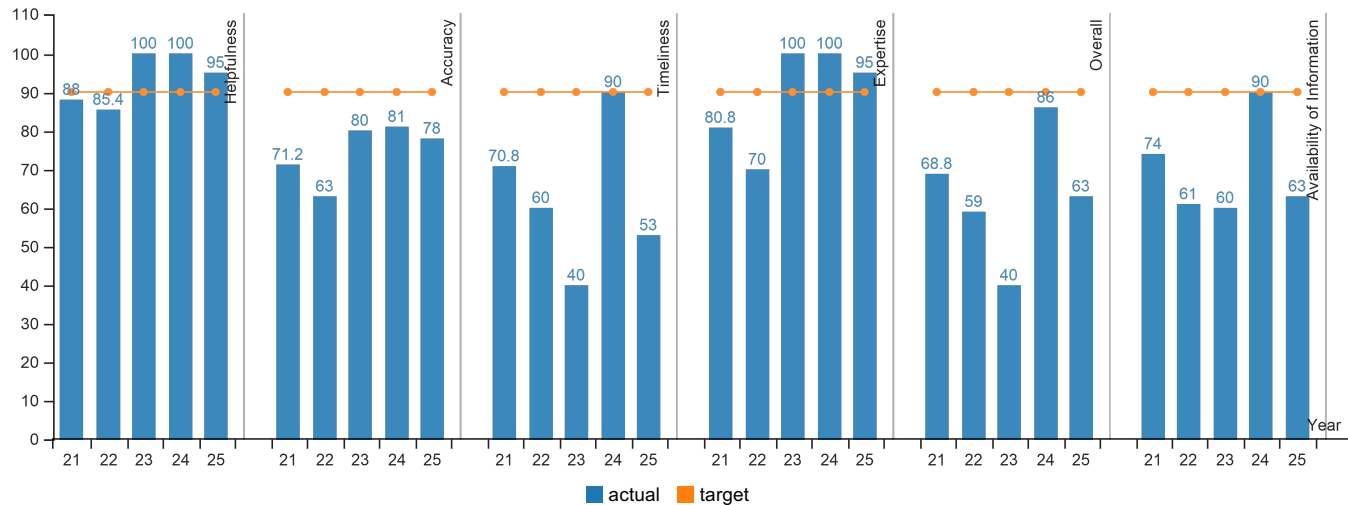
How Are We Doing

We met this target for this reporting period.

Factors Affecting Results

Once a full and complete license application is received, we are able to issues licenses the same day.

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



Report Year	2021	2022	2023	2024	2025
Helpfulness					
Actual	88%	85.40%	100%	100%	95%
Target	90%	90%	90%	90%	90%
Accuracy					
Actual	71.20%	63%	80%	81%	78%
Target	90%	90%	90%	90%	90%
Timeliness					
Actual	70.80%	60%	40%	90%	53%
Target	90%	90%	90%	90%	90%
Expertise					
Actual	80.80%	70%	100%	100%	95%
Target	90%	90%	90%	90%	90%
Overall					
Actual	68.80%	59%	40%	86%	63%
Target	90%	90%	90%	90%	90%
Availability of Information					
Actual	74%	61%	60%	90%	63%
Target	90%	90%	90%	90%	90%

We achieved target performance in 2 of the 6 measured areas of customer service satisfaction during this reporting period (Helpfulness and Expertise). Overall scores in Timeliness, Accuracy, and Availability of Information remain below the 90% target.

Factors Affecting Results

Several factors influenced these outcomes. First, there was a decrease in survey respondees than in reporting years past, which greatly effect the percentage outcomes. Additionally, the loss of key personnel and an extended vacancy in a critical position temporarily limited our ability to provide timely service. That position has now been filled, restoring non-investigative staffing capacity. In addition, continued challenges with the licensing database management platform — issues largely outside of agency control — created barriers that affected both timeliness and accuracy ratings.

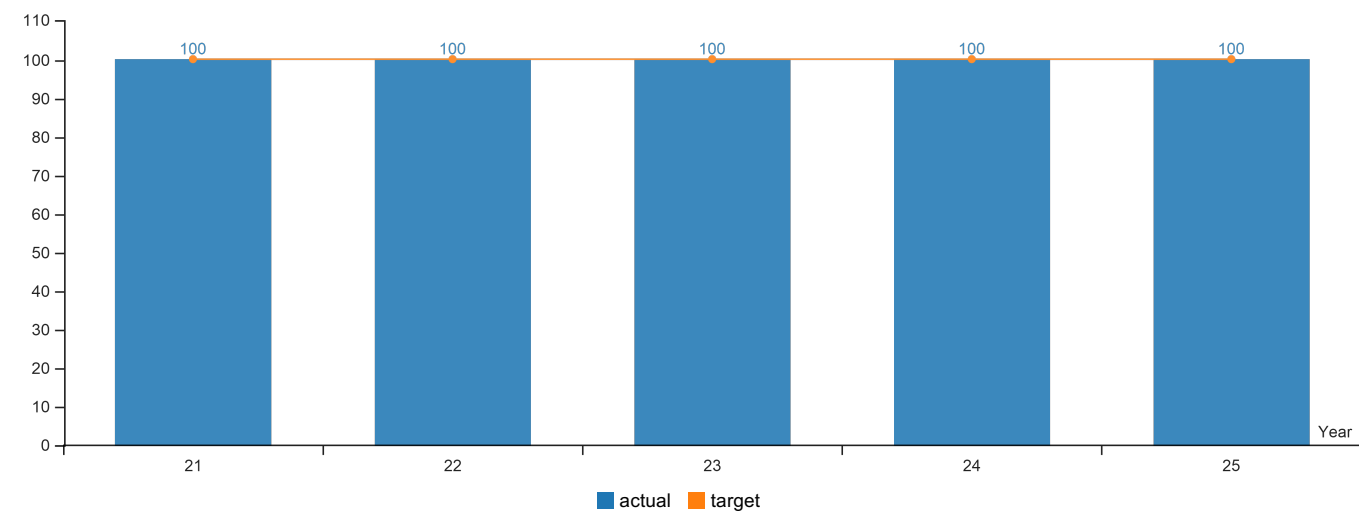
It is important to note, however, that 95% of respondents rated staff as courteous and professional. This underscores that customer service concerns are not rooted in staff performance, but primarily reflect ongoing struggles with the technical platform. Staff expertise and helpfulness exceeded 90%, demonstrating our commitment to professionalism and responsiveness despite system limitations.

Looking Forward

The agency is actively working with our vendor partners to resolve database performance issues and improve reliability. With restored staffing and a strong foundation of professionalism and expertise among staff, we expect continued improvement in Accuracy, Timeliness, and Overall customer satisfaction during the next reporting cycle.

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

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
Board Best Practices - Percent of total best practices met by the Board.					
Actual	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%

How Are We Doing

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

Factors Affecting Results

Even with an uncertain year due to budget constraints - laying off an employee and another resigning, transitioning our physical office to fully remote, cutting back our meetings from 6 to 4 per year - we have been able to facilitate and ensure the Board's work continues in an efficient, transparent, and thorough manner.

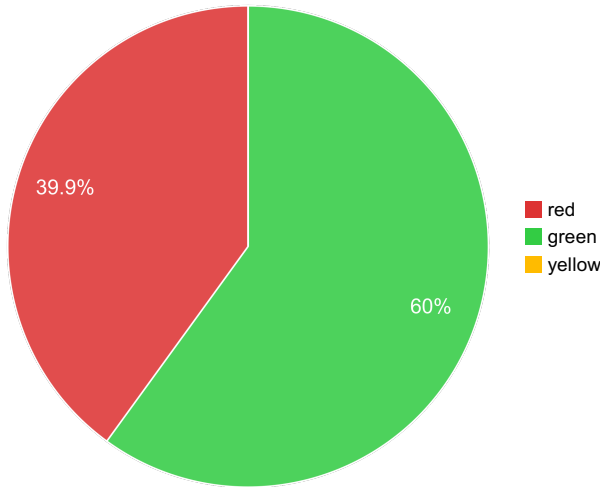
Board of Chiropractic Examiners

Annual Performance Progress Report

Reporting Year 2024

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

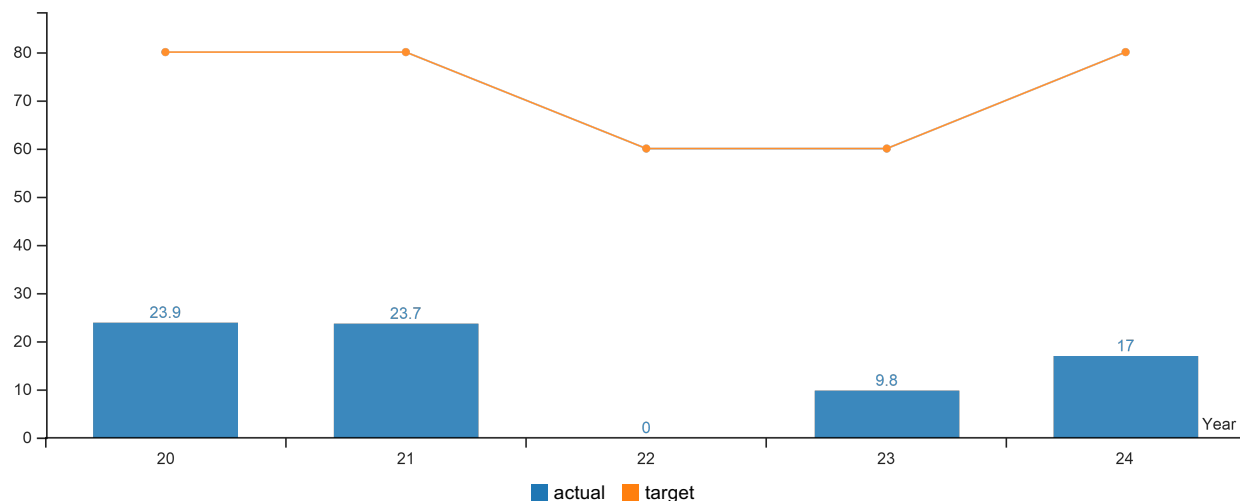
KPM #	Approved Key Performance Measures (KPMs)
1	Days between complaint receipt and investigation report finalized for Board (investigative process step one) - Percent of cases having investigative reports written within 120 days from when a complaint is received to when the investigation is prepared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



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	60%	0%	40%

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

* Upward Trend = positive result



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

How Are We Doing

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

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

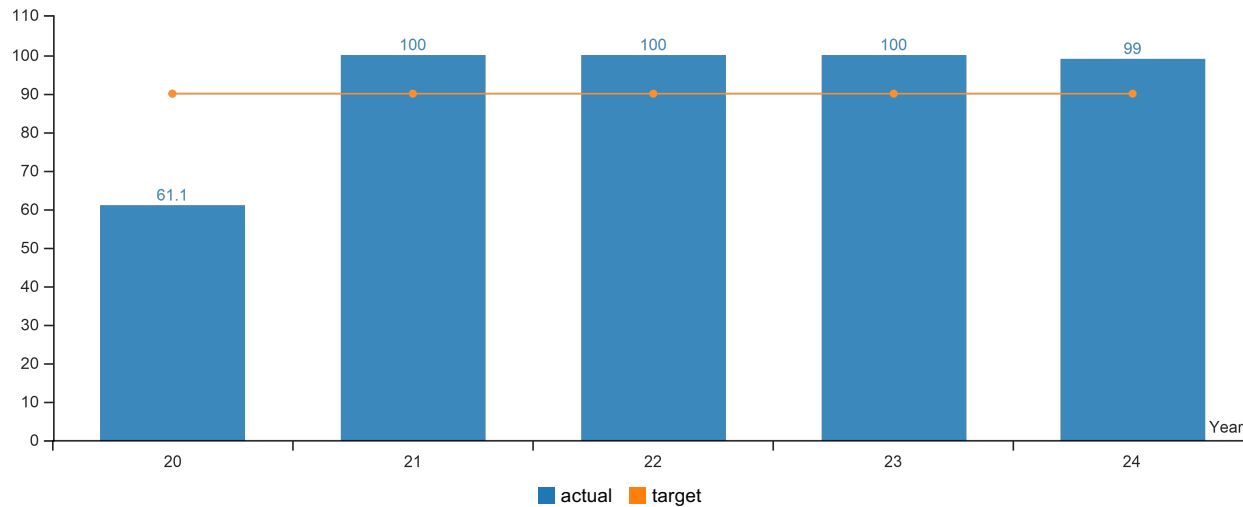
The average days from complaint receipt to investigators' report for the 58 cases was 538 days/case. For the other 12 cases, the average days from complaint receipt to investigators' report was 97 days/case, well below the 120 day target.

Factors Affecting Results

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

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

* Upward Trend = positive result



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

How Are We Doing

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

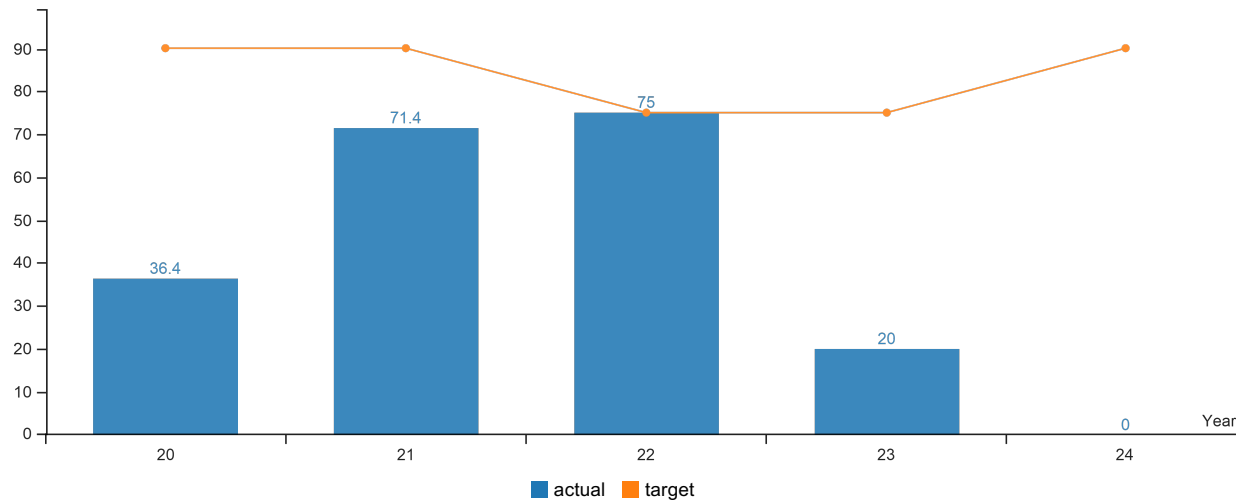
We have exceeded our target with 99% of our cases (72/73) being presented within 60 days. The one outlier case was submitted 63 days before the board meeting in which it was to be reviewed, not an actual negative outcome.

Factors Affecting Results

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

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

* Upward Trend = positive result



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

How Are We Doing

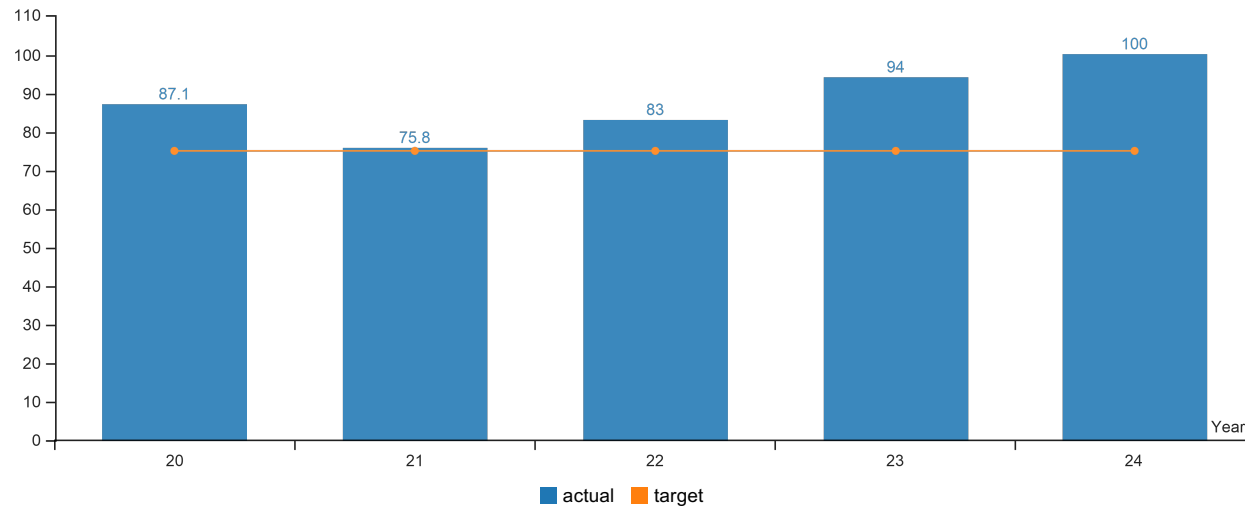
We have not met this KPM this reporting period with none of the 2 cases that were opened and closed within the reporting period being presented to the Board in less than 120 days. The first case was presented at 132 days and the second at 133 days.

Factors Affecting Results

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

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

* Upward Trend = positive result



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

How Are We Doing

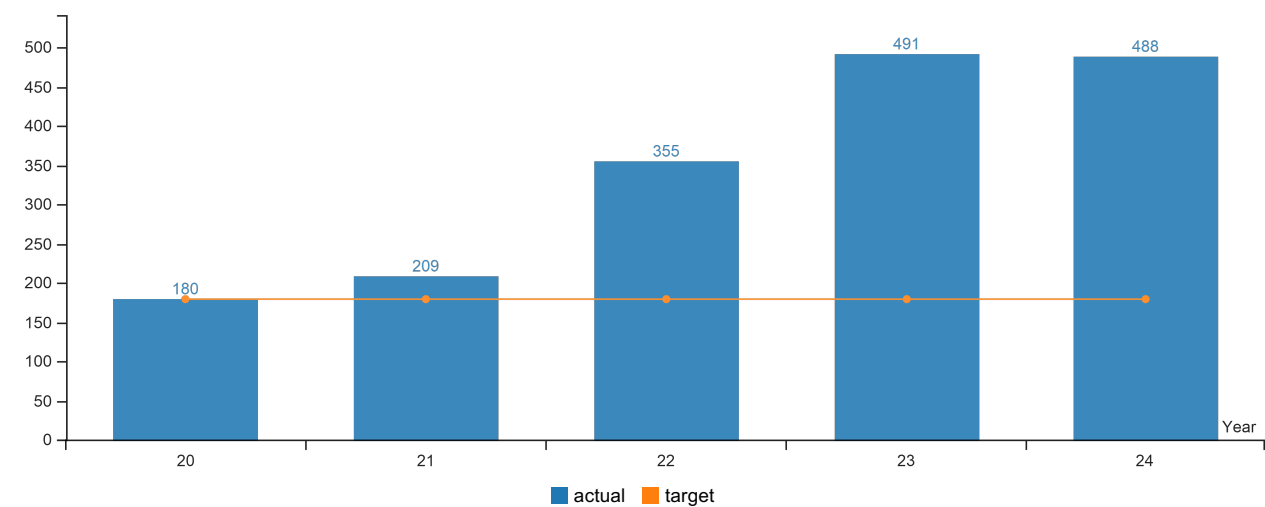
We have met and exceeded the target of this KPM at 100% for this reporting period. 39 cases that were initially reviewed by the Board in this reporting period closed within 90 days after that initial board review.

Factors Affecting Results

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

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

* Upward Trend = negative result



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

How Are We Doing

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

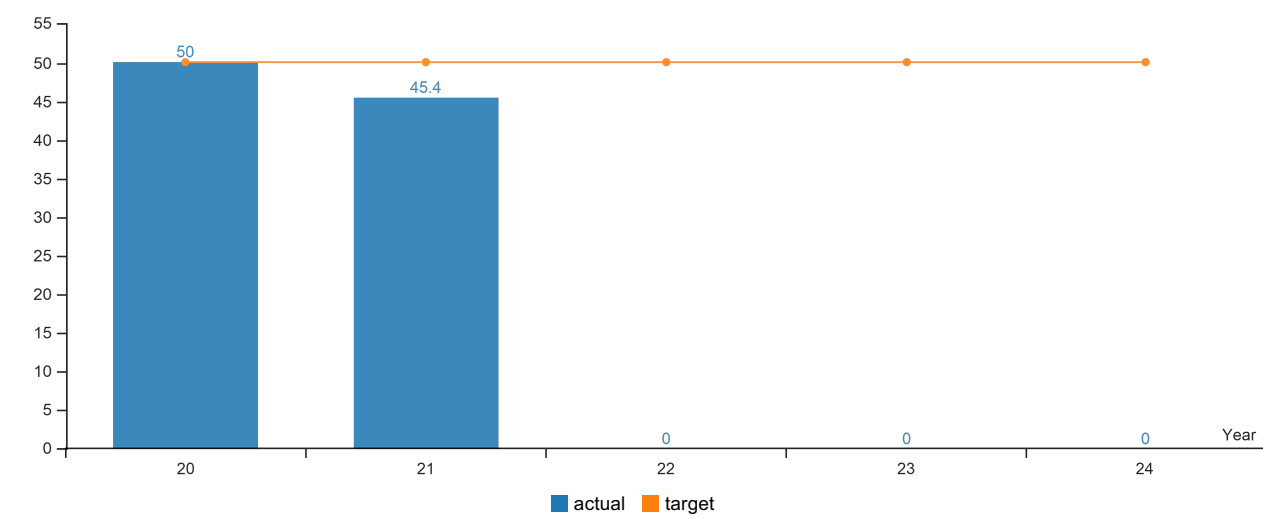
For our current reporting period, we have not yet met our target, with the average number of days to resolve a complaint being 488. 44 cases were closed during this reporting period with 36 closing over the 180 day target. Of these 36 cases, 33 Oregon licensed DCs were involved (1.7% of the total 1900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

Factors Affecting Results

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

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

* Upward Trend = positive result



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

How Are We Doing

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

Factors Affecting Results

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

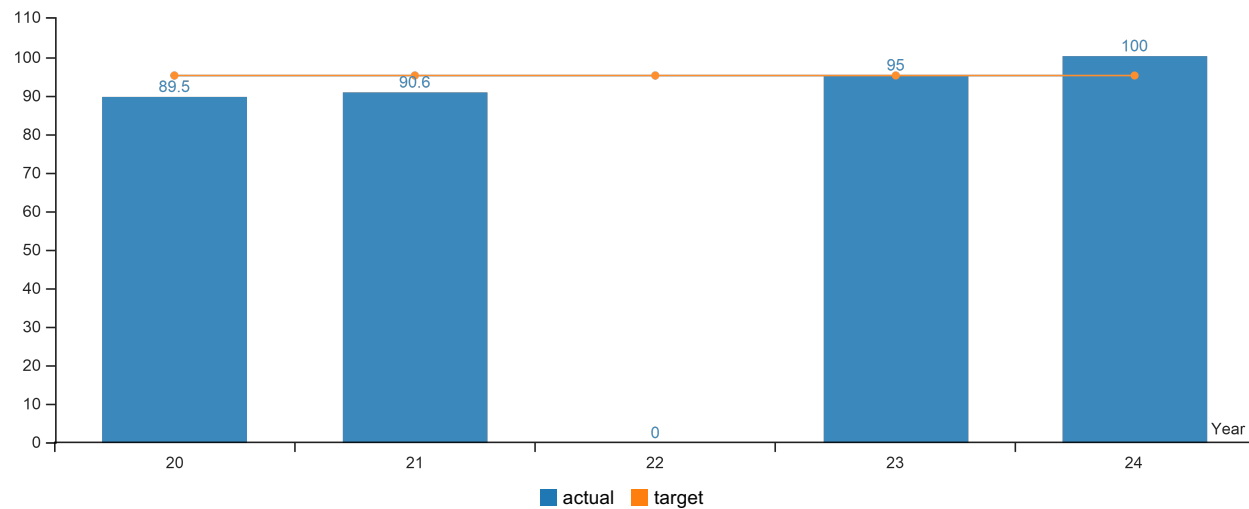
Also, because these cases involve the possibility of strong discipline - suspension or revocation of a DC's license - DCs more often than not hire defense counsel to represent them, which is fully within their due process rights. The fact that defense counsel is involved, however, significantly increases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

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

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

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

* Upward Trend = positive result



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

How Are We Doing

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

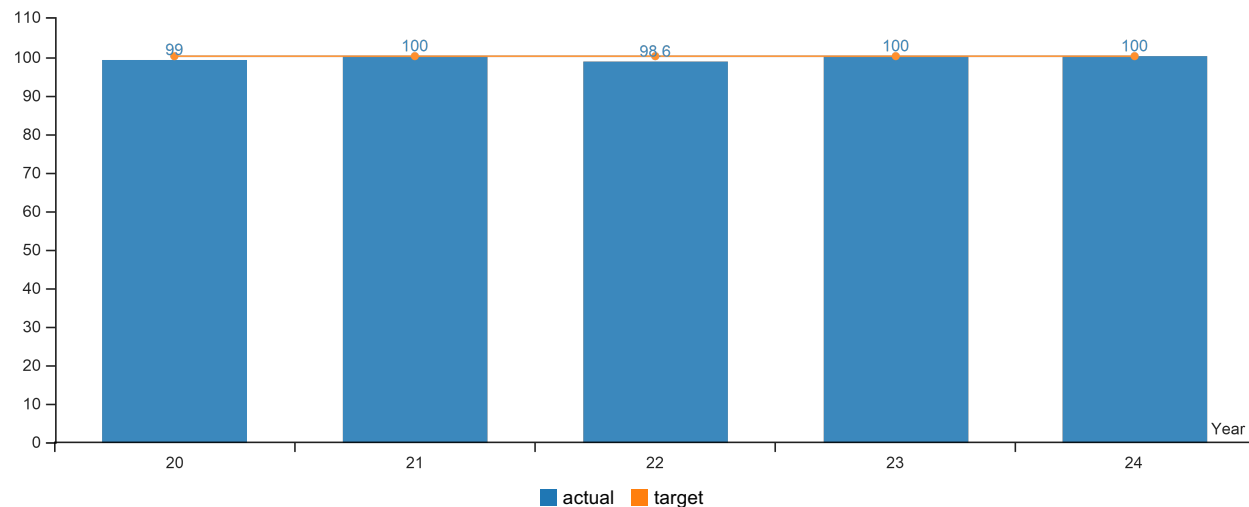
That said, we were able to complete one audit of the DC licensee base which resulted in a total compliance rate of 100% of those who complied with the audit within 30 days, meeting or exceeding our target.

Factors Affecting Results

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

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

* Upward Trend = positive result



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

How Are We Doing

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

The following percentages were completed in the following time frames:

Same day: 82% (47/57)

Within 1 day: 93% (53/57)

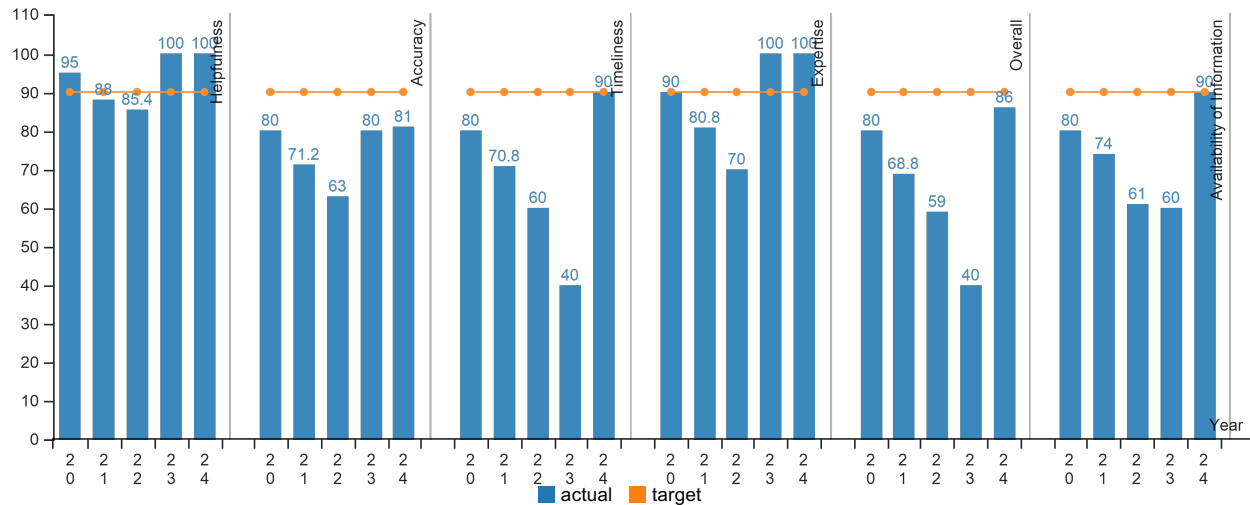
Within 2 days: 95% (54/57)

Within 3 days: 100% (57/57)

Factors Affecting Results

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

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



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

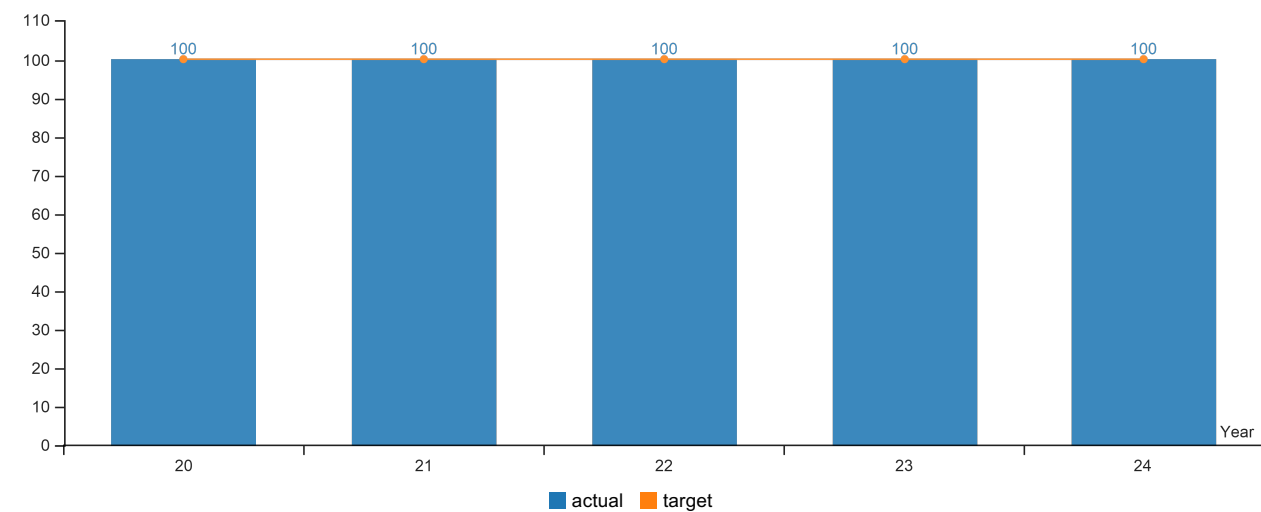
We met or exceeded our targets in 4 of the 6 measures within this customer satisfaction survey: Helpfulness, Timeliness, Expertise, and Availability of Information. We have dramatically improved our efforts and outcomes in customer service since last reporting period.

Factors Affecting Results

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

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

* Upward Trend = positive result



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

How Are We Doing

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

Factors Affecting Results



Oregon Board of Chiropractic Examiners

Strategic Plan 2025-27

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

July 1, 2025 – June 30, 2027
Adopted July 23, 2025

I. Agency Mission, Vision, and Values

The business we are in	Agency Mission: The mission of the Oregon Board of Chiropractic Examiners is to protect the public by regulating the practice of chiropractic. (2019)
What we want to be known for	Vision To protect the health, safety, and welfare of the public in all matters of chiropractic care by setting a national standard in educating, licensing, and regulating our licensees.
What beliefs guide our actions	Values 1. Integrity – a commitment to acting honestly, ethically, and fairly. 2. Accountability – a willingness to accept responsibility for actions in a transparent manner. 3. Excellence – an expectation of the highest quality work and innovation. 4. Professionalism – a dedication to provide equitable, caring service to all Oregonians with compassion and respect. 5. Equity – create and foster a consistent environment where everyone has access and opportunity to thrive.

II. Agency Affirmative Action Contacts

Agency Executive Director

Cassandra C. McLeod-Skinner, J.D.

cass.mcleod-skinner@obce.oregon.gov, 503-779-9038

Governor's Policy Advisor

Kristina Narayan

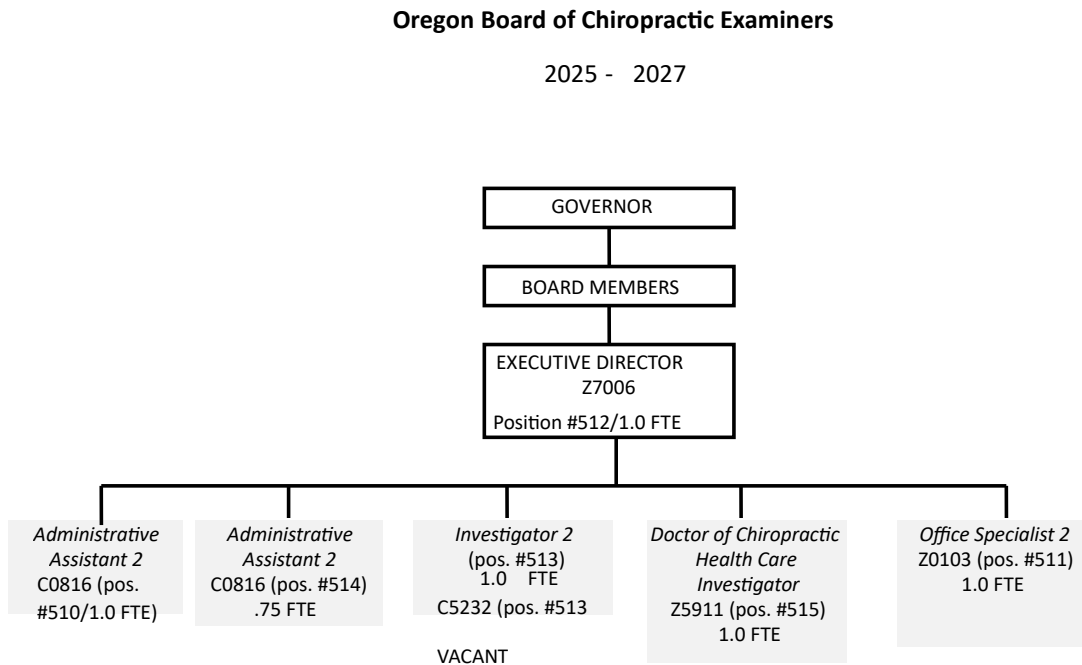
Kristina.narayan@oregon.gov, 503-689-0893

DEI & Affirmative Action Representative

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

cass.mcleod-skinner@obce.oregon.gov, 503-779-9038

III. Organizational Chart



IV. Agency Function

The Board of Chiropractic Examiners (OBCE or Board) is comprised of a seven member board and currently 5 staff members. The Board members are nominated by the Governor and confirmed by the Senate. Although our staff is rather small (5.75 FTE), we are diverse in ethnicity, age, gender, religion, sexual orientation, and ability. We strive to broaden the outreach that CHRO does on our behalf for temporary or permanent hires by including local community college career centers as well as transitional programs for job posting locations and prioritizing the ability to work in multiple languages.

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

V. Affirmative Action Statement

The OBCE is committed to achieving a work force that represents the diversity of Oregon's population and to providing fair and equal employment opportunities. The Board is committed to an affirmative action program that provides equal opportunities for all persons regardless of race, color, religion, sex, sexual orientation, national origin, marital status, age or disability. The Board provides an environment

for each applicant and employee that is free from sexual harassment, as well as harassment and intimidation on account of an individual's race, color, religion, gender, sexual orientation, national origin, age, marital status or disability. The Board employment practices are consistent with the State's Affirmative Action Statement Guidelines and with state and federal laws, which preclude discrimination.

Accordingly, the OBCE shall:

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

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

VI. Diversity, Equity, and Inclusion Statement

The Governor's Office, and the OBCE, recognize "diversity as the collective mixtures of our differences and similarities. These differences are viewed as a strength that maximizes the state's competitive advantage through innovation, effectiveness and adaptability. Equity is a value and goal, not a process. It allows all individuals to thrive and reach their full potential. Inclusion is leveraging diversity which builds and sustains a culture in which people are engaged and motivated. Ultimately, inclusion is the environment that people create to allow these differences to thrive." (*See p. 32, 2017-2019 Affirmative Action Biennial Report, Office of Governor Kate Brown, Diversity, Equity, and Inclusion/Affirmative Action*).

As such, the OBCE is committed to establishing, monitoring, and maintaining a work environment where all employees and Board members are given opportunities to develop, treated with respect and integrity and feel part of the Board's goals and mission. This is accomplished by promoting and retaining diverse staff where

everyone feels supported and valued. The Board recognizes that given the small size of its staff, the greatest DEI impact it can have is by identifying and resourcing community engagement with its partners to help achieve the profession's goals for chiropractic workforce development.

VII. Community Engagement Efforts

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

Among those efforts, UWS hosted the American Black Chiropractic Association's (ABCA) annual meeting/convention at UWS in June 2024. OBCE Staff and Board members attended the convention, educated the ABCA members of licensure in Oregon, with the hope of recruiting chiropractic professionals from diverse areas of the country. And our efforts were successful as we have had students come back to Oregon as preceptors/mentors and those recently graduated show interest in licensure. Once our budget has a greater surplus, we will be sponsoring and participating in more ABCA events around the country.

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

VIII. Human Resource Services

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

IX. Agency Employee Diversity Training/Professional Development

Prior to the onset of COVID in 2020, members of OBCE staff had attended the statewide DEI conference in 2019 and 2020 and brought back insights to other staff members. The Executive Director was a member of the statewide Enterprise Leadership Team (ELT) and, as such, was also a member of the ELT's DEI subcommittee, working on fostering and promoting recruitment, retention, training, and support for BIPOC employees. The Executive Director was also co-lead for the Department of Administrative Services (DAS)'s DEI Training Advisory Committee to create new and ongoing DEI trainings for all state employees. This work was

currently been on hold with changes to DAS's cultural change office and the unknown atmosphere with a new Governor and administration as of November 2022.

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

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

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

X. Affirmative Action Statement Previous Objectives

Goals set and met

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

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

As of July 2025, and some Board members terming off, the Board consists of 3 women and 4 men.

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

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

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

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

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

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

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

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

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

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

Goals not met or not expected to meet

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

We have not yet initiated this assessment.

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X. Strategic Plan 2025-2027 objectives

Accomplishments that define our success	Key Goal/Objectives <i>Provide information and opportunities for staff and Board members to participate in diversity training and multi-cultural events.</i>	Key Goal/Objectives <i>Work with UWS and the ABCA to better recruit, retain, and matriculate diverse chiropractic students who will then become eligible for Board membership.</i>	Key Goal/Objectives <i>Review all rules and policies for gender neutral language.</i>	Key Goal/Objectives <i>Review continuing education requirements and recommendations for cultural responsiveness and relevance.</i>
How we achieve the objectives	Strategies/Initiatives <i>Share events and opportunities available through FCLB, DOJ, DAS, and other organizations. Incorporate educational field trips as part of in-person board meetings.</i>	Strategies/Initiatives <i>Communication about and participation in ABCA and UWS events.</i>	Strategies/Initiatives <i>Staff will review each section of our OARs and provide recommended amendments to the Board.</i>	Strategies/Initiatives <i>Staff will review CE requirements for cultural responsiveness and relevance and provide recommendations to the Board.</i>
How we determine we are making progress	Evaluation/Measure/Outcomes <i>Educational programming will be recommended to staff and Board members and will be incorporated into our Board meetings at twice per biennium.</i>	Evaluation/Measure/Outcomes <i>Attendance and participation at ABCA's Annual Conference at UWS in June 2024.</i>	Evaluation/Measure/Outcomes <i>Full rule review to be completed by end of the 2025-27biennium.</i>	Evaluation/Measure/Outcomes <i>Full review to be completed by the end of the 2025-27 biennium.</i>

XI. Agency Demographics

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

	Gender	Race/Ethnicity	Age Range	Languages Spoken	Sexual Orientation
Board Members	57% female 43% male	71% White; European 14% African American/White 14% Asian/European	14% 25-20 14% 35-40 71% 40-55	100% English	100% heterosexual
Staff Members	80% female 16% male	40% White; European 20% Asian; Japanese 20% Hispanic/Latino; Mexican 20% Hispanic/White	20% 35-45 40% 45-55 20% 55-60 20% 60-70	100% English 20% Spanish 20% Japanese	80% heterosexual 20% LGBTQ+

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

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

Date

Oregon Board of Chiropractic Examiners**Summary Cross Reference Listing and Packages
2027-29 Biennium****Agency Number: 81100****BAM Analyst: Patton, Jealinda****Budget Coordinator: Kay, Irina - (971)900-7668**

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

Oregon Board of Chiropractic Examiners

Policy Package List by Priority
2027-29 Biennium

Agency Number: 81100
BAM Analyst: Patton, Jealinda
Budget Coordinator: Kay, Irina - (971)900-7668

<i>Priority</i>	<i>Policy Pkg Number</i>	<i>Policy Pkg Description</i>	<i>Summary Cross Reference Number</i>	<i>Cross Reference Description</i>
0	070	Revenue Shortfalls	001-00-00-00000	Operations
	081	June 2026 Emergency Board	001-00-00-00000	Operations

Oregon Board of Chiropractic Examiners**Agency Number: 81100****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 81100-000-00-00-00000****Chiropractic Examiner, State Board of**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
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BEGINNING BALANCE**0025 Beginning Balance**

3400 Other Funds Ltd	548,979	210,755	-	210,755	599,882	599,882
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0030 Beginning Balance Adjustment

3400 Other Funds Ltd	-	20,558	-	20,558	-	-
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TOTAL BEGINNING BALANCE

3400 Other Funds Ltd	548,979	231,313	-	231,313	599,882	599,882
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TOTAL BEGINNING BALANCE

\$548,979	\$231,313	-	\$231,313	\$599,882	\$599,882
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REVENUE CATEGORIES**LICENSES AND FEES****0205 Business Lic and Fees**

3400 Other Funds Ltd	44,748	39,464	-	39,464	38,031	38,031
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0210 Non-business Lic. and Fees

3400 Other Funds Ltd	2,146,360	2,709,968	-	2,709,968	3,335,207	3,335,207
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TOTAL LICENSES AND FEES

3400 Other Funds Ltd	2,191,108	2,749,432	-	2,749,432	3,373,238	3,373,238
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TOTAL LICENSES AND FEES

\$2,191,108	\$2,749,432	-	\$2,749,432	\$3,373,238	\$3,373,238
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CHARGES FOR SERVICES**0410 Charges for Services**

3400 Other Funds Ltd	396	1,292	-	1,292	-	-
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Oregon Board of Chiropractic Examiners

Agency Number: 81100

Agency Worksheet - Revenues & Expenditures

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Chiropractic Examiner, State Board of

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	247,035	53,497	-	53,497	10,000	10,000
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	14,087	-	-	-	3,000	3,000
REVENUES						
3400 Other Funds Ltd	2,452,626	2,804,221	-	2,804,221	3,386,238	3,386,238
TRANSFERS OUT						
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(4,712)	(11,600)	-	(11,600)	(23,000)	(23,000)
AVAILABLE REVENUES						
3400 Other Funds Ltd	2,996,893	3,023,934	-	3,023,934	3,963,120	3,963,120
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	946,836	879,331	52,818	932,149	1,008,577	1,008,577
3115 Board Member Stipend						
3400 Other Funds Ltd	42,400	40,000	-	40,000	40,000	41,960
3160 Temporary Appointments						

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Agency Worksheet - Revenues & Expenditures

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Chiropractic Examiner, State Board of

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	6,156	-	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	9,319	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	16	502	-	502	502	527
3190 All Other Differential						
3400 Other Funds Ltd	19,525	24,248	-	24,248	24,248	25,436
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	1,024,252	944,081	52,818	996,899	1,073,327	1,076,500
TOTAL SALARIES & WAGES	\$1,024,252	\$944,081	\$52,818	\$996,899	\$1,073,327	\$1,076,500
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	263	342	-	342	375	375
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	183,312	185,317	-	185,317	249,679	249,979
3221 Pension Obligation Bond						
3400 Other Funds Ltd	48,085	42,445	(9,039)	33,406	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	77,727	69,162	-	69,162	79,048	79,141
3240 Unemployment Assessments						

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Agency Worksheet - Revenues & Expenditures

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Chiropractic Examiner, State Board of

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	65	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	4,029	3,523	-	3,523	4,040	4,045
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	199	199	-	199	180	180
3260 Mass Transit Tax						
3400 Other Funds Ltd	5,872	5,664	-	5,664	5,664	6,459
3270 Flexible Benefits						
3400 Other Funds Ltd	172,032	201,438	7,477	208,915	209,760	209,760
3280 Other OPE						
3400 Other Funds Ltd	16	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	491,600	508,090	(1,562)	506,528	548,746	549,939
TOTAL OTHER PAYROLL EXPENSES	\$491,600	\$508,090	(\$1,562)	\$506,528	\$548,746	\$549,939
P.S. BUDGET ADJUSTMENTS						
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(31,200)	-	(31,200)	-	-
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	1,515,852	1,420,971	51,256	1,472,227	1,622,073	1,626,439
TOTAL PERSONAL SERVICES	\$1,515,852	\$1,420,971	\$51,256	\$1,472,227	\$1,622,073	\$1,626,439

Oregon Board of Chiropractic Examiners**Agency Number: 81100****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 81100-000-00-00-00000****Chiropractic Examiner, State Board of**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	16,353	26,986	-	26,986	16,986	17,818
4125 Out of State Travel						
3400 Other Funds Ltd	4,143	10,005	-	10,005	5,005	5,250
4150 Employee Training						
3400 Other Funds Ltd	18,009	16,834	-	16,834	16,834	17,659
4175 Office Expenses						
3400 Other Funds Ltd	7,697	19,798	-	19,798	9,798	10,278
4200 Telecommunications						
3400 Other Funds Ltd	13,223	18,164	-	18,164	18,164	19,054
4225 State Gov. Service Charges						
3400 Other Funds Ltd	78,883	104,824	-	104,824	104,824	98,121
4250 Data Processing						
3400 Other Funds Ltd	42,637	41,069	-	41,069	41,069	43,081
4275 Publicity and Publications						
3400 Other Funds Ltd	2,082	3,960	-	3,960	3,960	4,154
4300 Professional Services						
3400 Other Funds Ltd	82,561	178,070	-	178,070	178,070	194,631
4315 IT Professional Services						
3400 Other Funds Ltd	26,261	51,553	-	51,553	51,553	56,347

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Agency Worksheet - Revenues & Expenditures

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Chiropractic Examiner, State Board of

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
4325 Attorney General						
3400 Other Funds Ltd	452,002	398,802	-	398,802	398,802	435,891
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	-	1,164	-	1,164	1,164	1,221
4400 Dues and Subscriptions						
3400 Other Funds Ltd	6,399	5,971	-	5,971	5,971	6,264
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	112,234	-	-	-	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	50,189	48,854	-	48,854	48,854	51,248
4650 Other Services and Supplies						
3400 Other Funds Ltd	160,152	161,420	(872)	160,548	192,548	210,727
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	5,250	-	5,250	250	262
4715 IT Expendable Property						
3400 Other Funds Ltd	4,207	5,938	-	5,938	3,938	4,131
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,077,032	1,098,662	(872)	1,097,790	1,097,790	1,176,137
TOTAL SERVICES & SUPPLIES	\$1,077,032	\$1,098,662	(\$872)	\$1,097,790	\$1,097,790	\$1,176,137

EXPENDITURES

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Chiropractic Examiner, State Board of

Version: V - 01 - Agency Request Budget
Cross Reference Number: 81100-000-00-00-00000

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	2,592,884	2,519,633	50,384	2,570,017	2,719,863	2,802,576
ENDING BALANCE						
3400 Other Funds Ltd	404,009	504,301	(50,384)	453,917	1,243,257	1,160,544
TOTAL ENDING BALANCE	\$404,009	\$504,301	(\$50,384)	\$453,917	\$1,243,257	\$1,160,544
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	6	5	-	5	5	5
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	5.75	4.75	-	4.75	4.75	4.75

Oregon Board of Chiropractic Examiners

Agency Number: 81100

**Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Operations**

**Version: V - 01 - Agency Request Budget
Cross Reference Number: 81100-001-00-00-00000**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	548,979	210,755	-	210,755	599,882	599,882
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	20,558	-	20,558	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	548,979	231,313	-	231,313	599,882	599,882
TOTAL BEGINNING BALANCE	\$548,979	\$231,313	-	\$231,313	\$599,882	\$599,882
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	44,748	39,464	-	39,464	38,031	38,031
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	2,146,360	2,709,968	-	2,709,968	3,335,207	3,335,207
TOTAL LICENSES AND FEES						
3400 Other Funds Ltd	2,191,108	2,749,432	-	2,749,432	3,373,238	3,373,238
TOTAL LICENSES AND FEES	\$2,191,108	\$2,749,432	-	\$2,749,432	\$3,373,238	\$3,373,238
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	396	1,292	-	1,292	-	-

Oregon Board of Chiropractic Examiners**Agency Number: 81100****Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Operations****Version: V - 01 - Agency Request Budget
Cross Reference Number: 81100-001-00-00-00000**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	247,035	53,497	-	53,497	10,000	10,000
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	14,087	-	-	-	3,000	3,000
REVENUES						
3400 Other Funds Ltd	2,452,626	2,804,221	-	2,804,221	3,386,238	3,386,238
TRANSFERS OUT						
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(4,712)	(11,600)	-	(11,600)	(23,000)	(23,000)
AVAILABLE REVENUES						
3400 Other Funds Ltd	2,996,893	3,023,934	-	3,023,934	3,963,120	3,963,120
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	946,836	879,331	52,818	932,149	1,008,577	1,008,577
3115 Board Member Stipend						
3400 Other Funds Ltd	42,400	40,000	-	40,000	40,000	41,960
3160 Temporary Appointments						

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Operations

Version: V - 01 - Agency Request Budget
Cross Reference Number: 81100-001-00-00-00000

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	6,156	-	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	9,319	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	16	502	-	502	502	527
3190 All Other Differential						
3400 Other Funds Ltd	19,525	24,248	-	24,248	24,248	25,436
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	1,024,252	944,081	52,818	996,899	1,073,327	1,076,500
TOTAL SALARIES & WAGES	\$1,024,252	\$944,081	\$52,818	\$996,899	\$1,073,327	\$1,076,500
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	263	342	-	342	375	375
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	183,312	185,317	-	185,317	249,679	249,979
3221 Pension Obligation Bond						
3400 Other Funds Ltd	48,085	42,445	(9,039)	33,406	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	77,727	69,162	-	69,162	79,048	79,141
3240 Unemployment Assessments						

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Operations

Version: V - 01 - Agency Request Budget
Cross Reference Number: 81100-001-00-00-00000

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	65	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	4,029	3,523	-	3,523	4,040	4,045
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	199	199	-	199	180	180
3260 Mass Transit Tax						
3400 Other Funds Ltd	5,872	5,664	-	5,664	5,664	6,459
3270 Flexible Benefits						
3400 Other Funds Ltd	172,032	201,438	7,477	208,915	209,760	209,760
3280 Other OPE						
3400 Other Funds Ltd	16	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	491,600	508,090	(1,562)	506,528	548,746	549,939
TOTAL OTHER PAYROLL EXPENSES	\$491,600	\$508,090	(\$1,562)	\$506,528	\$548,746	\$549,939
P.S. BUDGET ADJUSTMENTS						
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(31,200)	-	(31,200)	-	-
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	1,515,852	1,420,971	51,256	1,472,227	1,622,073	1,626,439
TOTAL PERSONAL SERVICES	\$1,515,852	\$1,420,971	\$51,256	\$1,472,227	\$1,622,073	\$1,626,439

Oregon Board of Chiropractic Examiners**Agency Number: 81100****Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Operations****Version: V - 01 - Agency Request Budget
Cross Reference Number: 81100-001-00-00-00000**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	16,353	26,986	-	26,986	16,986	17,818
4125 Out of State Travel						
3400 Other Funds Ltd	4,143	10,005	-	10,005	5,005	5,250
4150 Employee Training						
3400 Other Funds Ltd	18,009	16,834	-	16,834	16,834	17,659
4175 Office Expenses						
3400 Other Funds Ltd	7,697	19,798	-	19,798	9,798	10,278
4200 Telecommunications						
3400 Other Funds Ltd	13,223	18,164	-	18,164	18,164	19,054
4225 State Gov. Service Charges						
3400 Other Funds Ltd	78,883	104,824	-	104,824	104,824	98,121
4250 Data Processing						
3400 Other Funds Ltd	42,637	41,069	-	41,069	41,069	43,081
4275 Publicity and Publications						
3400 Other Funds Ltd	2,082	3,960	-	3,960	3,960	4,154
4300 Professional Services						
3400 Other Funds Ltd	82,561	178,070	-	178,070	178,070	194,631
4315 IT Professional Services						
3400 Other Funds Ltd	26,261	51,553	-	51,553	51,553	56,347

Oregon Board of Chiropractic Examiners

Agency Number: 81100

**Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Operations**

**Version: V - 01 - Agency Request Budget
Cross Reference Number: 81100-001-00-00-00000**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
4325 Attorney General						
3400 Other Funds Ltd	452,002	398,802	-	398,802	398,802	435,891
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	-	1,164	-	1,164	1,164	1,221
4400 Dues and Subscriptions						
3400 Other Funds Ltd	6,399	5,971	-	5,971	5,971	6,264
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	112,234	-	-	-	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	50,189	48,854	-	48,854	48,854	51,248
4650 Other Services and Supplies						
3400 Other Funds Ltd	160,152	161,420	(872)	160,548	192,548	210,727
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	5,250	-	5,250	250	262
4715 IT Expendable Property						
3400 Other Funds Ltd	4,207	5,938	-	5,938	3,938	4,131
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,077,032	1,098,662	(872)	1,097,790	1,097,790	1,176,137
TOTAL SERVICES & SUPPLIES	\$1,077,032	\$1,098,662	(\$872)	\$1,097,790	\$1,097,790	\$1,176,137

EXPENDITURES

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Operations

Version: V - 01 - Agency Request Budget
Cross Reference Number: 81100-001-00-00-00000

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	2,592,884	2,519,633	50,384	2,570,017	2,719,863	2,802,576
ENDING BALANCE						
3400 Other Funds Ltd	404,009	504,301	(50,384)	453,917	1,243,257	1,160,544
TOTAL ENDING BALANCE	\$404,009	\$504,301	(\$50,384)	\$453,917	\$1,243,257	\$1,160,544
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	6	5	-	5	5	5
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	5.75	4.75	-	4.75	4.75	4.75

Oregon Board of Chiropractic Examiners**Agency Number: 81100****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 81100-000-00-00-00000****Chiropractic Examiner, State Board of**

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	599,882	-	599,882	-	599,882
REVENUE CATEGORIES					
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	38,031	-	38,031	-	38,031
0210 Non-business Lic. and Fees					
3400 Other Funds Ltd	3,335,207	-	3,335,207	-	3,335,207
TOTAL LICENSES AND FEES					
3400 Other Funds Ltd	3,373,238	-	3,373,238	-	3,373,238
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	10,000	-	10,000	-	10,000
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	3,000	-	3,000	-	3,000
TOTAL REVENUES					
3400 Other Funds Ltd	3,386,238	-	3,386,238	-	3,386,238
TRANSFERS OUT					
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(23,000)	-	(23,000)	-	(23,000)
AVAILABLE REVENUES					

Oregon Board of Chiropractic Examiners**Agency Number: 81100**

Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium

Version: V - 01 - Agency Request Budget
Cross Reference Number: 81100-000-00-00-00000

Chiropractic Examiner, State Board of

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	3,963,120	-	3,963,120	-	3,963,120
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	1,008,577	-	1,008,577	-	1,008,577
3115 Board Member Stipend					
3400 Other Funds Ltd	40,000	1,960	41,960	-	41,960
3180 Shift Differential					
3400 Other Funds Ltd	502	25	527	-	527
3190 All Other Differential					
3400 Other Funds Ltd	24,248	1,188	25,436	-	25,436
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	1,073,327	3,173	1,076,500	-	1,076,500
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	375	-	375	-	375
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	249,679	300	249,979	-	249,979
3230 Social Security Taxes					
3400 Other Funds Ltd	79,048	93	79,141	-	79,141
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	4,040	5	4,045	-	4,045

Oregon Board of Chiropractic Examiners**Agency Number: 81100****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 81100-000-00-00-00000****Chiropractic Examiner, State Board of**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	180	-	180	-	180
3260 Mass Transit Tax					
3400 Other Funds Ltd	5,664	795	6,459	-	6,459
3270 Flexible Benefits					
3400 Other Funds Ltd	209,760	-	209,760	-	209,760
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	548,746	1,193	549,939	-	549,939
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	1,622,073	4,366	1,626,439	-	1,626,439
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	16,986	832	17,818	-	17,818
4125 Out of State Travel					
3400 Other Funds Ltd	5,005	245	5,250	-	5,250
4150 Employee Training					
3400 Other Funds Ltd	16,834	825	17,659	-	17,659
4175 Office Expenses					
3400 Other Funds Ltd	9,798	480	10,278	-	10,278
4200 Telecommunications					
3400 Other Funds Ltd	18,164	890	19,054	-	19,054
4225 State Gov. Service Charges					
3400 Other Funds Ltd	104,824	(6,703)	98,121	-	98,121

Oregon Board of Chiropractic Examiners**Agency Number: 81100****Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium****Version: V - 01 - Agency Request Budget
Cross Reference Number: 81100-000-00-00-00000****Chiropractic Examiner, State Board of**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
4250 Data Processing					
3400 Other Funds Ltd	41,069	2,012	43,081	-	43,081
4275 Publicity and Publications					
3400 Other Funds Ltd	3,960	194	4,154	-	4,154
4300 Professional Services					
3400 Other Funds Ltd	178,070	16,561	194,631	-	194,631
4315 IT Professional Services					
3400 Other Funds Ltd	51,553	4,794	56,347	-	56,347
4325 Attorney General					
3400 Other Funds Ltd	398,802	37,089	435,891	-	435,891
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	1,164	57	1,221	-	1,221
4400 Dues and Subscriptions					
3400 Other Funds Ltd	5,971	293	6,264	-	6,264
4575 Agency Program Related S and S					
3400 Other Funds Ltd	48,854	2,394	51,248	-	51,248
4650 Other Services and Supplies					
3400 Other Funds Ltd	192,548	18,179	210,727	-	210,727
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	250	12	262	-	262
4715 IT Expendable Property					
3400 Other Funds Ltd	3,938	193	4,131	-	4,131
TOTAL SERVICES & SUPPLIES					

Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium
Chiropractic Examiner, State Board of

Version: V - 01 - Agency Request Budget
Cross Reference Number: 81100-000-00-00-00000

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	1,097,790	78,347	1,176,137	-	1,176,137
TOTAL EXPENDITURES					
3400 Other Funds Ltd	2,719,863	82,713	2,802,576	-	2,802,576
ENDING BALANCE					
3400 Other Funds Ltd	1,243,257	(82,713)	1,160,544	-	1,160,544
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	5	-	5	-	5
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	4.75	-	4.75	-	4.75

Oregon Board of Chiropractic Examiners**Agency Number: 81100****Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium****Version: V - 01 - Agency Request Budget
Cross Reference Number: 81100-001-00-00-00000****Operations**

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	599,882	-	599,882	-	599,882
REVENUE CATEGORIES					
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	38,031	-	38,031	-	38,031
0210 Non-business Lic. and Fees					
3400 Other Funds Ltd	3,335,207	-	3,335,207	-	3,335,207
TOTAL LICENSES AND FEES					
3400 Other Funds Ltd	3,373,238	-	3,373,238	-	3,373,238
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	10,000	-	10,000	-	10,000
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	3,000	-	3,000	-	3,000
TOTAL REVENUES					
3400 Other Funds Ltd	3,386,238	-	3,386,238	-	3,386,238
TRANSFERS OUT					
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(23,000)	-	(23,000)	-	(23,000)
AVAILABLE REVENUES					

Oregon Board of Chiropractic Examiners**Agency Number: 81100****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 81100-001-00-00-00000****Operations**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	3,963,120	-	3,963,120	-	3,963,120
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	1,008,577	-	1,008,577	-	1,008,577
3115 Board Member Stipend					
3400 Other Funds Ltd	40,000	1,960	41,960	-	41,960
3180 Shift Differential					
3400 Other Funds Ltd	502	25	527	-	527
3190 All Other Differential					
3400 Other Funds Ltd	24,248	1,188	25,436	-	25,436
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	1,073,327	3,173	1,076,500	-	1,076,500
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	375	-	375	-	375
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	249,679	300	249,979	-	249,979
3230 Social Security Taxes					
3400 Other Funds Ltd	79,048	93	79,141	-	79,141
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	4,040	5	4,045	-	4,045

Oregon Board of Chiropractic Examiners**Agency Number: 81100****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 81100-001-00-00-00000****Operations**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	180	-	180	-	180
3260 Mass Transit Tax					
3400 Other Funds Ltd	5,664	795	6,459	-	6,459
3270 Flexible Benefits					
3400 Other Funds Ltd	209,760	-	209,760	-	209,760
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	548,746	1,193	549,939	-	549,939
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	1,622,073	4,366	1,626,439	-	1,626,439
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	16,986	832	17,818	-	17,818
4125 Out of State Travel					
3400 Other Funds Ltd	5,005	245	5,250	-	5,250
4150 Employee Training					
3400 Other Funds Ltd	16,834	825	17,659	-	17,659
4175 Office Expenses					
3400 Other Funds Ltd	9,798	480	10,278	-	10,278
4200 Telecommunications					
3400 Other Funds Ltd	18,164	890	19,054	-	19,054
4225 State Gov. Service Charges					
3400 Other Funds Ltd	104,824	(6,703)	98,121	-	98,121

Oregon Board of Chiropractic Examiners**Agency Number: 81100****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 81100-001-00-00-00000****Operations**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
4250 Data Processing					
3400 Other Funds Ltd	41,069	2,012	43,081	-	43,081
4275 Publicity and Publications					
3400 Other Funds Ltd	3,960	194	4,154	-	4,154
4300 Professional Services					
3400 Other Funds Ltd	178,070	16,561	194,631	-	194,631
4315 IT Professional Services					
3400 Other Funds Ltd	51,553	4,794	56,347	-	56,347
4325 Attorney General					
3400 Other Funds Ltd	398,802	37,089	435,891	-	435,891
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	1,164	57	1,221	-	1,221
4400 Dues and Subscriptions					
3400 Other Funds Ltd	5,971	293	6,264	-	6,264
4575 Agency Program Related S and S					
3400 Other Funds Ltd	48,854	2,394	51,248	-	51,248
4650 Other Services and Supplies					
3400 Other Funds Ltd	192,548	18,179	210,727	-	210,727
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	250	12	262	-	262
4715 IT Expendable Property					
3400 Other Funds Ltd	3,938	193	4,131	-	4,131
TOTAL SERVICES & SUPPLIES					

Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium
Operations

Version: V - 01 - Agency Request Budget
Cross Reference Number: 81100-001-00-00-00000

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	1,097,790	78,347	1,176,137	-	1,176,137
TOTAL EXPENDITURES					
3400 Other Funds Ltd	2,719,863	82,713	2,802,576	-	2,802,576
ENDING BALANCE					
3400 Other Funds Ltd	1,243,257	(82,713)	1,160,544	-	1,160,544
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	5	-	5	-	5
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	4.75	-	4.75	-	4.75

BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Chiropractic Examiner, State Board of

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
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EXPENDITURES**PERSONAL SERVICES****SALARIES & WAGES****3115 Board Member Stipend**

3400 Other Funds Ltd	1,960	1,960	-	-
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3180 Shift Differential

3400 Other Funds Ltd	25	25	-	-
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3190 All Other Differential

3400 Other Funds Ltd	1,188	1,188	-	-
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SALARIES & WAGES

3400 Other Funds Ltd	3,173	3,173	-	-
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TOTAL SALARIES & WAGES

\$3,173	\$3,173	-	-
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OTHER PAYROLL EXPENSES**3220 Public Employees Retire Cont**

3400 Other Funds Ltd	300	300	-	-
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3230 Social Security Taxes

3400 Other Funds Ltd	93	93	-	-
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	5	5	-	-
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3260 Mass Transit Tax

3400 Other Funds Ltd	795	795	-	-
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OTHER PAYROLL EXPENSES

3400 Other Funds Ltd	1,193	1,193	-	-
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Oregon Board of Chiropractic Examiners

Agency Number 81100

BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Chiropractic Examiner, State Board of

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
TOTAL OTHER PAYROLL EXPENSES	\$1,193	\$1,193	-	-		
PERSONAL SERVICES						
3400 Other Funds Ltd	4,366	4,366	-	-		
TOTAL PERSONAL SERVICES	\$4,366	\$4,366	-	-		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	832	-	832	-		
4125 Out of State Travel						
3400 Other Funds Ltd	245	-	245	-		
4150 Employee Training						
3400 Other Funds Ltd	825	-	825	-		
4175 Office Expenses						
3400 Other Funds Ltd	480	-	480	-		
4200 Telecommunications						
3400 Other Funds Ltd	890	-	890	-		
4225 State Gov. Service Charges						
3400 Other Funds Ltd	(6,703)	-	(6,703)	-		
4250 Data Processing						
3400 Other Funds Ltd	2,012	-	2,012	-		
4275 Publicity and Publications						
3400 Other Funds Ltd	194	-	194	-		
4300 Professional Services						

07/08/26

Page 2 of 8

Detail Revenues & Expenditures - Essential Packages

9:27 PM

BDV004B

Oregon Board of Chiropractic Examiners

Agency Number 81100

BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Chiropractic Examiner, State Board of

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
3400 Other Funds Ltd	16,561	-	16,561	-		
4315 IT Professional Services						
3400 Other Funds Ltd	4,794	-	4,794	-		
4325 Attorney General						
3400 Other Funds Ltd	37,089	-	37,089	-		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	57	-	57	-		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	293	-	293	-		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	2,394	-	2,394	-		
4650 Other Services and Supplies						
3400 Other Funds Ltd	18,179	-	9,435	8,744		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	12	-	12	-		
4715 IT Expendable Property						
3400 Other Funds Ltd	193	-	193	-		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	78,347	-	69,603	8,744		
TOTAL SERVICES & SUPPLIES	\$78,347	-	\$69,603	\$8,744		
EXPENDITURES						
3400 Other Funds Ltd	82,713	4,366	69,603	8,744		

07/08/26

Page 3 of 8

Detail Revenues & Expenditures - Essential Packages

9:27 PM

BDV004B

BDV004B
2027-29 Biennium
Chiropractic Examiner, State Board of

Version: V - 01 - Agency Request Budget
Cross Reference Number: 81100-000-00-00-00000

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
TOTAL EXPENDITURES	\$82,713	\$4,366	\$69,603	\$8,744		
ENDING BALANCE						
3400 Other Funds Ltd	(82,713)	(4,366)	(69,603)	(8,744)		
TOTAL ENDING BALANCE	(\$82,713)	(\$4,366)	(\$69,603)	(\$8,744)		

BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Operations

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
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EXPENDITURES**PERSONAL SERVICES****SALARIES & WAGES****3115 Board Member Stipend**

3400 Other Funds Ltd	1,960	1,960	-	-
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3180 Shift Differential

3400 Other Funds Ltd	25	25	-	-
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3190 All Other Differential

3400 Other Funds Ltd	1,188	1,188	-	-
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SALARIES & WAGES

3400 Other Funds Ltd	3,173	3,173	-	-
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TOTAL SALARIES & WAGES

\$3,173	\$3,173	-	-
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OTHER PAYROLL EXPENSES**3220 Public Employees Retire Cont**

3400 Other Funds Ltd	300	300	-	-
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3230 Social Security Taxes

3400 Other Funds Ltd	93	93	-	-
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	5	5	-	-
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3260 Mass Transit Tax

3400 Other Funds Ltd	795	795	-	-
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OTHER PAYROLL EXPENSES

3400 Other Funds Ltd	1,193	1,193	-	-
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Oregon Board of Chiropractic Examiners

Agency Number 81100

BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Operations

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
TOTAL OTHER PAYROLL EXPENSES	\$1,193	\$1,193	-	-		
PERSONAL SERVICES						
3400 Other Funds Ltd	4,366	4,366	-	-		
TOTAL PERSONAL SERVICES	\$4,366	\$4,366	-	-		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	832	-	832	-		
4125 Out of State Travel						
3400 Other Funds Ltd	245	-	245	-		
4150 Employee Training						
3400 Other Funds Ltd	825	-	825	-		
4175 Office Expenses						
3400 Other Funds Ltd	480	-	480	-		
4200 Telecommunications						
3400 Other Funds Ltd	890	-	890	-		
4225 State Gov. Service Charges						
3400 Other Funds Ltd	(6,703)	-	(6,703)	-		
4250 Data Processing						
3400 Other Funds Ltd	2,012	-	2,012	-		
4275 Publicity and Publications						
3400 Other Funds Ltd	194	-	194	-		
4300 Professional Services						

07/08/26

Page 6 of 8

Detail Revenues & Expenditures - Essential Packages

9:27 PM

BDV004B

BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Operations

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
3400 Other Funds Ltd	16,561	-	16,561	-		
4315 IT Professional Services						
3400 Other Funds Ltd	4,794	-	4,794	-		
4325 Attorney General						
3400 Other Funds Ltd	37,089	-	37,089	-		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	57	-	57	-		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	293	-	293	-		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	2,394	-	2,394	-		
4650 Other Services and Supplies						
3400 Other Funds Ltd	18,179	-	9,435	8,744		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	12	-	12	-		
4715 IT Expendable Property						
3400 Other Funds Ltd	193	-	193	-		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	78,347	-	69,603	8,744		
TOTAL SERVICES & SUPPLIES	\$78,347	-	\$69,603	\$8,744		
EXPENDITURES						
3400 Other Funds Ltd	82,713	4,366	69,603	8,744		

BDV004B
2027-29 Biennium
Operations

Version: V - 01 - Agency Request Budget
Cross Reference Number: 81100-001-00-00-00000

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
TOTAL EXPENDITURES	\$82,713	\$4,366	\$69,603	\$8,744		
ENDING BALANCE						
3400 Other Funds Ltd	(82,713)	(4,366)	(69,603)	(8,744)		
TOTAL ENDING BALANCE	(\$82,713)	(\$4,366)	(\$69,603)	(\$8,744)		

Description						
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NO RECORDS AVAILABLE

PIC100 - Position Budget Report

Chiropractic Examiner, State Board of

2027-29 Biennium
Budget Preparation

Cross Reference Number: 81100-000-00-00-00000
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	
Total Salary												-	-	1,008,577	-	1,008,577
Total OPE												-	-	534,973	-	534,973
Total Personal Services						5	4.75					-	-	1,543,550	-	1,543,550

PIC100 - Position Budget Report

Operations

**2027-29 Biennium
Budget Preparation**

**Cross Reference Number: 81100-001-01-00-00000
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
0000510	UA C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6802	SAL	-	-	163,248	-	163,248
										OPE	-	-	97,773	-	97,773
0000511	UA C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	9	5024	SAL	-	-	120,576	-	120,576
										OPE	-	-	83,789	-	83,789
0000512	MEAH Z7589 HF	AGENCY HEAD 9	32X	PF	1	1.00	24	11	13817	SAL	-	-	331,608	-	331,608
										OPE	-	-	152,944	-	152,944
0000514	UA C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PP	1	0.75	18	11	6802	SAL	-	-	122,436	-	122,436
										OPE	-	-	73,330	-	73,330
0000516	UA C5911 BP	HEALTH CARE INVESTIGATOR/ADVISOR	26	PF	1	1.00	24	11	10309	SAL	-	-	247,416	-	247,416
										OPE	-	-	125,355	-	125,355
0004801	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685
										OPE	-	-	282	-	282
0004802	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685
										OPE	-	-	282	-	282
0004803	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685
										OPE	-	-	282	-	282
0004804	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685
										OPE	-	-	282	-	282
0004805	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685
										OPE	-	-	282	-	282
0004806	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	2,434	-	2,434
										OPE	-	-	186	-	186
0004807	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	2,434	-	2,434
										OPE	-	-	186	-	186
Total Salary											-	-	1,008,577	-	1,008,577
Total OPE											-	-	534,973	-	534,973
Total Personal Services						5	4.75				-	-	1,543,550	-	1,543,550