

Oregon Board of Chiropractic Examiners



2025-27 Legislatively Adopted Budget

INTRODUCTORY INFORMATION

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INTRODUCTORY INFORMATION

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CERTIFICATION

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

Oregon Board of Chiropractic Examiners

1225 Ferry St SE, Salem, OR 97301

AGENCY NAME

AGENCY ADDRESS


SIGNATURE

Michelle Waggoner, D.C., President

TITLE

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

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

☐ Agency Request

☐ Governor's Budget

☒ Legislatively Adopted

BOARD ROSTER

OREGON BOARD OF CHIROPRACTIC EXAMINERS

Executive Director – Cassandra C. McLeod-Skinner, J.D.
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Address on File

Lori Schmidt (Public Member)

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Coos Bay, OR 97420

Micah Warren-Johnson (Public Member)

Address on File

LEGISLATIVE ACTION

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

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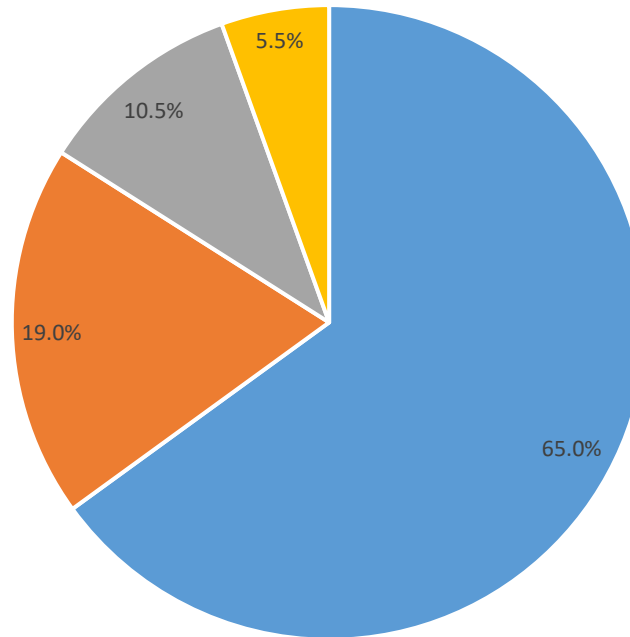
.....M.,....., 2025

.....
Tobias Read, Secretary of State

AGENCY SUMMARY

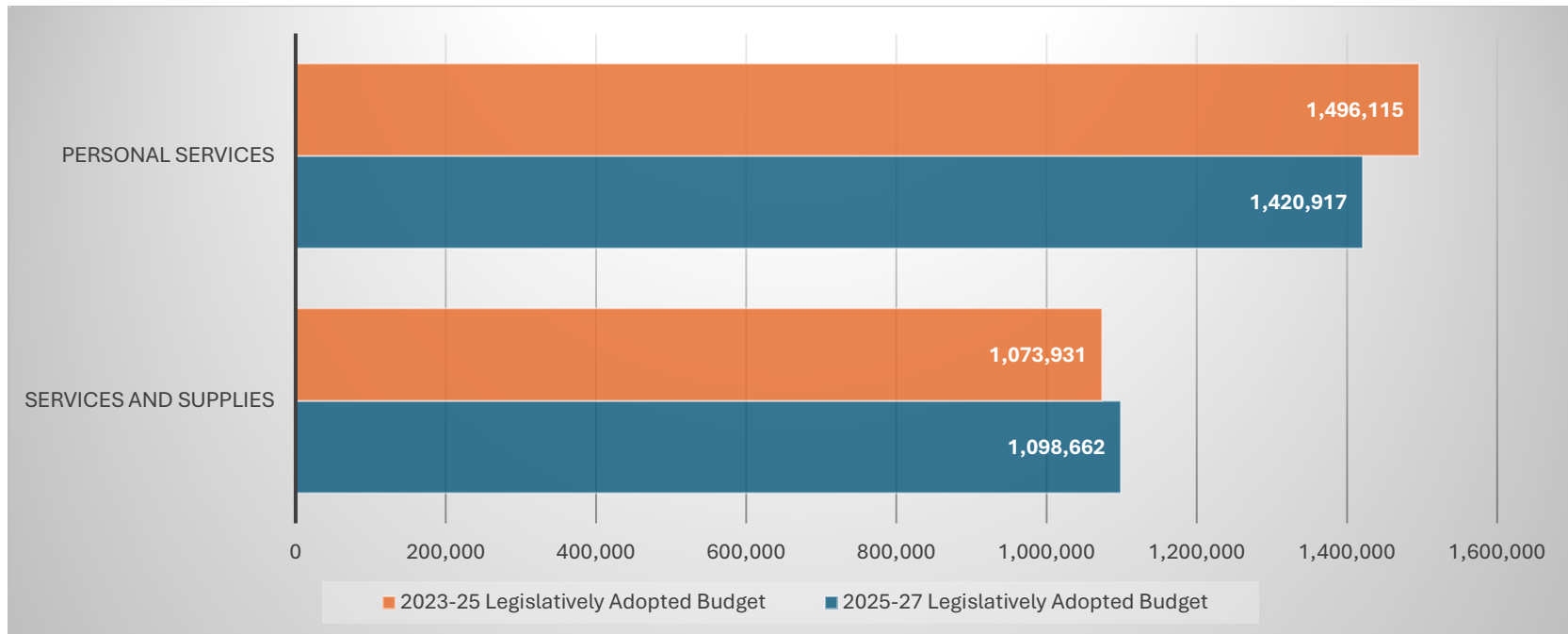
BUDGET NARRATIVE

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:

- | |
|---|
| <ol style="list-style-type: none">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.

With the current projected budget shortfall of \$592,391 at the end of 2027 for the Agency Request Budget, we proposed the following changes: cut 3.5 positions, cut board per diem, cut in-state and out-of-state travel, cut in-person board meetings, AAG attendance at meetings limited only to executive session, limit board meeting days to 4x/year rather than the usual 6x/year, and cut/reduce other expenses. The Policy Option Package 101 Restore Package “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). This vacancy will be a hardship on the agency and will likely lead to a similar cycle of backlog of cases and increased AAG and OAH fees due to those older cases being untimely addressed.

As such, at its July 2024 Board meeting, the OBCE voted to enter rulemaking in September 2024 to increase its fees by 45% (and an additional sum for DC applications to bring them more in line with other regional chiropractic boards) and requests approval on the 45% increase that is not found within the GB nor reflected in the anticipated 2027 ending cash balance. The details of the 45% fee increase are found within the Revenues section of this narrative and would allow the agency to be fully staffed. However, on further review in September 2024, the Board, understanding that the 45% fee increase would likely not be approved, voted to adopt a 30% fee increase instead, which became effective on November 1, 2024. These fee increases were adopted by the Legislature and signed into law in SB 5544 (2025).

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,

BUDGET NARRATIVE

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.

The Role of Board and Committee Members

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

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

Customers

The Board provides information and services to the following customers:

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

Agency Two-Year Plans for 2025-27

1) Protecting the Public. To address our case investigation backlog. Our normal case load is 40-45 open cases/month. As of July 2023, we had 146 open cases but due to our being fully staffed and utilizing 2 contract investigators, we 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 this budget cycle, we currently have 60 cases open as of October 1, 2025. Effective investigation of complaints and case resolutions are our top priority. To provide the highest level of public protection, the OBCE investigates and

BUDGET NARRATIVE

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

Having a doctor of chiropractic on staff as our Healthcare Investigator has greatly increased the effectiveness of our investigations in that many more case files are investigated from a clinical practitioner's perspective prior to being reviewed by the Board. This is critically important as Board members are addressing increasingly complex and document heavy cases. This position is also important in answering chiropractic practice related questions from our licensees – helping further educate them and to resolve issues prior to issues becoming complaints.

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

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

Program Descriptions and Long Term Plans

The primary program areas of the Board are:

- 1. Public Protection.** The OBCE is responsible for explaining and enforcing the laws and rules governing the practice of chiropractic in Oregon. The Board's Investigator conducts investigations and works in conjunction with the Health Care Investigator in interviewing licensees and reporting to the Board. They provide the initial contact and investigative follow-up to complaints, assists the Board's Assistant Attorney General with legal documents and contested cases, including identifying and facilitating witness and expert testimony, and provides complainants, the public, and

BUDGET NARRATIVE

licensees information regarding laws and rules. The Health Care Investigator is a chiropractic physician who also does investigations, interviews, and file reviews, bringing invaluable chiropractic expertise to the investigative process. The Executive Director provides overall management of the Board's executive agenda and cases that proceed to the contested case hearing process.

Over half of the time spent at the Board's regular meetings is spent reviewing complaints and disciplinary matters in executive session. The Board's Peer Review Committee (PRC) reviews complaints that may require a personal interview with doctors and complainants. Doctors on probation are monitored to ensure that disciplinary terms are carried out. Administrative Law Judges for contested case proceedings are provided by the Office of Administrative Hearings. Competency evaluations are utilized when needed, including the NBCE's Special Purposes Examinations for Competency (SPEC) and the Ethics and Boundaries Exam (EBAS). Also, psychological, psycho-sexual, and substance abuse evaluations are also ordered as needed.

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

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

3. **Certified Chiropractic Assistants (CAs).** Certified Chiropractic Assistants (CAs) must take a 12 hour training course and pass an examination prior to obtaining their certificate. FBI criminal background checks are performed on all CAs when they apply and every six years for renewal. CAs renew their certification annually during their birth month, submitting an affidavit of proof of 6 hours of (CE) taken that year. A monthly random CE audit is performed on 10-15% of CAs who have renewed in the last 6 months to ensure compliance. While in transition between our legacy Access database and inLumon's SaaS, CE audits have been put on hold.
4. **Public and Professional Information.** License verifications using our website offer information about license status and disciplinary actions for all licensees/certificate holders. Board members meet with all newly licensed chiropractic physicians twice a year, in our Introduction to the Board

BUDGET NARRATIVE

class, to review the role of the OBCE and offer suggestions for maintaining a professional practice. Prior to COVID-19, we tried to hold at least two of our Board meetings per year outside of the Salem/Portland area (weather permitting), holding meet and greets for local licensees and members of the public who are unable to travel to Salem or Portland. Since 2014, the Board has travelled to Florence, Corvallis, Sunriver/Central Oregon, North Bend/Coos Bay, Baker City, Ashland, and Klamath Falls, among others. We reinitiated in-person board meetings in May 2022 and met in Salem, Tumalo, Portland, Pendleton, and Ashland. Unfortunately, due to our budget shortfall, we have discontinued meeting in-person and around the state, meeting virtually instead.

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

Plans, Goals, and Performance Measures

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

Key Performance Measures:

Our current KPMs:

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

BUDGET NARRATIVE

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.

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.

BUDGET NARRATIVE

- 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.

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.

BUDGET NARRATIVE

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

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

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

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

Partnerships

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

Environmental Factors

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

1. Public Demand

BUDGET NARRATIVE

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.

	1/1/2020	8/1/2020	8/1/2021	8/1/2022	8/1/2023	8/1/2024	8/1/2025
Chiropractic physicians – Active	1,721	1,682	1,723	1,735	1,667	1,689	1,676
Chiropractic physicians - Inactive	221	221	195	251	218	220	212
Chiropractic Assistants	1,371	1,440	1,305	1,255	1,273	1,751	1,385
Total	3,313	3,343	3,223	3,241	3,158	3,660	3,273

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

BUDGET NARRATIVE

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

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

Initiatives and Accomplishments

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

Application/Examination Program. The Board continues to do OSP and FBI background checks on all applicants in order to address possible character and fitness issues before licensure, thus limiting the likelihood of potential harm to the public and streamlining the process for administrative efficiencies. The Board also implemented background checks at renewal for all licensees, to occur every 6 years. The Board has almost finalized the new

BUDGET NARRATIVE

CA Study Guide that will be made available to CA applicants to assist in their initial testing through NBCE. Once finalized, the Board and staff will work with NBCE to update the CA Examination.

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

Diversity & Affirmative Action. The Board's goal is to demonstrate progress towards promoting diversity within the chiropractic profession, within the Board itself, on the Board's committees, and within staff members and has made significant headway in appointing diverse members to the Board, Peer Review Committee, and its hiring of staff. The Board has been a sponsor for the State's Diversity Conference every year, with the purpose of promoting, recruiting, and retaining a more diverse workforce. We continue conversations with the University of Western States about their efforts in recruiting, retaining, and matriculating BIPOC professors and chiropractic students with the hope of providing the public more access to diverse licensees and, eventually, appointing those licensees to the Board. Since our first inquiries, UWS has hired a dedicated Director of DEI who has commenced initiatives to advance recruitment and retention work. UWS is developing new learning outcomes related to DEI to align with ongoing cultural competency requirements for licensure. UWS has also created scholarships dedicated for students from diverse backgrounds and underserved communities and now has a very active student chapter of the American Black Chiropractic Association (ABCA) that has been instrumental in attracting BIPOC students to its DC program. That chapter was involved in bringing the ABCA annual conference to the UWS campus in June 2024 and OBCE was a proud sponsor. Staff and board members tabled during the full 3 day conference, speaking with students and chiropractors throughout the country about Oregon's broad scope of practice and positive work environment.

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

Criteria for 2025-2027 Budget Development

- I. Does the budget item address the Mission and specific outcomes to be achieved of the Strategic Plan?
 - Assure Public Protection and increase the Board's capacity to investigate and resolve complaints
 - Enhance Professional Competency
 - Establish and Implement High Professional Standards
 - Streamline agency operations and bring up to date
 - Mitigate budget shortfall while also maintaining current service levels

BUDGET NARRATIVE

- II. Does the budget item solve or reduce a current problem, or will it prevent or reduce future problems?
- The GB as written will solve the shortfall but will leave the agency understaffed in the primary program area of public protection. This short-staffing will create future problems as we have seen and are currently experiencing with our case backlog.
 - A 45% fee increase will keep us close to fully staffed while also allowing for cost savings measures to be implemented.
- III. Will the budget item result in improved Board services?
- The GB as written will hamper our mission of public protection by decreasing our investigation staff by half. With a 45% fee increase, the agency will remain close to fully staffed and will continue to improve its investigation case load resolution times.



MEMORANDUM

Date: October 6, 2025
To: DAS CFO
From: Cass McLeod-Skinner, Executive Director
RE: **Diversity, Equity, and Inclusion Statement Cover Memo**

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

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

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

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

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

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

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

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

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

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

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



Oregon Board of Chiropractic Examiners

Strategic Plan 2025-27

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

July 1, 2025 – June 30, 2027
Adopted July 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

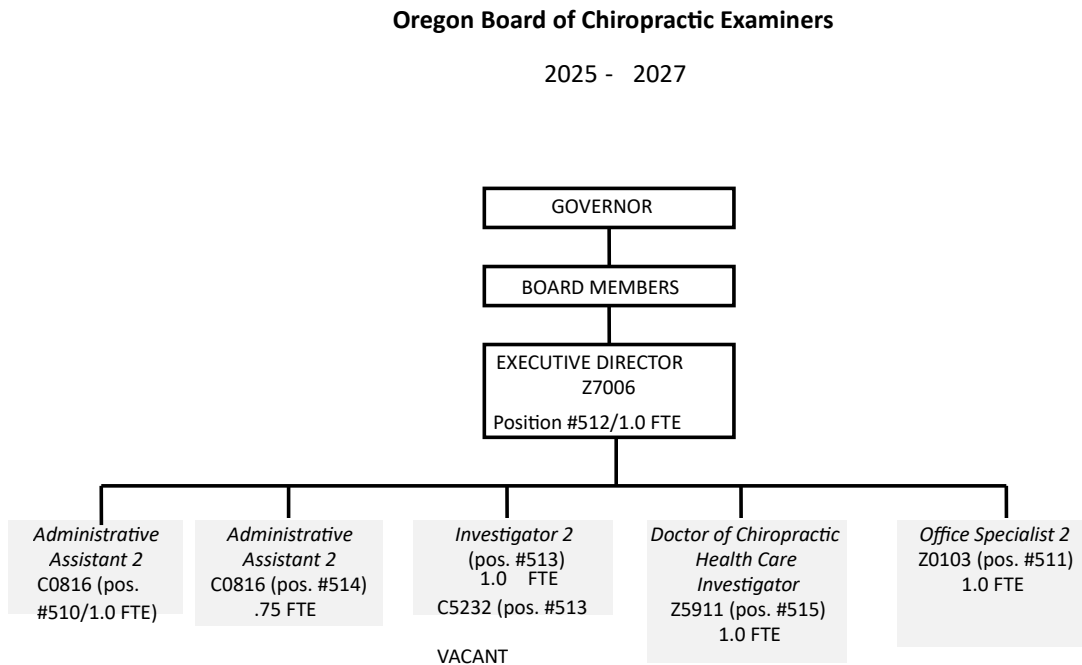
Kristina.narayan@oregon.gov, 503-689-0893

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

Summary of 2025-27 Biennium Budget

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

**Leg. Adopted Budget
Cross Reference Number: 81100-000-00-00-00000**

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

Summary of 2025-27 Biennium Budget

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

Leg. Adopted Budget
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Subtotal	-	-	125,771	-	-	125,771	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	6	5.75	2,926,904	-	-	2,926,904	-	-	-

Summary of 2025-27 Biennium Budget

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

Leg. Adopted Budget
Cross Reference Number: 81100-000-00-00-00000

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Subtotal: 2025-27 Current Service Level	6	5.75	2,926,904	-	-	2,926,904	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	(3)	(3.00)	(1,053,269)	-	-	(1,053,269)	-	-	-
Modified 2025-27 Current Service Level	3	2.75	1,873,635	-	-	1,873,635	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	(39,605)	-	-	(39,605)	-	-	-
092 - Statewide AG Adjustment	-	-	-	-	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	-	-	-	-	-	-	-
801 - LFO Analyst Adjustments	-	-	(20,087)	-	-	(20,087)	-	-	-
802 - Vacant Position Reductions	-	-	-	-	-	-	-	-	-
803 - Federal Revenue Shortfall	-	-	-	-	-	-	-	-	-
804 - Position Rebalance	-	-	-	-	-	-	-	-	-
805 - Constitutionally Elected Officials Adjustments	-	-	-	-	-	-	-	-	-
810 - Statewide Adjustments	-	-	44,047	-	-	44,047	-	-	-
811 - Budget Reconciliation Adjustments	-	-	-	-	-	-	-	-	-
812 - Policy Bills	-	-	-	-	-	-	-	-	-
813 - Updated Base Debt Service Adjustments	-	-	-	-	-	-	-	-	-
816 - Capital Construction	-	-	-	-	-	-	-	-	-
840 - Mandated Caseloads	-	-	-	-	-	-	-	-	-

Summary of 2025-27 Biennium Budget

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

**Leg. Adopted Budget
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845 - Statutory Caseloads	-	-	-	-	-	-	-	-	-
101 - Restore Package	2	2.00	661,643	-	-	661,643	-	-	-
Subtotal Policy Packages	2	2.00	645,998	-	-	645,998	-	-	-
Total 2025-27 Leg. Adopted Budget	5	4.75	2,519,633	-	-	2,519,633	-	-	-
Percentage Change From 2023-25 Leg Approved Budget	-16.67%	-17.39%	-5.34%	-	-	-5.34%	-	-	-
Percentage Change From 2025-27 Current Service Level	-16.67%	-17.39%	-13.91%	-	-	-13.91%	-	-	-

Summary of 2025-27 Biennium Budget

Oregon Board of Chiropractic Examiners
Operations
2025-27 Biennium

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

Summary of 2025-27 Biennium Budget

Oregon Board of Chiropractic Examiners
Operations
2025-27 Biennium

Leg. Adopted 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>
Subtotal	-	-	125,771	-	-	125,771	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	6	5.75	2,926,904	-	-	2,926,904	-	-	-

Summary of 2025-27 Biennium Budget

Oregon Board of Chiropractic Examiners
Operations
2025-27 Biennium

Leg. Adopted 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>
Subtotal: 2025-27 Current Service Level	6	5.75	2,926,904	-	-	2,926,904	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	(3)	(3.00)	(1,053,269)	-	-	(1,053,269)	-	-	-
Modified 2025-27 Current Service Level	3	2.75	1,873,635	-	-	1,873,635	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	(39,605)	-	-	(39,605)	-	-	-
092 - Statewide AG Adjustment	-	-	-	-	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	-	-	-	-	-	-	-
801 - LFO Analyst Adjustments	-	-	(20,087)	-	-	(20,087)	-	-	-
802 - Vacant Position Reductions	-	-	-	-	-	-	-	-	-
803 - Federal Revenue Shortfall	-	-	-	-	-	-	-	-	-
804 - Position Rebalance	-	-	-	-	-	-	-	-	-
805 - Constitutionally Elected Officials Adjustments	-	-	-	-	-	-	-	-	-
810 - Statewide Adjustments	-	-	44,047	-	-	44,047	-	-	-
811 - Budget Reconciliation Adjustments	-	-	-	-	-	-	-	-	-
812 - Policy Bills	-	-	-	-	-	-	-	-	-
813 - Updated Base Debt Service Adjustments	-	-	-	-	-	-	-	-	-
816 - Capital Construction	-	-	-	-	-	-	-	-	-
840 - Mandated Caseloads	-	-	-	-	-	-	-	-	-

Summary of 2025-27 Biennium Budget

Oregon Board of Chiropractic Examiners
Operations
2025-27 Biennium

Leg. Adopted 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>
845 - Statutory Caseloads	-	-	-	-	-	-	-	-	-
101 - Restore Package	2	2.00	661,643	-	-	661,643	-	-	-
Subtotal Policy Packages	2	2.00	645,998	-	-	645,998	-	-	-
Total 2025-27 Leg. Adopted Budget	5	4.75	2,519,633	-	-	2,519,633	-	-	-
Percentage Change From 2023-25 Leg Approved Budget	-16.67%	-17.39%	-5.34%	-	-	-5.34%	-	-	-
Percentage Change From 2025-27 Current Service Level	-16.67%	-17.39%	-13.91%	-	-	-13.91%	-	-	-

PROGRAM PRIORITIZATION FOR 2025-27

Legislatively Adopted Budget

6-Oct-25

Agency Name		Oregon Board of Chiropractic Examiners																	Cassandra McLeod-Skinner, Ex. Dir. 503 779-9038						008
2025 - 2027 Biennium		The Mission of the Oregon Board of Chiropractic Examiners (OBCE) is to protect the public by regulating the practice of chiropractic.																	Agency Number:						
Agency-Wide Priorities for 2025-27 Biennium																									
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22				
Priority (ranked with highest priority first)	Dept. Initials	Program Activity Description	Identify Key Performance Measures: ()	Primary Purpose Program- Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Legal Citation	Legal Citation	Legal Citation	Comments on Proposed Changes to CPL included in Agency Request				
Dept	Prgm/ Div		Program Activity Description is based on an Estimated Budget of Program by staff, Board, Peer Review, and AAG (total)	Ag			2,519,633																		
1	OBCE	Public Protection (Complaints, Investigation & Peer Review, Board Review, Disciplinary Actions, Probation monitoring, Mentoring Plans, Legal) 65%	KPM 1-3, 8-10	3			1,637,761				\$ 1,637,761	1.00	1.00	N	Y	S	ORS 684				Decrease 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			478,730				\$ 478,730	1	2.00	N	N	S	ORS 684								
3	OBCE	Public & profession al Informatio n (License verifications, Web page, policy governance, policy & practice questions, administrativ e rulemaking, standards of practice development) 10.5%	KPM 6	3			264,561				\$ 264,561	1	0.75	N	Y	S	ORS 684								
4	OBCE	Board Support (Administrati on, budget, DAS reporting, performance measures, personnel, contracts, also state government assessment), revenues, corresponde nce, filing, accounting) 5.5%	KPM 6-7	4			138,580				\$ 138,580	1	1.00	N	Y	S	ORS 684								
							#####				\$ 2,519,633	5	4.75												

Document criteria used to prioritize activities:

Criteria for 2025-27 Budget Development

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

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

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

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

7. Primary Purpose Program/Activity Exists

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

19. Legal Requirement Code

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

10% REDUCTIONS OPTIONS (ORS 291.216)

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

10% REDUCTIONS OPTIONS (ORS 291.216)

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

10% REDUCTIONS OPTIONS (ORS 291.216)

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

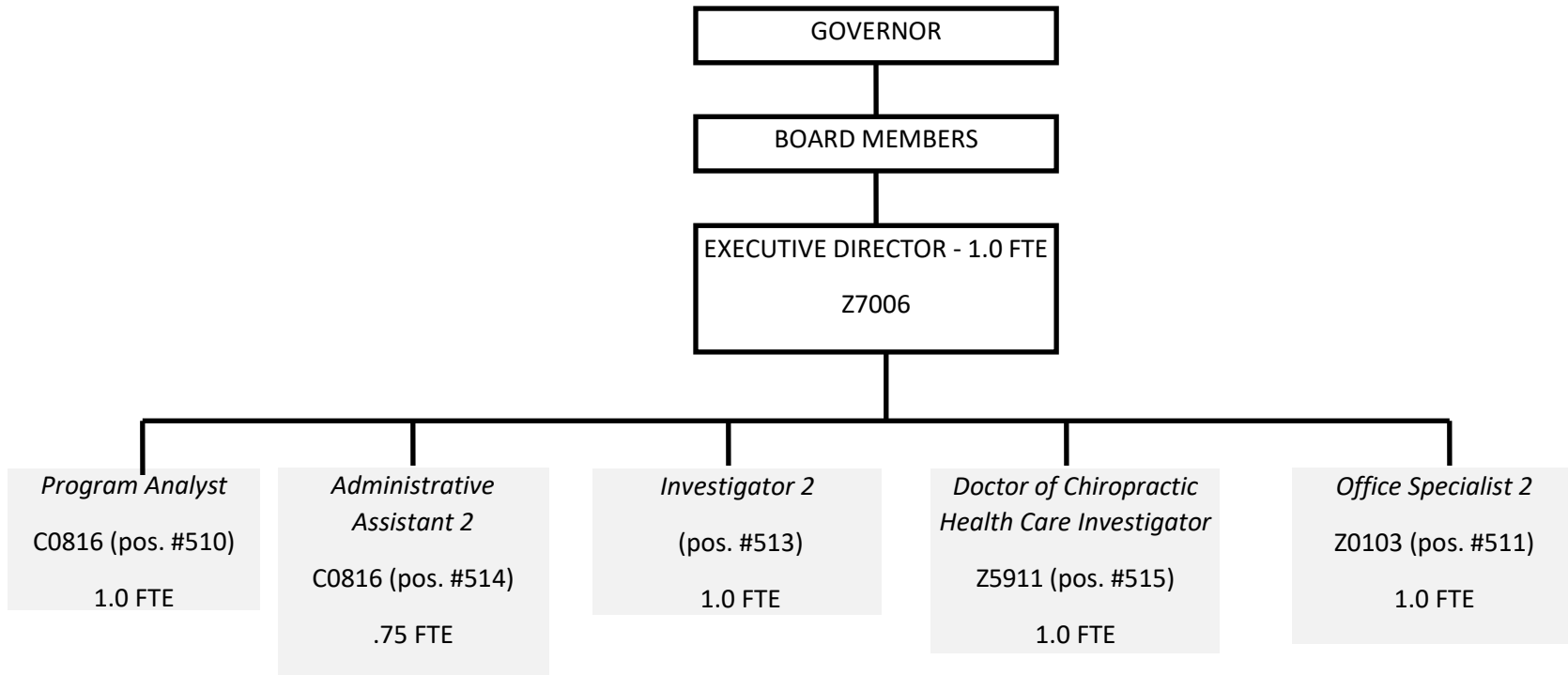
Oregon Board of Chiropractic Examiners**Agency Number: 81100****Agencywide Program Unit Summary
2025-27 Biennium****Version: Z - 01 - Leg. Adopted Budget**

Summary Cross Reference Number	Cross Reference Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
001-00-00-00000	Operations						
	Other Funds	1,955,692	2,570,046	2,661,824	2,535,278	2,475,556	2,519,633
TOTAL AGENCY							
	Other Funds	1,955,692	2,570,046	2,661,824	2,535,278	2,475,556	2,519,633

BUDGET NARRATIVE

ORGANIZATION CHART Oregon Board of Chiropractic Examiners

2023-25 Final



___ Agency Request

___ Governor's Recommended

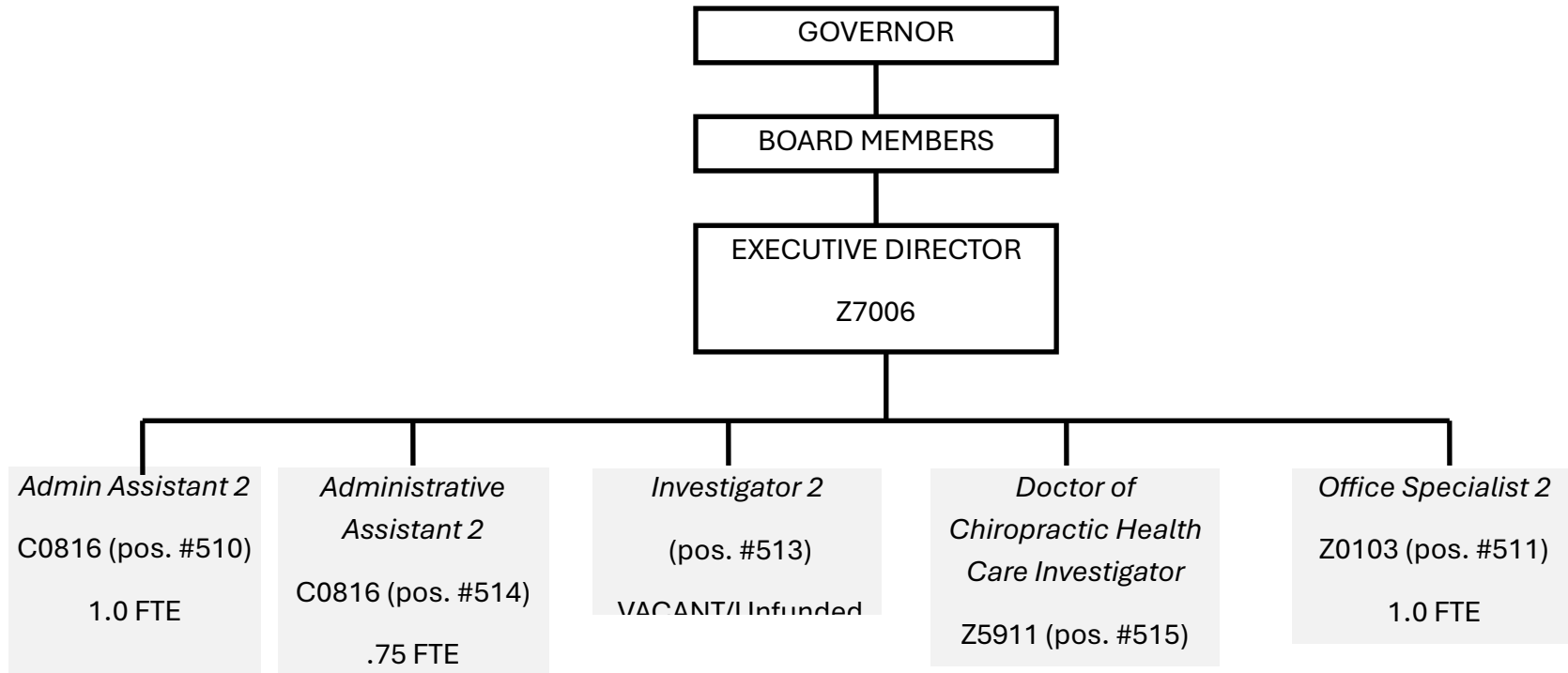
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Budget Page ___

BUDGET NARRATIVE

ORGANIZATION CHART Oregon Board of Chiropractic Examiners

2025-27 LAB



___ Agency Request

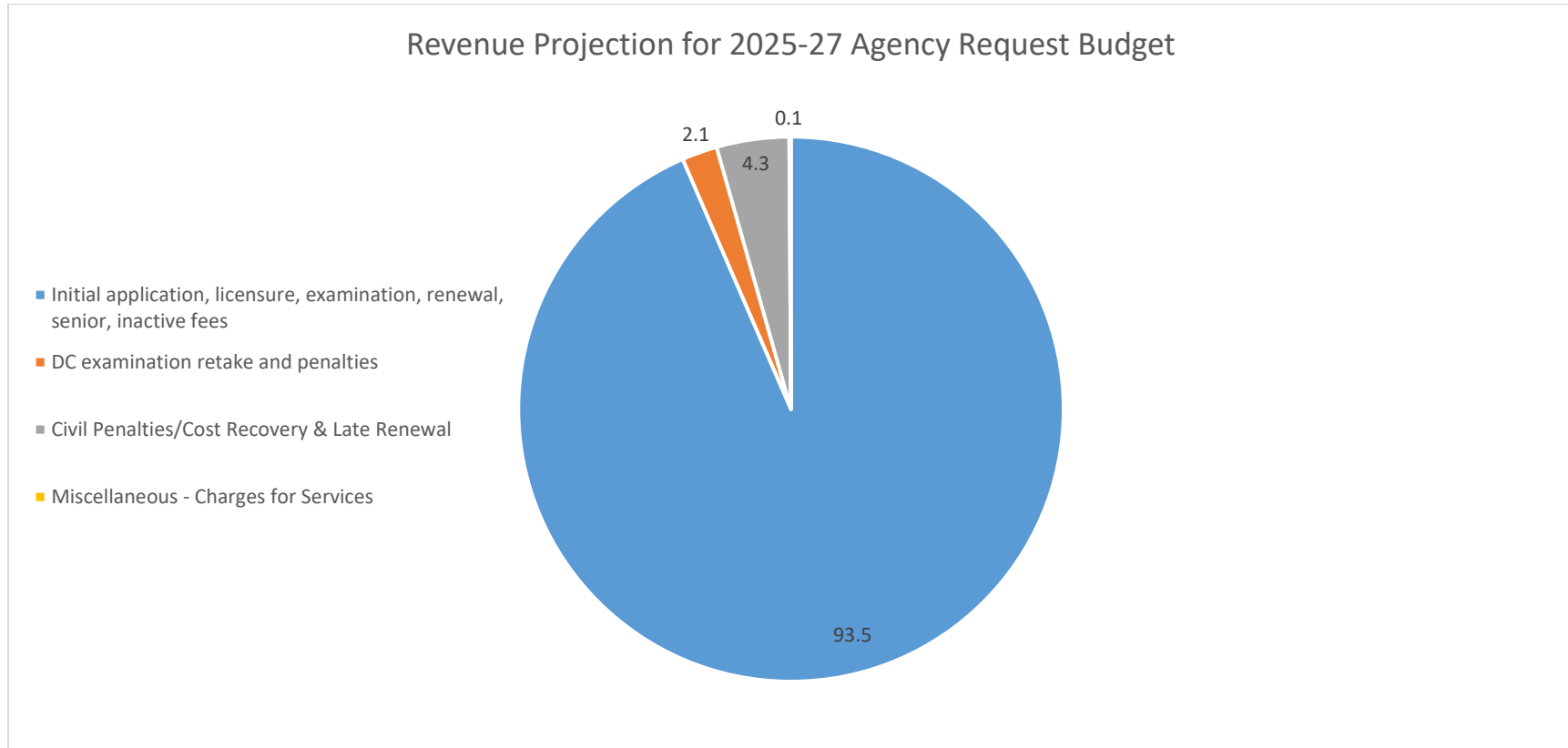
___ Governor's Recommended

X Legislatively Adopted

Budget Page ___

REVENUE

BUDGET NARRATIVE



Revenue Projections for 2025-27

Revenue Sources

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

BUDGET NARRATIVE

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 2025-2027 Estimates

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

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

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

	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

BUDGET NARRATIVE

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

BUDGET NARRATIVE

CA Application	\$126.25	\$146.25 (20% increase on \$80 as difference is background check fee)
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Due to increased AAG and OAH fees, PERS costs, and inflation, it became increasingly clear that the 20% fee increase was not going to be enough to allow for the usual 3-6 month of expenditure reserve at the end of 2027, according to projection modeling during development of our Current Service Level budget. At its March 2024 board meeting, the Board voted to enter rulemaking to increase fees but did not yet have proposals to review to determine the level of increase. The Board published its rulemaking notice and received no public comment. At its July 2024 board meeting, the Board voted to enter rulemaking in September 2024 to increase its fees by 45% (and an additional sum for DC applications to bring them more in line with other regional chiropractic boards) and requests approval on the 45% increase that is not found within the GB nor reflected in the anticipated 2027 ending cash balance. If approved by the Legislature, the 45% fee increase will likely provide an estimated additional \$938,086 to the 2025-27 budget. Upon further learning that a 45% increase would likely not pass, the Board voted to increase fees by 30% (and an additional sum for DC applications) instead of the 45% originally voted on. This fee change went into effect on November 1, 2024. SB 5544 (2025) brought these fee increases into statute. It is anticipated that another fee increase will be required in 2026 or for the 2027-29 biennium.

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

BUDGET NARRATIVE

		background check fee; 9/24 rulemaking hearing)	
CA License	\$60.00	\$87.00	\$78.00
CA Renewal	\$90.00	\$130.00	\$117.00
CA Application	\$146.25	\$191.25 (45% increase on \$100 as difference is background check fee; 9/24 rulemaking hearing)	\$176.25
Late Renewal Penalty	\$125/week; max \$500	\$150/week; no max	\$150/week, no max

Policy Packages

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

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

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

BUDGET NARRATIVE

Affirmative Action Statement

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

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

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

DETAIL OF FEE, LICENSE, OR ASSESSMENT REVENUE INCREASE

PROPOSED FOR INCREASE/ESTABLISHMENT

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

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

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

_____ Agency Request

_____ Governor's Budget

_____X_____ Legislatively Adopted

Budget Page _____

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

Oregon Board of Chiropractic Examiners
2025-27 Biennium

Agency Number: 81100

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

<i>Source</i>	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	38,178	42,532	42,532	39,464	39,464	39,464
Non-business Lic. and Fees	1,653,422	1,886,980	1,886,980	2,665,461	2,709,968	2,709,968
Charges for Services	1,015	1,640	1,640	1,292	1,292	1,292
Fines and Forfeitures	211,410	226,888	226,888	53,497	53,497	53,497
Other Revenues	10,404	-	-	-	-	-
Tsfr To Oregon Health Authority	(10,010)	(11,600)	(11,600)	(11,600)	(11,600)	(11,600)
Total Other Funds	\$1,904,419	\$2,146,440	\$2,146,440	\$2,748,114	\$2,792,621	\$2,792,621

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

Oregon Board of Chiropractic Examiners
2025-27 Biennium

Agency Number: 81100

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

<i>Source</i>	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	38,178	42,532	42,532	39,464	39,464	39,464
Non-business Lic. and Fees	1,653,422	1,886,980	1,886,980	2,665,461	2,709,968	2,709,968
Charges for Services	1,015	1,640	1,640	1,292	1,292	1,292
Fines and Forfeitures	211,410	226,888	226,888	53,497	53,497	53,497
Other Revenues	10,404	-	-	-	-	-
Tsfr To Oregon Health Authority	(10,010)	(11,600)	(11,600)	(11,600)	(11,600)	(11,600)
Total Other Funds	\$1,904,419	\$2,146,440	\$2,146,440	\$2,748,114	\$2,792,621	\$2,792,621

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

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

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	-	-	(125,771)	-	-	-	(125,771)
Total Ending Balance	-	-	(\$125,771)	-	-	-	(\$125,771)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
Pkg: 070 - Revenue Shortfalls

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

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
Pkg: 070 - Revenue Shortfalls

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	(1,053,269)	-	-	-	(1,053,269)
Total Expenditures	-	-	(\$1,053,269)	-	-	-	(\$1,053,269)
Ending Balance							
Ending Balance	-	-	1,053,269	-	-	-	1,053,269
Total Ending Balance	-	-	\$1,053,269	-	-	-	\$1,053,269
Total Positions							
Total Positions							(3)
Total Positions	-	-	-	-	-	-	(3)
Total FTE							
Total FTE							(3.00)
Total FTE	-	-	-	-	-	-	(3.00)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
Pkg: 090 - Analyst Adjustments

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	(6,480)	-	-	-	(6,480)
Public Employees' Retire Cont	-	-	(1,364)	-	-	-	(1,364)
Social Security Taxes	-	-	(496)	-	-	-	(496)
Paid Family Medical Leave Insurance	-	-	(26)	-	-	-	(26)
Mass Transit Tax	-	-	(39)	-	-	-	(39)
Reconciliation Adjustment	-	-	(31,200)	-	-	-	(31,200)
Total Personal Services	-	-	(\$39,605)	-	-	-	(\$39,605)
Total Expenditures							
Total Expenditures	-	-	(39,605)	-	-	-	(39,605)
Total Expenditures	-	-	(\$39,605)	-	-	-	(\$39,605)
Ending Balance							
Ending Balance	-	-	39,605	-	-	-	39,605
Total Ending Balance	-	-	\$39,605	-	-	-	\$39,605

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Attorney General	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
State Gov. Service Charges	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
Pkg: 101 - Restore Package

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

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
Pkg: 101 - Restore Package

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	661,643	-	-	-	661,643
Total Expenditures	-	-	\$661,643	-	-	-	\$661,643
Ending Balance							
Ending Balance	-	-	(24,745)	-	-	-	(24,745)
Total Ending Balance	-	-	(\$24,745)	-	-	-	(\$24,745)
Total Positions							
Total Positions							2
Total Positions	-	-	-	-	-	-	2
Total FTE							
Total FTE							2.00
Total FTE	-	-	-	-	-	-	2.00

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
Pkg: 801 - LFO Analyst Adjustments

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Professional Services	-	-	100,000	-	-	-	100,000
Facilities Rental and Taxes	-	-	(120,087)	-	-	-	(120,087)
Total Services & Supplies	-	-	(\$20,087)	-	-	-	(\$20,087)
Total Expenditures							
Total Expenditures	-	-	(20,087)	-	-	-	(20,087)
Total Expenditures	-	-	(\$20,087)	-	-	-	(\$20,087)
Ending Balance							
Ending Balance	-	-	20,087	-	-	-	20,087
Total Ending Balance	-	-	\$20,087	-	-	-	\$20,087

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Board of Chiropractic Examiners
Pkg: 810 - Statewide Adjustments

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
State Gov. Service Charges	-	-	3,032	-	-	-	3,032
Data Processing	-	-	4,918	-	-	-	4,918
Attorney General	-	-	36,097	-	-	-	36,097
Total Services & Supplies	-	-	\$44,047	-	-	-	\$44,047
Total Expenditures							
Total Expenditures	-	-	44,047	-	-	-	44,047
Total Expenditures	-	-	\$44,047	-	-	-	\$44,047
Ending Balance							
Ending Balance	-	-	(44,047)	-	-	-	(44,047)
Total Ending Balance	-	-	(\$44,047)	-	-	-	(\$44,047)

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

Oregon Board of Chiropractic Examiners
2025-27 Biennium

Agency Number: 81100

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

<i>Source</i>	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	38,178	42,532	42,532	39,464	39,464	39,464
Non-business Lic. and Fees	1,653,422	1,886,980	1,886,980	2,665,461	2,709,968	2,709,968
Charges for Services	1,015	1,640	1,640	1,292	1,292	1,292
Fines and Forfeitures	211,410	226,888	226,888	53,497	53,497	53,497
Other Revenues	10,404	-	-	-	-	-
Tsfr To Oregon Health Authority	(10,010)	(11,600)	(11,600)	(11,600)	(11,600)	(11,600)
Total Other Funds	\$1,904,419	\$2,146,440	\$2,146,440	\$2,748,114	\$2,792,621	\$2,792,621

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

Oregon Board of Chiropractic Examiners
2025-27 Biennium

Agency Number: 81100

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

<i>Source</i>	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	38,178	42,532	42,532	39,464	39,464	39,464
Non-business Lic. and Fees	1,653,422	1,886,980	1,886,980	2,665,461	2,709,968	2,709,968
Charges for Services	1,015	1,640	1,640	1,292	1,292	1,292
Fines and Forfeitures	211,410	226,888	226,888	53,497	53,497	53,497
Other Revenues	10,404	-	-	-	-	-
Tsfr To Oregon Health Authority	(10,010)	(11,600)	(11,600)	(11,600)	(11,600)	(11,600)
Total Other Funds	\$1,904,419	\$2,146,440	\$2,146,440	\$2,748,114	\$2,792,621	\$2,792,621

SPECIAL REPORTS

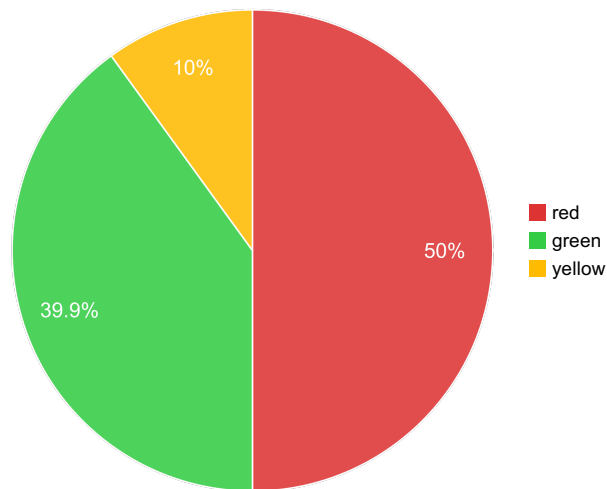
Board of Chiropractic Examiners

Annual Performance Progress Report

Reporting Year 2025

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

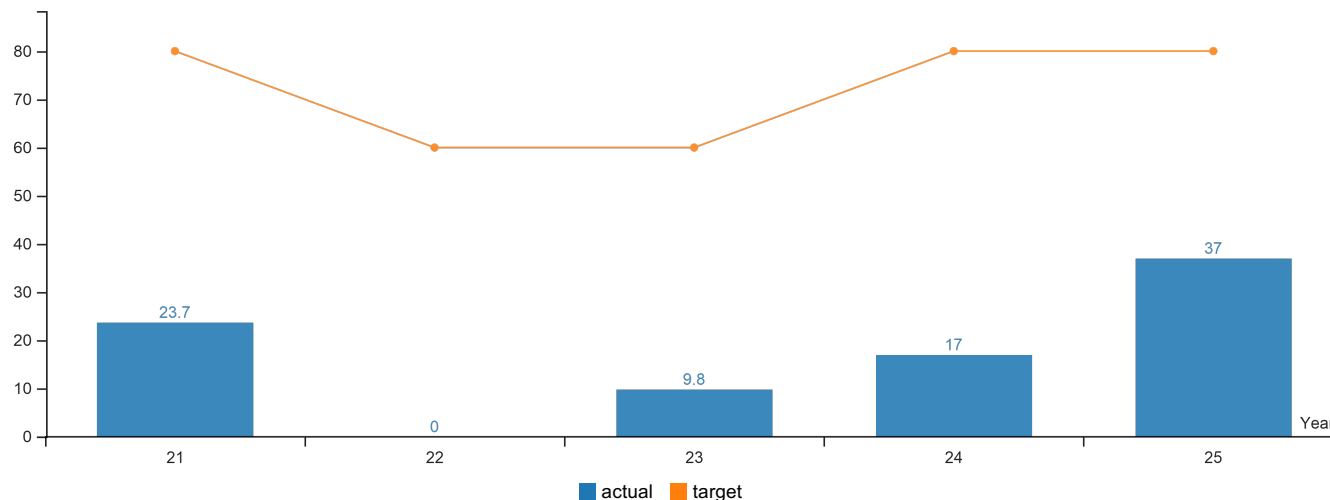
KPM #	Approved Key Performance Measures (KPMs)
1	Days between complaint receipt and investigation report finalized for Board (investigative process step one) - Percent of cases having investigative reports written within 150 days from when a complaint is received to when the investigation is prepared 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.

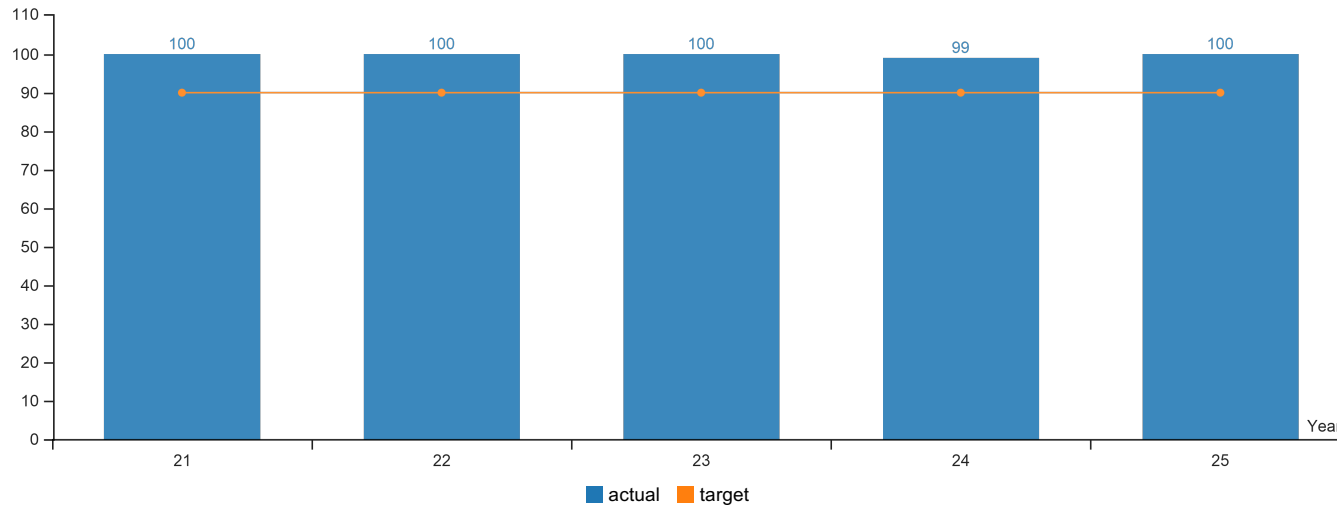
Factors Affecting Results

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.

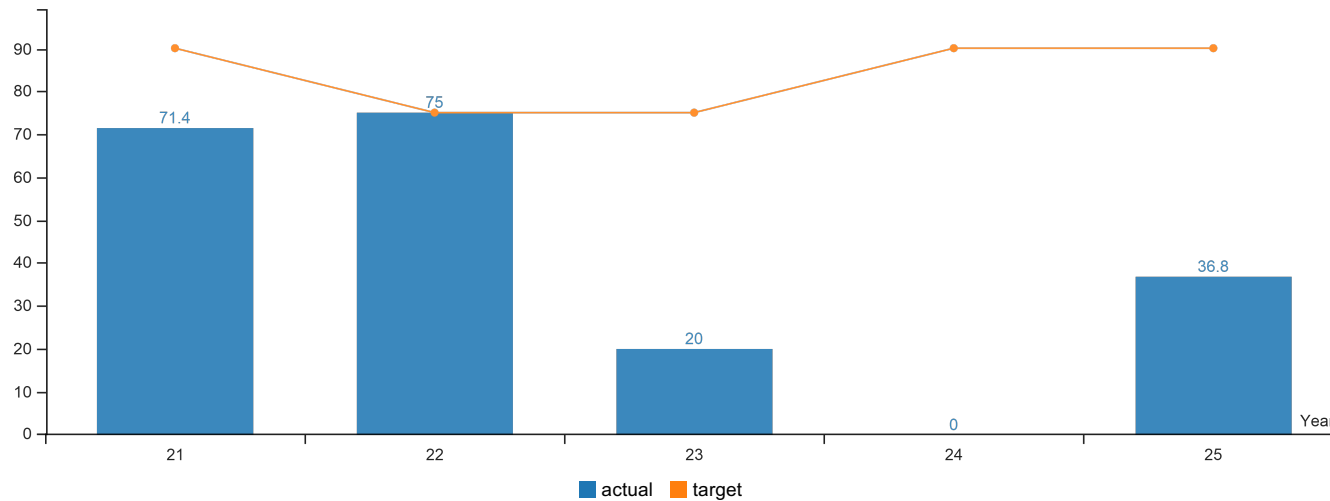
For this reporting period, we have exceeded our target with **100% of our cases (40/40) being presented within 60 days**. The **average number of days to presentation was 27.2**, well below the 60-day threshold, demonstrating strong efficiency in case processing and timely preparation for Board action.

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

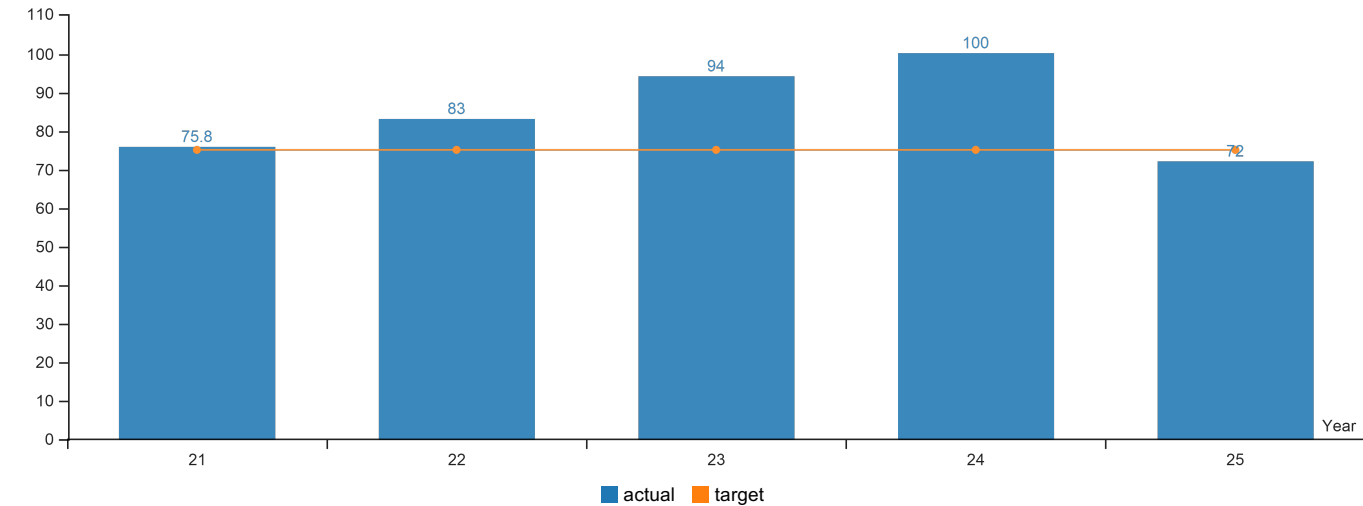
For this reporting period, we did not meet the target for KPM 3. Of the 19 cases that were opened and closed, **7 of the 19 cases (36.8%)** were completed and presented to the Board within 150 days, while **12 of the 19 cases (63%)** exceeded the 150-day benchmark. Although the majority of cases surpassed 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.

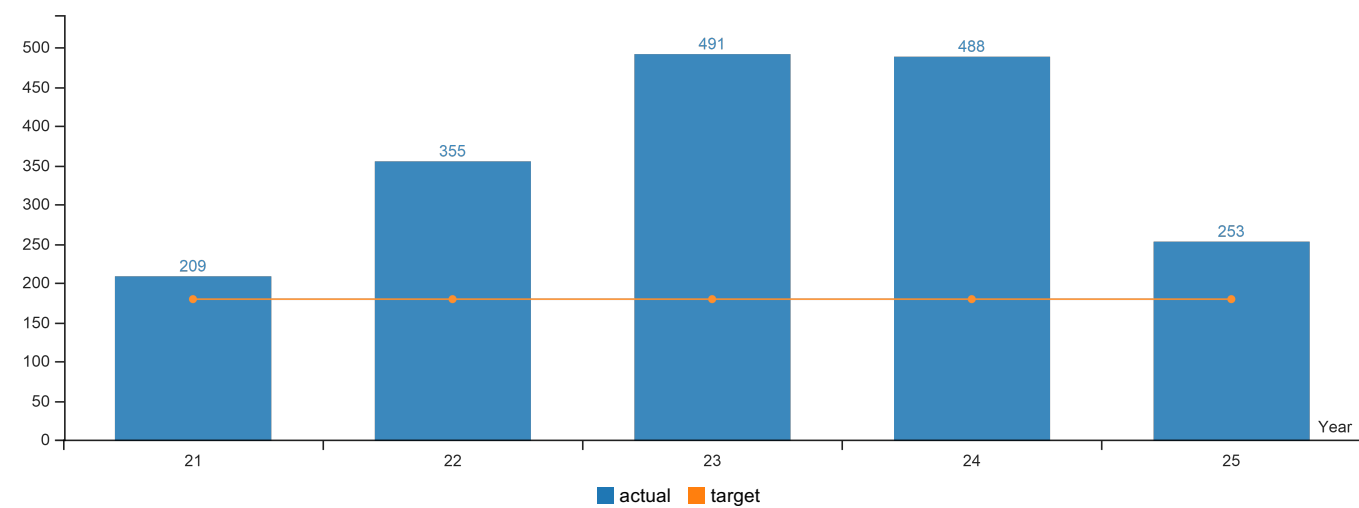
Factors Affecting Results

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.

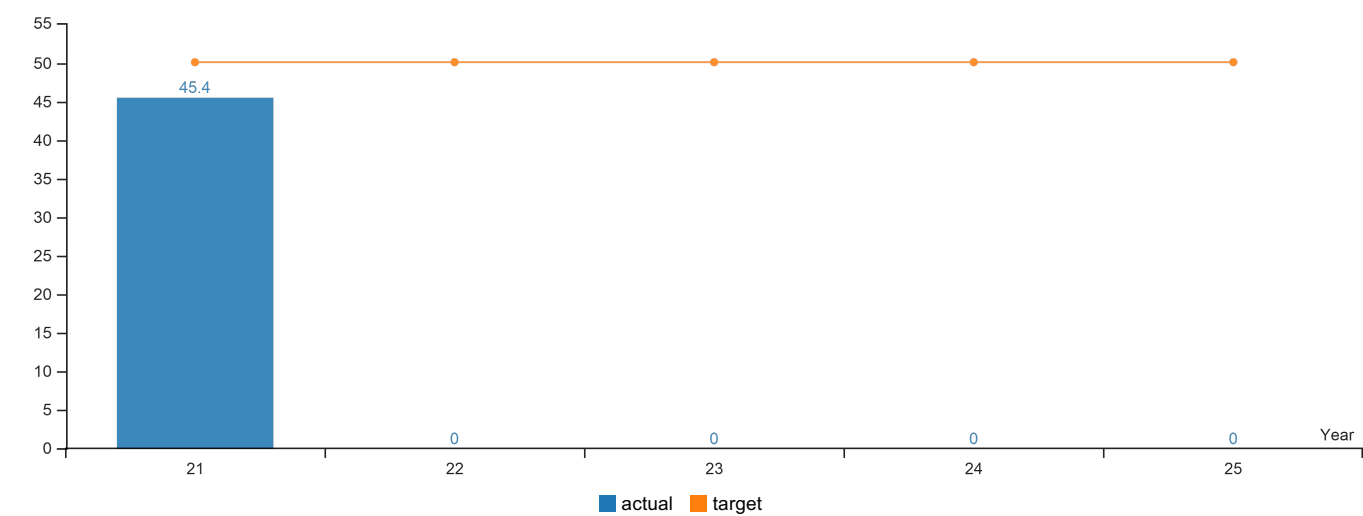
Other factors also affect outcomes. Some cases are inherently more complex, involving multiple complainants, witnesses, or cross-jurisdictional issues that extend timelines. In addition, because the Board met only every three months during 2025, due to budget constraints, investigations that are otherwise 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

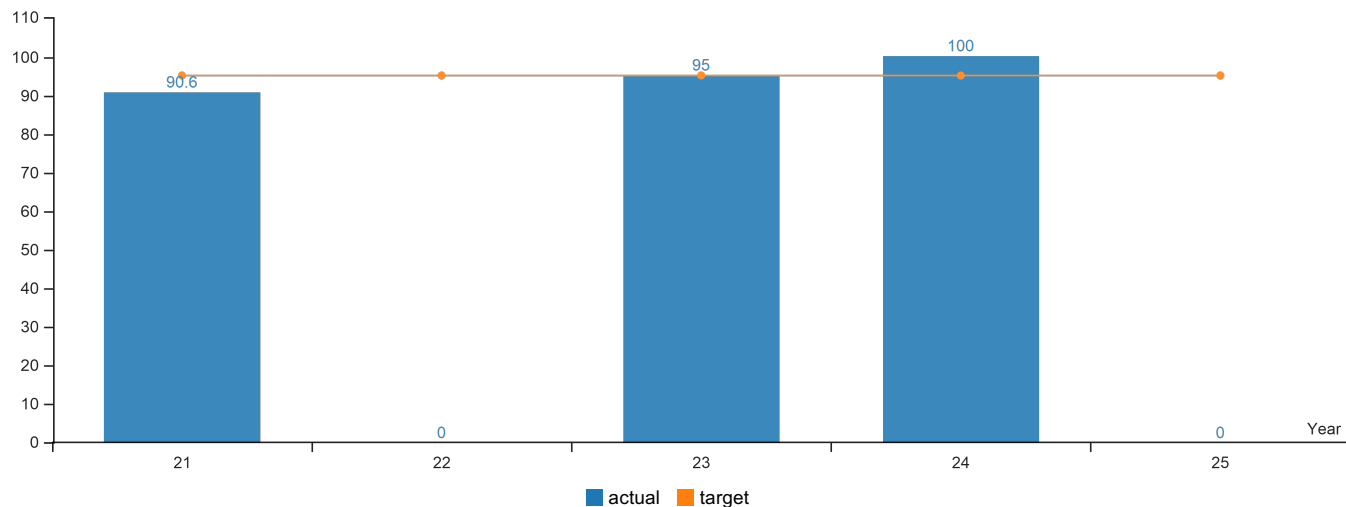
The Board is actively working to reduce resolution times while maintaining the quality and integrity of investigations. Efforts include:

- **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.

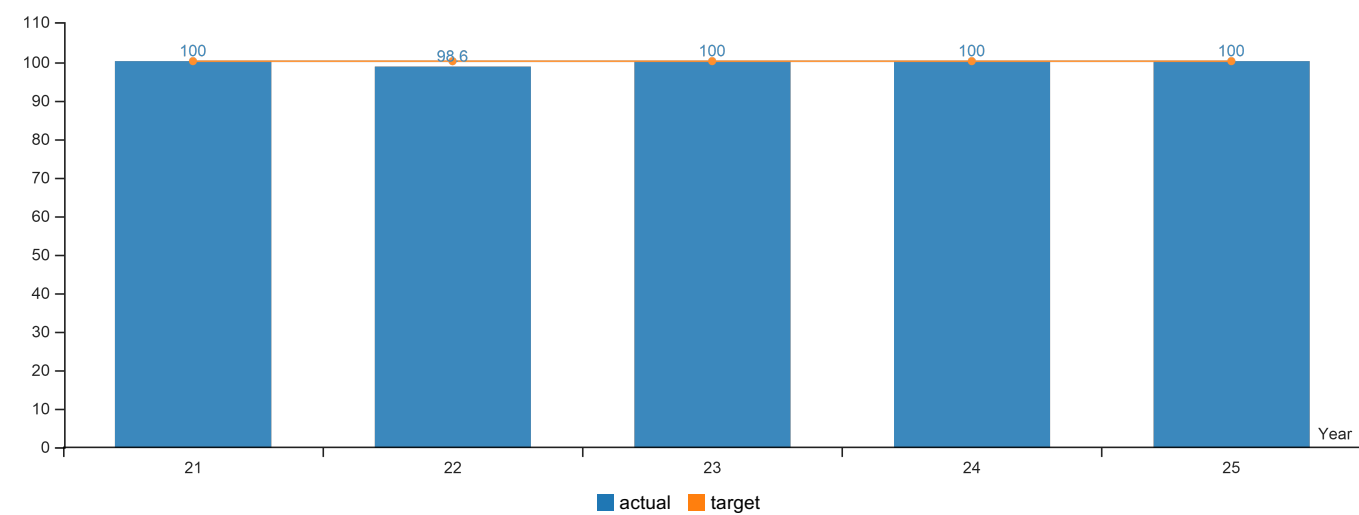
Factors Affecting Results

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%

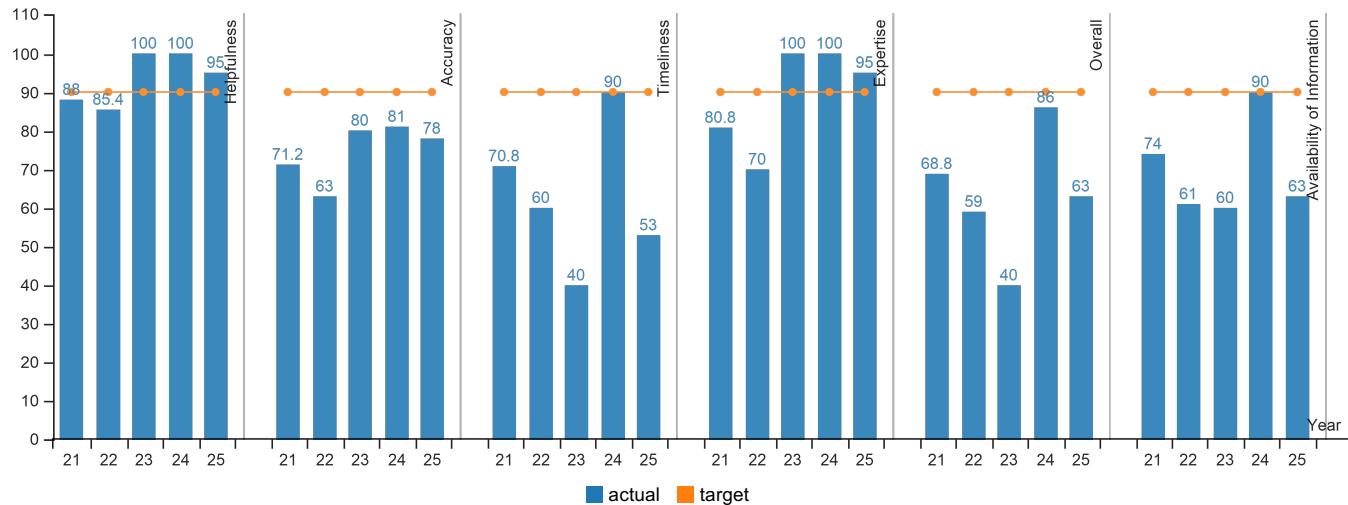
How Are We Doing

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.

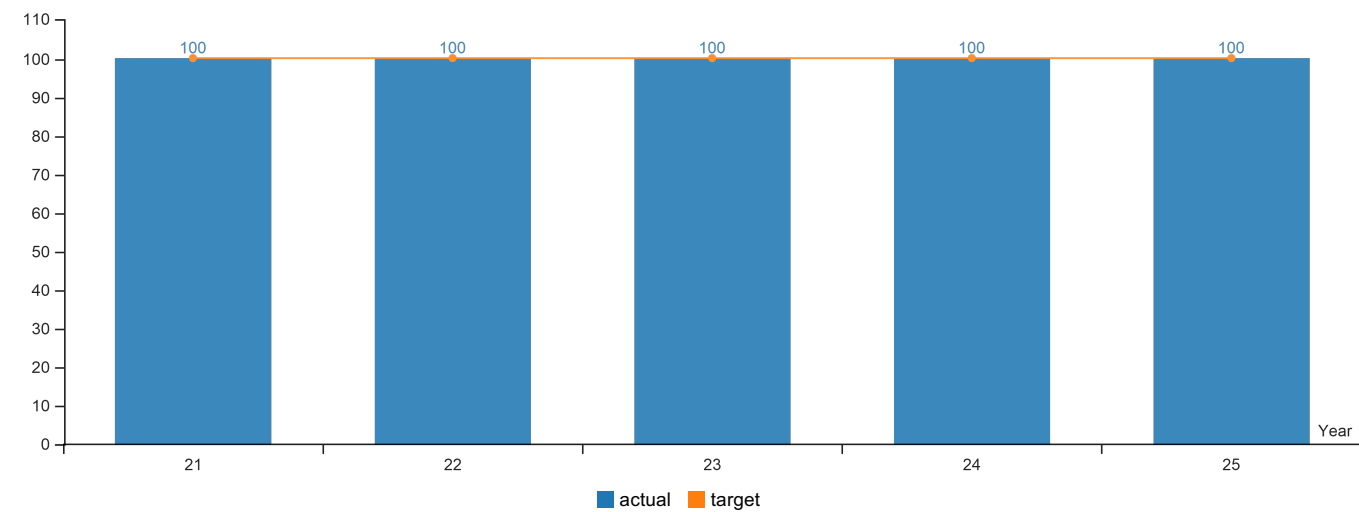
It is important to note, however, that 95% of respondents rated staff as courteous and professional. This underscores that customer service concerns are not rooted in staff performance, but primarily reflect ongoing struggles with the technical platform. Staff expertise and helpfulness exceeded 90%,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

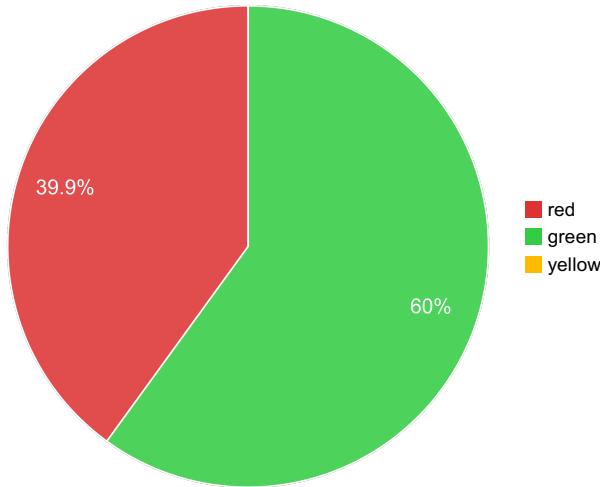
Board of Chiropractic Examiners

Annual Performance Progress Report

Reporting Year 2024

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

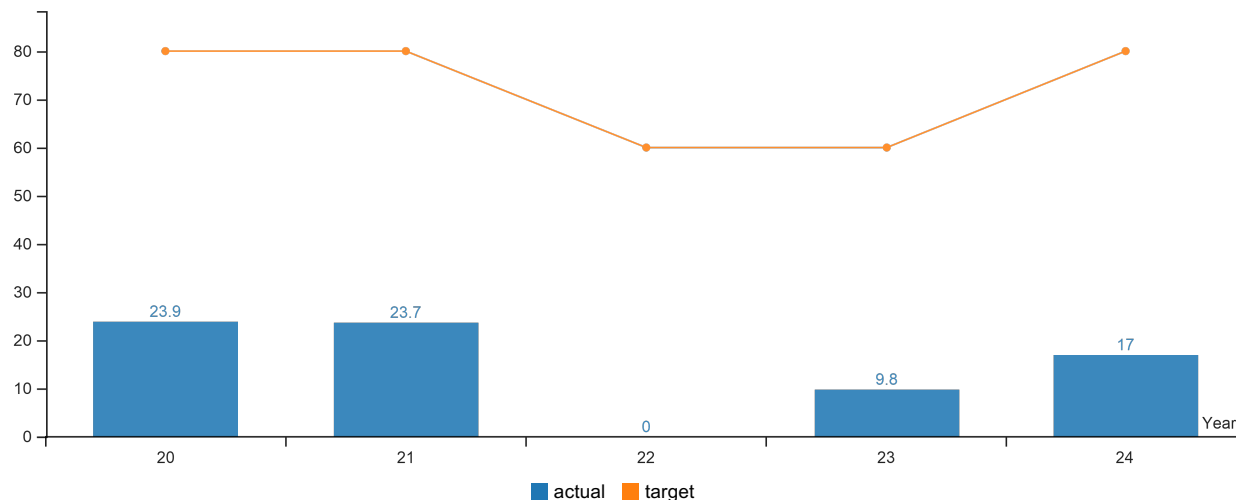
KPM #	Approved Key Performance Measures (KPMs)
1	Days between complaint receipt and investigation report finalized for Board (investigative process step one) - Percent of cases having investigative reports written within 120 days from when a complaint is received to when the investigation is prepared 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.

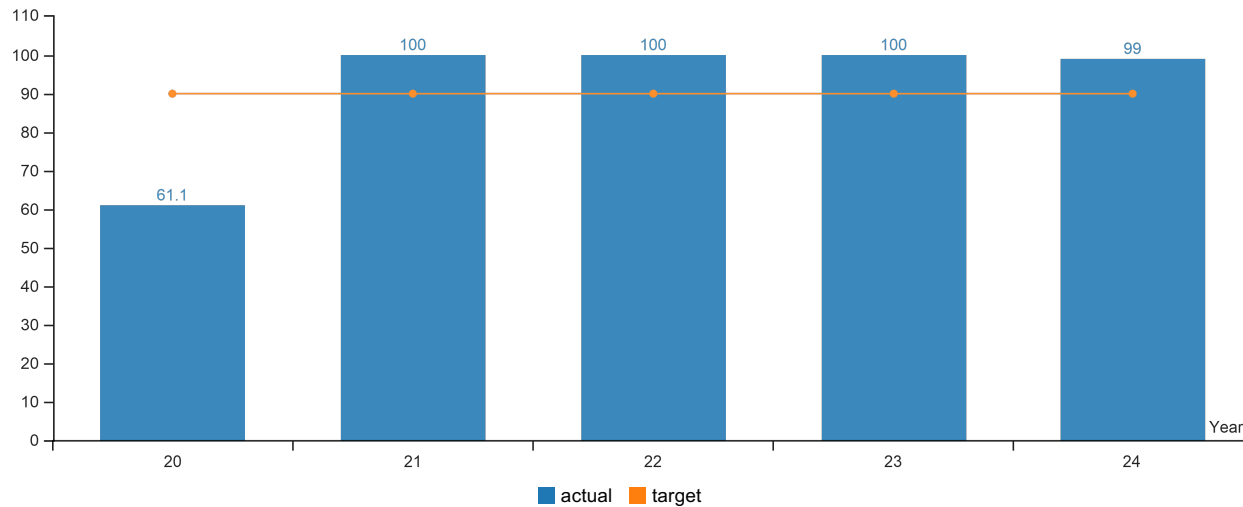
The average days from complaint receipt to investigators' report for the 58 cases was 538 days/case. For the other 12 cases, the average days from complaint receipt to investigators' report was 97 days/case, well below the 120 day target.

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.

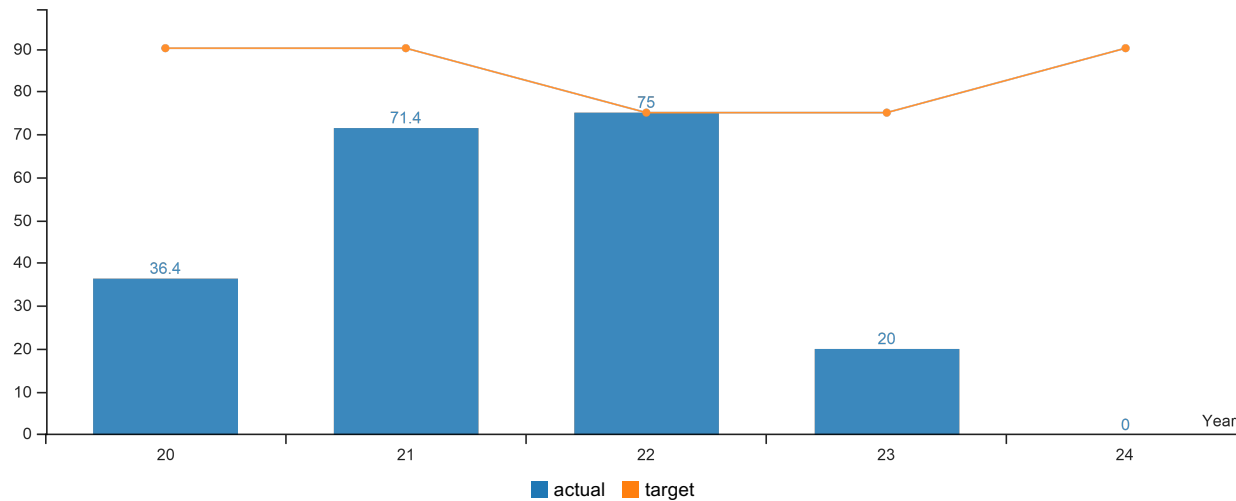
We have exceeded our target with 99% of our cases (72/73) being presented within 60 days. The one outlier case was submitted 63 days before the board meeting in which it was to be reviewed, not an actual negative outcome.

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

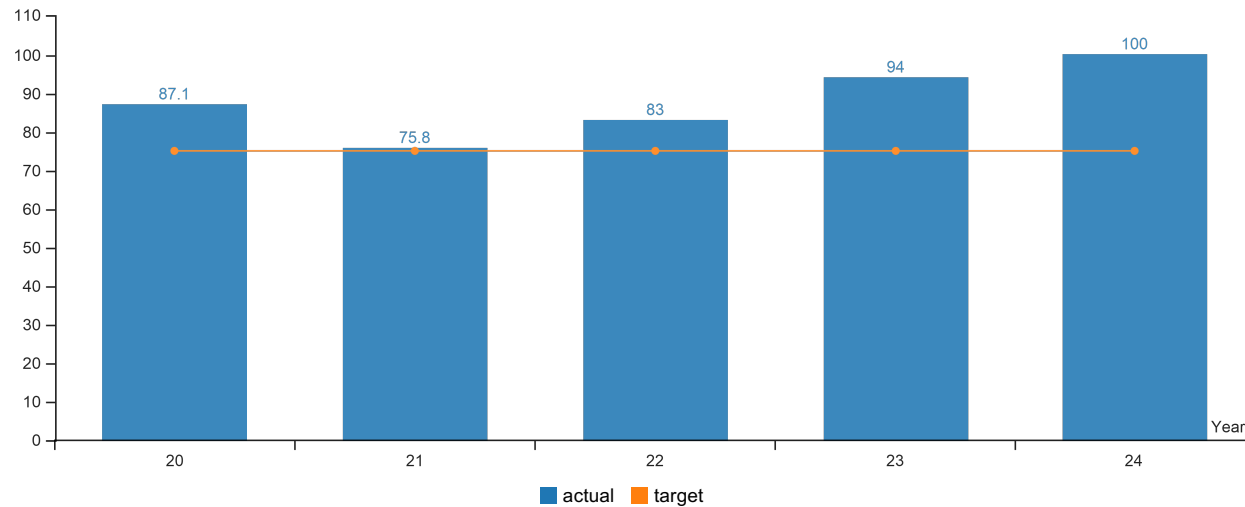
We have not met this KPM this reporting period with none of the 2 cases that were opened and closed within the reporting period being presented to the Board in less than 120 days. The first case was presented at 132 days and the second at 133 days.

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

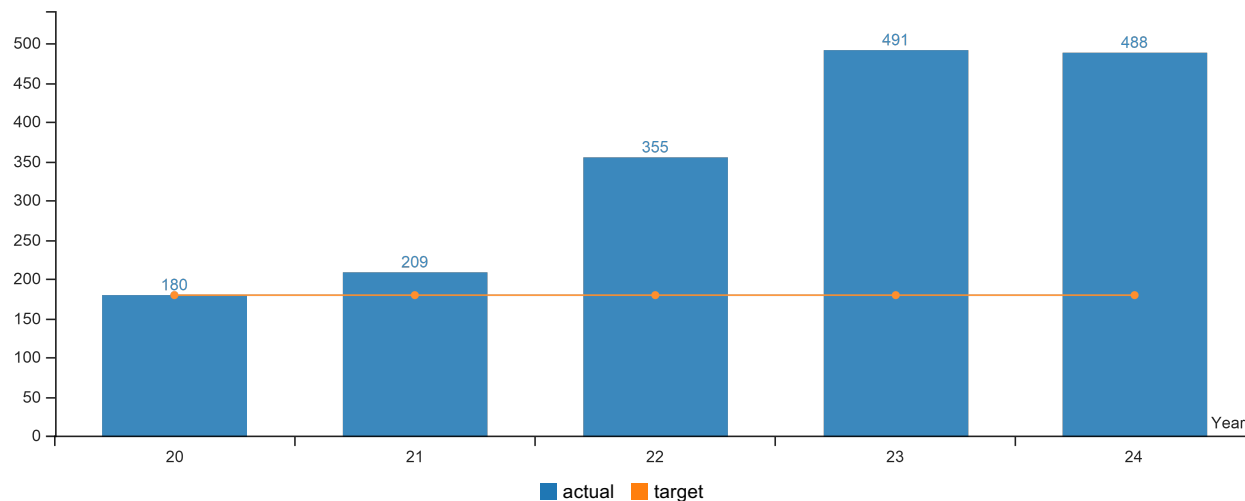
We have met and exceeded the target of this KPM at 100% for this reporting period. 39 cases that were initially reviewed by the Board in this reporting period closed within 90 days after that initial board review.

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.

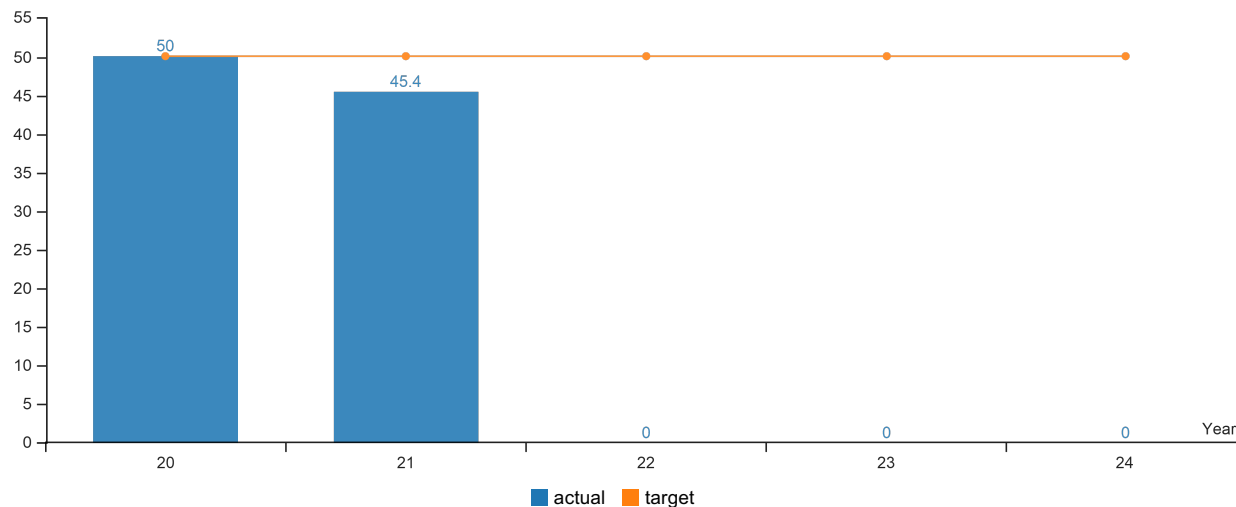
For our current reporting period, we have not yet met our target, with the average number of days to resolve a complaint being 488. 44 cases were closed during this reporting period with 36 closing over the 180 day target. Of these 36 cases, 33 Oregon licensed DCs were involved (1.7% of the total 1900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

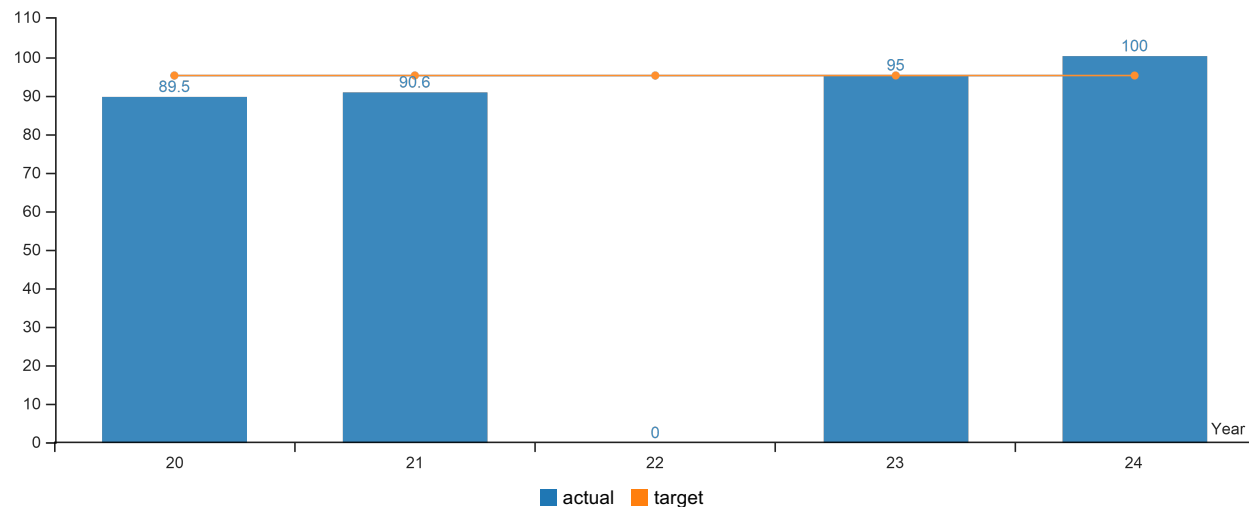
Also, because these cases involve the possibility of strong discipline - suspension or revocation of a DC's license - DCs more often than not hire defense counsel to represent them, which is fully within their due process rights. The fact that defense counsel is involved, however, significantly increases 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.

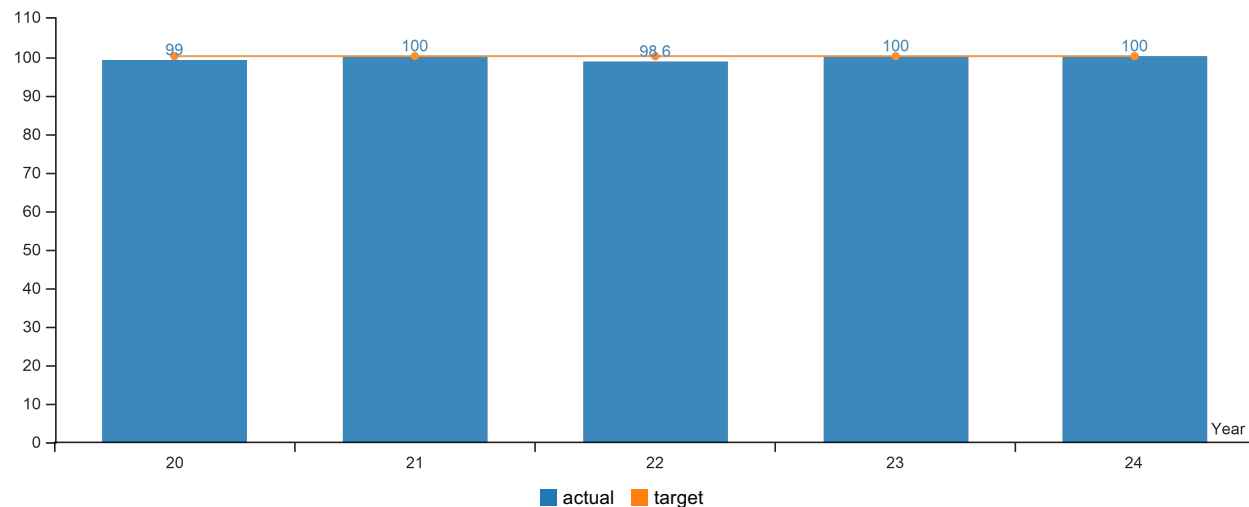
That said, we were able to complete one audit of the DC licensee base which resulted in a total compliance rate of 100% of those who complied with the audit within 30 days, meeting or exceeding our target.

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)

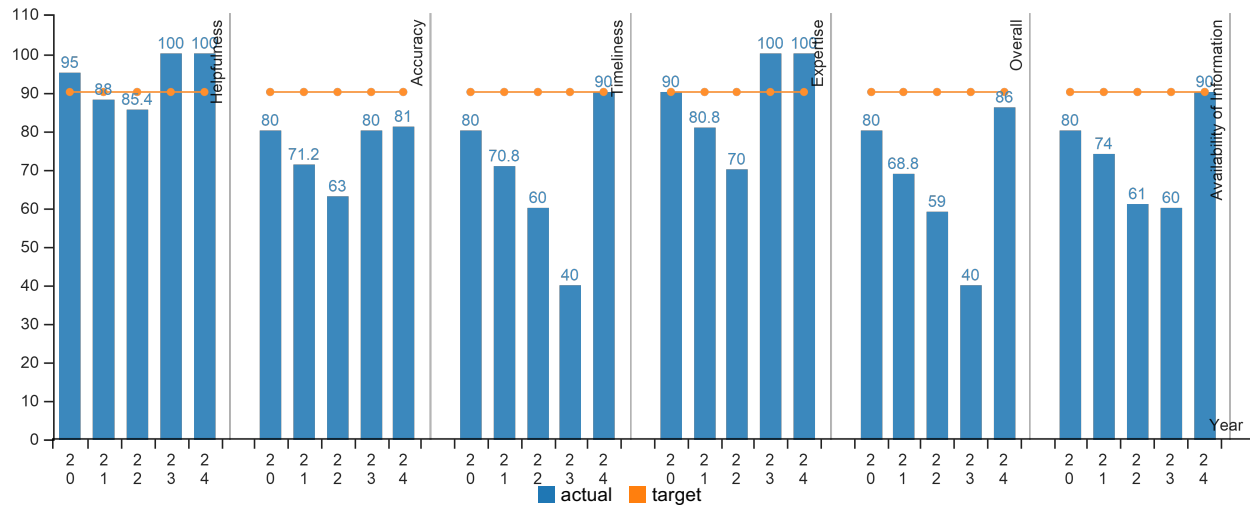
Within 2 days: 95% (54/57)

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%

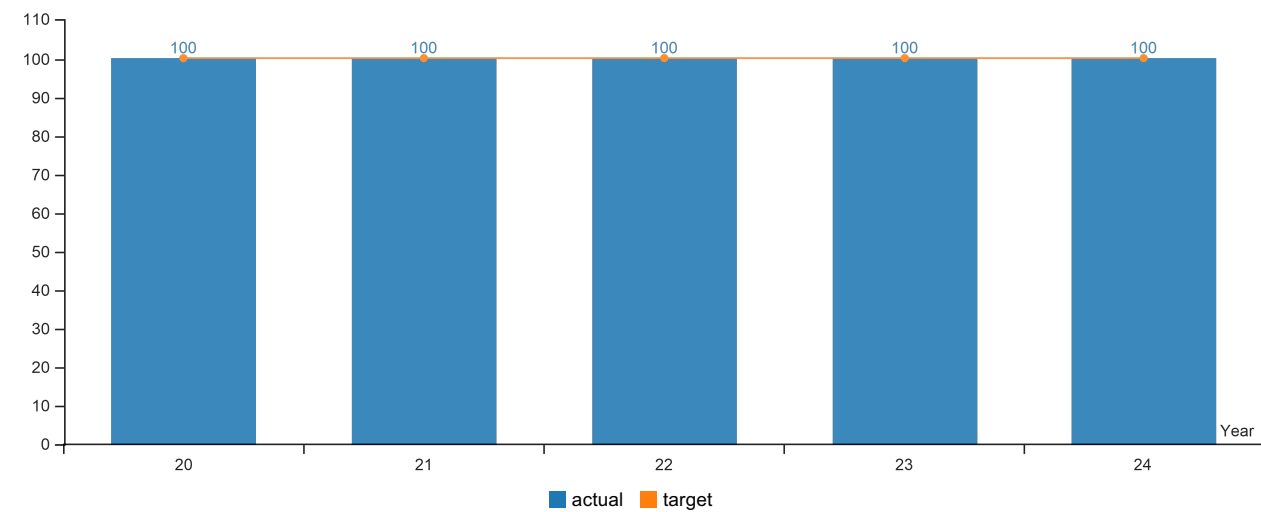
We met or exceeded our targets in 4 of the 6 measures within this customer satisfaction survey: Helpfulness, Timeliness, Expertise, and Availability of Information. We have dramatically improved our efforts and outcomes in customer service since last reporting period.

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

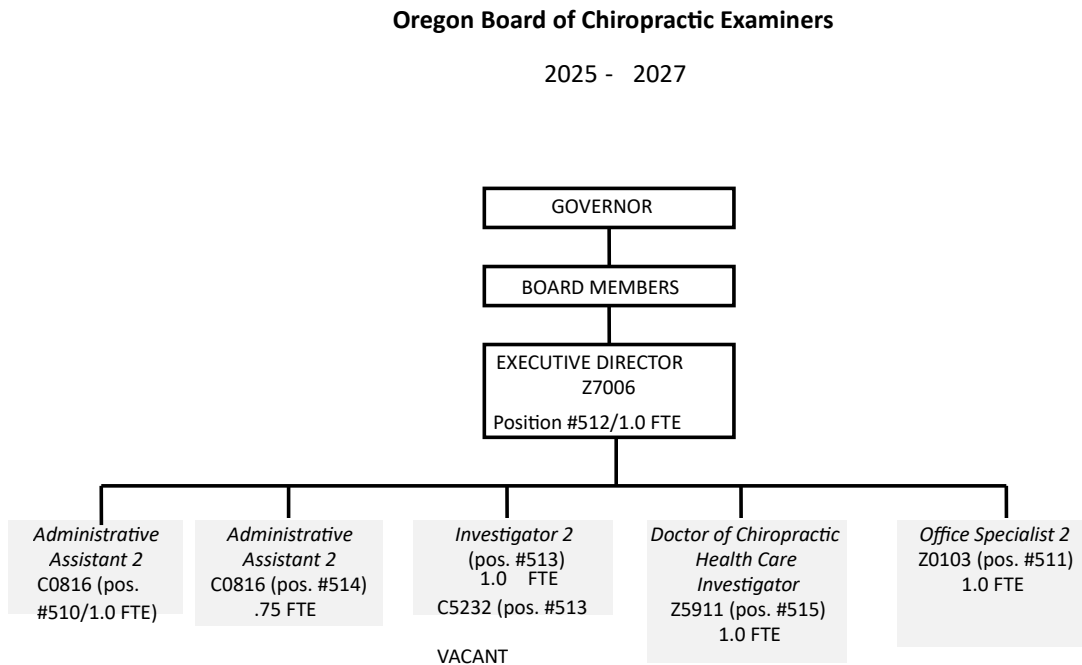
Kristina.narayan@oregon.gov, 503-689-0893

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.

/ / / /

/ / / /

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
2025-27 Biennium****Agency Number: 81100****BAM Analyst: Chase, Stacey****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	May 2024 Emergency Board	Policy Packages
001-00-00-00000	Operations	082	0	September 2024 Emergency Board	Policy Packages
001-00-00-00000	Operations	090	0	Analyst Adjustments	Policy Packages
001-00-00-00000	Operations	092	0	Statewide AG Adjustment	Policy Packages
001-00-00-00000	Operations	093	0	Statewide Adjustment DAS Chgs	Policy Packages
001-00-00-00000	Operations	801	0	LFO Analyst Adjustments	Policy Packages
001-00-00-00000	Operations	802	0	Vacant Position Reductions	Policy Packages
001-00-00-00000	Operations	803	0	Federal Revenue Shortfall	Policy Packages
001-00-00-00000	Operations	804	0	Position Rebalance	Policy Packages
001-00-00-00000	Operations	805	0	Constitutionally Elected Officials Adjustments	Policy Packages
001-00-00-00000	Operations	810	0	Statewide Adjustments	Policy Packages
001-00-00-00000	Operations	811	0	Budget Reconciliation Adjustments	Policy Packages

Oregon Board of Chiropractic Examiners

Summary Cross Reference Listing and Packages

2025-27 Biennium

Agency Number: 81100

BAM Analyst: Chase, Stacey

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

<i>Cross Reference Number</i>	<i>Cross Reference Description</i>	<i>Package Number</i>	<i>Priority</i>	<i>Package Description</i>	<i>Package Group</i>
001-00-00-00000	Operations	812	0	Policy Bills	Policy Packages
001-00-00-00000	Operations	813	0	Updated Base Debt Service Adjustments	Policy Packages
001-00-00-00000	Operations	816	0	Capital Construction	Policy Packages
001-00-00-00000	Operations	840	0	Mandated Caseloads	Policy Packages
001-00-00-00000	Operations	845	0	Statutory Caseloads	Policy Packages
001-00-00-00000	Operations	101	1	Restore Package	Policy Packages

Oregon Board of Chiropractic Examiners

Policy Package List by Priority 2025-27 Biennium

Agency Number: 81100

BAM Analyst: Chase, Stacey

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

<i>Priority</i>	<i>Policy Pkg Number</i>	<i>Policy Pkg Description</i>	<i>Summary Cross Reference Number</i>	<i>Cross Reference Description</i>
0	070	Revenue Shortfalls	001-00-00-00000	Operations
	081	May 2024 Emergency Board	001-00-00-00000	Operations
	082	September 2024 Emergency Board	001-00-00-00000	Operations
	090	Analyst Adjustments	001-00-00-00000	Operations
	092	Statewide AG Adjustment	001-00-00-00000	Operations
	093	Statewide Adjustment DAS Chgs	001-00-00-00000	Operations
	801	LFO Analyst Adjustments	001-00-00-00000	Operations
	802	Vacant Position Reductions	001-00-00-00000	Operations
	803	Federal Revenue Shortfall	001-00-00-00000	Operations
	804	Position Rebalance	001-00-00-00000	Operations
	805	Constitutionally Elected Officials Adjustments	001-00-00-00000	Operations
	810	Statewide Adjustments	001-00-00-00000	Operations
	811	Budget Reconciliation Adjustments	001-00-00-00000	Operations
	812	Policy Bills	001-00-00-00000	Operations
	813	Updated Base Debt Service Adjustments	001-00-00-00000	Operations
	816	Capital Construction	001-00-00-00000	Operations
	840	Mandated Caseloads	001-00-00-00000	Operations
	845	Statutory Caseloads	001-00-00-00000	Operations
	101	Restore Package	001-00-00-00000	Operations
1				

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Budget Support - Detail Revenues and Expenditures

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

2025-27 Biennium

Chiropractic Examiner, State Board of

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	600,252	798,574	798,574	210,755	210,755	210,755
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	-	-	-	-	20,558
BEGINNING BALANCE						
3400 Other Funds Ltd	600,252	798,574	798,574	210,755	210,755	231,313
TOTAL BEGINNING BALANCE	\$600,252	\$798,574	\$798,574	\$210,755	\$210,755	\$231,313
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	38,178	42,532	42,532	39,464	39,464	39,464
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	1,653,422	1,886,980	1,886,980	2,665,461	2,709,968	2,709,968
LICENSES AND FEES						
3400 Other Funds Ltd	1,691,600	1,929,512	1,929,512	2,704,925	2,749,432	2,749,432
TOTAL LICENSES AND FEES	\$1,691,600	\$1,929,512	\$1,929,512	\$2,704,925	\$2,749,432	\$2,749,432
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	1,015	1,640	1,640	1,292	1,292	1,292
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	211,410	226,888	226,888	53,497	53,497	53,497

Oregon Board of Chiropractic Examiners**Agency Number: 81100****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 81100-000-00-00-00000****2025-27 Biennium****Chiropractic Examiner, State Board of**

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	10,404	-	-	-	-	-
REVENUE CATEGORIES						
3400 Other Funds Ltd	1,914,429	2,158,040	2,158,040	2,759,714	2,804,221	2,804,221
TOTAL REVENUE CATEGORIES	\$1,914,429	\$2,158,040	\$2,158,040	\$2,759,714	\$2,804,221	\$2,804,221
TRANSFERS OUT						
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(10,010)	(11,600)	(11,600)	(11,600)	(11,600)	(11,600)
AVAILABLE REVENUES						
3400 Other Funds Ltd	2,504,671	2,945,014	2,945,014	2,958,869	3,003,376	3,023,934
TOTAL AVAILABLE REVENUES	\$2,504,671	\$2,945,014	\$2,945,014	\$2,958,869	\$3,003,376	\$3,023,934
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	682,138	927,433	1,021,541	885,811	879,331	879,331
3115 Board Member Stipend						
3400 Other Funds Ltd	-	40,000	40,000	40,000	40,000	40,000
3160 Temporary Appointments						
3400 Other Funds Ltd	35,356	-	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	5,811	-	-	-	-	-

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Budget Support - Detail Revenues and Expenditures

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

2025-27 Biennium

Chiropractic Examiner, State Board of

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3180 Shift Differential						
3400 Other Funds Ltd	16	482	482	502	502	502
3190 All Other Differential						
3400 Other Funds Ltd	35,971	23,271	23,271	24,248	24,248	24,248
SALARIES & WAGES						
3400 Other Funds Ltd	759,292	991,186	1,085,294	950,561	944,081	944,081
TOTAL SALARIES & WAGES	\$759,292	\$991,186	\$1,085,294	\$950,561	\$944,081	\$944,081
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	254	304	304	342	342	342
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	112,423	166,278	162,506	186,681	185,317	185,317
3221 Pension Obligation Bond						
3400 Other Funds Ltd	36,281	44,006	47,142	42,445	42,445	42,445
3230 Social Security Taxes						
3400 Other Funds Ltd	57,755	72,765	71,155	69,658	69,162	69,162
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	1,019	3,711	3,627	3,549	3,523	3,523
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	186	264	264	199	199	199
3260 Mass Transit Tax						
3400 Other Funds Ltd	4,275	5,127	5,127	5,703	5,664	5,664
3270 Flexible Benefits						

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Budget Support - Detail Revenues and Expenditures

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

2025-27 Biennium

Chiropractic Examiner, State Board of

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	141,504	227,700	227,700	201,438	201,438	201,438
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	353,697	520,155	517,825	510,015	508,090	508,090
TOTAL OTHER PAYROLL EXPENSES	\$353,697	\$520,155	\$517,825	\$510,015	\$508,090	\$508,090
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(15,226)	(15,226)	-	-	-
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	-	-	-	(31,200)	(31,200)
P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(15,226)	(15,226)	-	(31,200)	(31,200)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$15,226)	(\$15,226)	-	(\$31,200)	(\$31,200)
PERSONAL SERVICES						
3400 Other Funds Ltd	1,112,989	1,496,115	1,587,893	1,460,576	1,420,971	1,420,971
TOTAL PERSONAL SERVICES	\$1,112,989	\$1,496,115	\$1,587,893	\$1,460,576	\$1,420,971	\$1,420,971
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	37,106	25,898	25,898	26,986	26,986	26,986
4125 Out of State Travel						
3400 Other Funds Ltd	18,718	9,602	9,602	10,005	10,005	10,005
4150 Employee Training						
3400 Other Funds Ltd	25,881	16,155	16,155	16,834	16,834	16,834
4175 Office Expenses						

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Budget Support - Detail Revenues and Expenditures

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

2025-27 Biennium

Chiropractic Examiner, State Board of

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	14,400	24,000	24,000	19,798	19,798	19,798
4200 Telecommunications						
3400 Other Funds Ltd	20,457	17,432	17,432	18,164	18,164	18,164
4225 State Gov. Service Charges						
3400 Other Funds Ltd	94,861	78,882	78,882	101,792	102,905	104,824
4250 Data Processing						
3400 Other Funds Ltd	16,289	54,694	54,694	36,151	42,015	41,069
4275 Publicity and Publications						
3400 Other Funds Ltd	4,227	3,800	3,800	3,960	3,960	3,960
4300 Professional Services						
3400 Other Funds Ltd	22,491	73,099	73,099	78,070	78,070	178,070
4315 IT Professional Services						
3400 Other Funds Ltd	44,586	118,495	118,495	51,553	51,553	51,553
4325 Attorney General						
3400 Other Funds Ltd	180,500	294,260	294,260	362,705	335,611	398,802
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	-	1,117	1,117	1,164	1,164	1,164
4400 Dues and Subscriptions						
3400 Other Funds Ltd	6,689	5,730	5,730	5,971	5,971	5,971
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	107,479	115,247	115,247	120,087	120,087	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	56,725	21,885	21,885	48,854	48,854	48,854

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Budget Support - Detail Revenues and Expenditures

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

2025-27 Biennium

Chiropractic Examiner, State Board of

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
4650 Other Services and Supplies						
3400 Other Funds Ltd	180,632	202,898	202,898	161,420	161,420	161,420
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	91	5,038	5,038	5,250	5,250	5,250
4715 IT Expendable Property						
3400 Other Funds Ltd	6,064	5,699	5,699	5,938	5,938	5,938
SERVICES & SUPPLIES						
3400 Other Funds Ltd	837,196	1,073,931	1,073,931	1,074,702	1,054,585	1,098,662
TOTAL SERVICES & SUPPLIES	\$837,196	\$1,073,931	\$1,073,931	\$1,074,702	\$1,054,585	\$1,098,662
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
3400 Other Funds Ltd	5,507	-	-	-	-	-
EXPENDITURES						
3400 Other Funds Ltd	1,955,692	2,570,046	2,661,824	2,535,278	2,475,556	2,519,633
TOTAL EXPENDITURES	\$1,955,692	\$2,570,046	\$2,661,824	\$2,535,278	\$2,475,556	\$2,519,633
ENDING BALANCE						
3400 Other Funds Ltd	548,979	374,968	283,190	423,591	527,820	504,301
TOTAL ENDING BALANCE	\$548,979	\$374,968	\$283,190	\$423,591	\$527,820	\$504,301
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	6	6	6	5	5	5
TOTAL AUTHORIZED POSITIONS	6	6	6	5	5	5
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	5.10	5.75	5.75	4.75	4.75	4.75

Budget Support - Detail Revenues and Expenditures
2025-27 Biennium
Chiropractic Examiner, State Board of

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

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
TOTAL AUTHORIZED FTE	5.10	5.75	5.75	4.75	4.75	4.75

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Budget Support - Detail Revenues and Expenditures

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

2025-27 Biennium

Operations

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	600,252	798,574	798,574	210,755	210,755	210,755
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	-	-	-	-	20,558
BEGINNING BALANCE						
3400 Other Funds Ltd	600,252	798,574	798,574	210,755	210,755	231,313
TOTAL BEGINNING BALANCE	\$600,252	\$798,574	\$798,574	\$210,755	\$210,755	\$231,313
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	38,178	42,532	42,532	39,464	39,464	39,464
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	1,653,422	1,886,980	1,886,980	2,665,461	2,709,968	2,709,968
LICENSES AND FEES						
3400 Other Funds Ltd	1,691,600	1,929,512	1,929,512	2,704,925	2,749,432	2,749,432
TOTAL LICENSES AND FEES	\$1,691,600	\$1,929,512	\$1,929,512	\$2,704,925	\$2,749,432	\$2,749,432
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	1,015	1,640	1,640	1,292	1,292	1,292
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	211,410	226,888	226,888	53,497	53,497	53,497

Oregon Board of Chiropractic Examiners**Agency Number: 81100****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 81100-001-00-00-00000****2025-27 Biennium****Operations**

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	10,404	-	-	-	-	-
REVENUE CATEGORIES						
3400 Other Funds Ltd	1,914,429	2,158,040	2,158,040	2,759,714	2,804,221	2,804,221
TOTAL REVENUE CATEGORIES	\$1,914,429	\$2,158,040	\$2,158,040	\$2,759,714	\$2,804,221	\$2,804,221
TRANSFERS OUT						
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(10,010)	(11,600)	(11,600)	(11,600)	(11,600)	(11,600)
AVAILABLE REVENUES						
3400 Other Funds Ltd	2,504,671	2,945,014	2,945,014	2,958,869	3,003,376	3,023,934
TOTAL AVAILABLE REVENUES	\$2,504,671	\$2,945,014	\$2,945,014	\$2,958,869	\$3,003,376	\$3,023,934
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	682,138	927,433	1,021,541	885,811	879,331	879,331
3115 Board Member Stipend						
3400 Other Funds Ltd	-	40,000	40,000	40,000	40,000	40,000
3160 Temporary Appointments						
3400 Other Funds Ltd	35,356	-	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	5,811	-	-	-	-	-

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Budget Support - Detail Revenues and Expenditures

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

2025-27 Biennium

Operations

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3180 Shift Differential						
3400 Other Funds Ltd	16	482	482	502	502	502
3190 All Other Differential						
3400 Other Funds Ltd	35,971	23,271	23,271	24,248	24,248	24,248
SALARIES & WAGES						
3400 Other Funds Ltd	759,292	991,186	1,085,294	950,561	944,081	944,081
TOTAL SALARIES & WAGES	\$759,292	\$991,186	\$1,085,294	\$950,561	\$944,081	\$944,081
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	254	304	304	342	342	342
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	112,423	166,278	162,506	186,681	185,317	185,317
3221 Pension Obligation Bond						
3400 Other Funds Ltd	36,281	44,006	47,142	42,445	42,445	42,445
3230 Social Security Taxes						
3400 Other Funds Ltd	57,755	72,765	71,155	69,658	69,162	69,162
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	1,019	3,711	3,627	3,549	3,523	3,523
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	186	264	264	199	199	199
3260 Mass Transit Tax						
3400 Other Funds Ltd	4,275	5,127	5,127	5,703	5,664	5,664
3270 Flexible Benefits						

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Budget Support - Detail Revenues and Expenditures

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

2025-27 Biennium

Operations

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	141,504	227,700	227,700	201,438	201,438	201,438
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	353,697	520,155	517,825	510,015	508,090	508,090
TOTAL OTHER PAYROLL EXPENSES	\$353,697	\$520,155	\$517,825	\$510,015	\$508,090	\$508,090
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(15,226)	(15,226)	-	-	-
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	-	-	-	(31,200)	(31,200)
P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(15,226)	(15,226)	-	(31,200)	(31,200)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$15,226)	(\$15,226)	-	(\$31,200)	(\$31,200)
PERSONAL SERVICES						
3400 Other Funds Ltd	1,112,989	1,496,115	1,587,893	1,460,576	1,420,971	1,420,971
TOTAL PERSONAL SERVICES	\$1,112,989	\$1,496,115	\$1,587,893	\$1,460,576	\$1,420,971	\$1,420,971
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	37,106	25,898	25,898	26,986	26,986	26,986
4125 Out of State Travel						
3400 Other Funds Ltd	18,718	9,602	9,602	10,005	10,005	10,005
4150 Employee Training						
3400 Other Funds Ltd	25,881	16,155	16,155	16,834	16,834	16,834
4175 Office Expenses						

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Budget Support - Detail Revenues and Expenditures

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

2025-27 Biennium

Operations

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
3400 Other Funds Ltd	14,400	24,000	24,000	19,798	19,798	19,798
4200 Telecommunications						
3400 Other Funds Ltd	20,457	17,432	17,432	18,164	18,164	18,164
4225 State Gov. Service Charges						
3400 Other Funds Ltd	94,861	78,882	78,882	101,792	102,905	104,824
4250 Data Processing						
3400 Other Funds Ltd	16,289	54,694	54,694	36,151	42,015	41,069
4275 Publicity and Publications						
3400 Other Funds Ltd	4,227	3,800	3,800	3,960	3,960	3,960
4300 Professional Services						
3400 Other Funds Ltd	22,491	73,099	73,099	78,070	78,070	178,070
4315 IT Professional Services						
3400 Other Funds Ltd	44,586	118,495	118,495	51,553	51,553	51,553
4325 Attorney General						
3400 Other Funds Ltd	180,500	294,260	294,260	362,705	335,611	398,802
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	-	1,117	1,117	1,164	1,164	1,164
4400 Dues and Subscriptions						
3400 Other Funds Ltd	6,689	5,730	5,730	5,971	5,971	5,971
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	107,479	115,247	115,247	120,087	120,087	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	56,725	21,885	21,885	48,854	48,854	48,854

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Budget Support - Detail Revenues and Expenditures

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

2025-27 Biennium

Operations

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
4650 Other Services and Supplies						
3400 Other Funds Ltd	180,632	202,898	202,898	161,420	161,420	161,420
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	91	5,038	5,038	5,250	5,250	5,250
4715 IT Expendable Property						
3400 Other Funds Ltd	6,064	5,699	5,699	5,938	5,938	5,938
SERVICES & SUPPLIES						
3400 Other Funds Ltd	837,196	1,073,931	1,073,931	1,074,702	1,054,585	1,098,662
TOTAL SERVICES & SUPPLIES	\$837,196	\$1,073,931	\$1,073,931	\$1,074,702	\$1,054,585	\$1,098,662
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
3400 Other Funds Ltd	5,507	-	-	-	-	-
EXPENDITURES						
3400 Other Funds Ltd	1,955,692	2,570,046	2,661,824	2,535,278	2,475,556	2,519,633
TOTAL EXPENDITURES	\$1,955,692	\$2,570,046	\$2,661,824	\$2,535,278	\$2,475,556	\$2,519,633
ENDING BALANCE						
3400 Other Funds Ltd	548,979	374,968	283,190	423,591	527,820	504,301
TOTAL ENDING BALANCE	\$548,979	\$374,968	\$283,190	\$423,591	\$527,820	\$504,301
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	6	6	6	5	5	5
TOTAL AUTHORIZED POSITIONS	6	6	6	5	5	5
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	5.10	5.75	5.75	4.75	4.75	4.75

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

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

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
TOTAL AUTHORIZED FTE	5.10	5.75	5.75	4.75	4.75	4.75

Version / Column Comparison Report - Detail

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

2025-27 Biennium

Operations

Description	Governor's Budget (Y-01) 2025-27 Base Budget	Leg. Adopted Budget (Z-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	210,755	210,755	0	-
0030 Beginning Balance Adjustment				
3400 Other Funds Ltd	-	20,558	20,558	100.00%
TOTAL BEGINNING BALANCE				
3400 Other Funds Ltd	210,755	231,313	20,558	9.75%
REVENUE CATEGORIES				
LICENSES AND FEES				
0205 Business Lic and Fees				
3400 Other Funds Ltd	39,464	39,464	0	-
0210 Non-business Lic. and Fees				
3400 Other Funds Ltd	2,073,070	2,073,070	0	-
TOTAL LICENSES AND FEES				
3400 Other Funds Ltd	2,112,534	2,112,534	0	-
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	1,292	1,292	0	-
FINES, RENTS AND ROYALTIES				
0505 Fines and Forfeitures				
3400 Other Funds Ltd	53,497	53,497	0	-
TOTAL REVENUES				
3400 Other Funds Ltd	2,167,323	2,167,323	0	-
TRANSFERS OUT				

Oregon Board of Chiropractic Examiners

Agency Number: 81100

Version / Column Comparison Report - Detail

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

2025-27 Biennium

Operations

Description	Governor's Budget (Y-01) 2025-27 Base Budget	Leg. Adopted Budget (Z-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
2443 Tsfr To Oregon Health Authority				
3400 Other Funds Ltd	(11,600)	(11,600)	0	-
AVAILABLE REVENUES				
3400 Other Funds Ltd	2,366,478	2,387,036	20,558	0.87%
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
3400 Other Funds Ltd	1,058,611	1,058,611	0	-
3115 Board Member Stipend				
3400 Other Funds Ltd	40,000	40,000	0	-
3180 Shift Differential				
3400 Other Funds Ltd	482	482	0	-
3190 All Other Differential				
3400 Other Funds Ltd	23,271	23,271	0	-
TOTAL SALARIES & WAGES				
3400 Other Funds Ltd	1,122,364	1,122,364	0	-
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
3400 Other Funds Ltd	414	414	0	-
3220 Public Employees' Retire Cont				
3400 Other Funds Ltd	222,828	222,828	0	-
3221 Pension Obligation Bond				
3400 Other Funds Ltd	47,142	47,142	0	-

Description	Governor's Budget (Y-01) 2025-27 Base Budget	Leg. Adopted Budget (Z-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3230 Social Security Taxes				
3400 Other Funds Ltd	82,801	82,801	0	-
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	4,236	4,236	0	-
3250 Worker's Comp. Assess. (WCD)				
3400 Other Funds Ltd	241	241	0	-
3260 Mass Transit Tax				
3400 Other Funds Ltd	5,127	5,127	0	-
3270 Flexible Benefits				
3400 Other Funds Ltd	243,846	243,846	0	-
TOTAL OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	606,635	606,635	0	-
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(15,226)	(15,226)	0	-
TOTAL PERSONAL SERVICES				
3400 Other Funds Ltd	1,713,773	1,713,773	0	-
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	25,898	25,898	0	-
4125 Out of State Travel				
3400 Other Funds Ltd	9,602	9,602	0	-
4150 Employee Training				
3400 Other Funds Ltd	16,155	16,155	0	-

Description	Governor's Budget (Y-01) 2025-27 Base Budget	Leg. Adopted Budget (Z-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4175 Office Expenses				
3400 Other Funds Ltd	19,000	19,000	0	-
4200 Telecommunications				
3400 Other Funds Ltd	17,432	17,432	0	-
4225 State Gov. Service Charges				
3400 Other Funds Ltd	78,882	78,882	0	-
4250 Data Processing				
3400 Other Funds Ltd	34,694	34,694	0	-
4275 Publicity and Publications				
3400 Other Funds Ltd	3,800	3,800	0	-
4300 Professional Services				
3400 Other Funds Ltd	73,099	73,099	0	-
4315 IT Professional Services				
3400 Other Funds Ltd	118,495	118,495	0	-
4325 Attorney General				
3400 Other Funds Ltd	294,260	294,260	0	-
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	1,117	1,117	0	-
4400 Dues and Subscriptions				
3400 Other Funds Ltd	5,730	5,730	0	-
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	115,247	115,247	0	-
4575 Agency Program Related S and S				
3400 Other Funds Ltd	46,885	46,885	0	-

Description	Governor's Budget (Y-01) 2025-27 Base Budget	Leg. Adopted Budget (Z-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4650 Other Services and Supplies				
3400 Other Funds Ltd	202,898	202,898	0	-
4700 Expendable Prop 250 - 5000				
3400 Other Funds Ltd	5,038	5,038	0	-
4715 IT Expendable Property				
3400 Other Funds Ltd	5,699	5,699	0	-
TOTAL SERVICES & SUPPLIES				
3400 Other Funds Ltd	1,073,931	1,073,931	0	-
TOTAL EXPENDITURES				
3400 Other Funds Ltd	2,787,704	2,787,704	0	-
ENDING BALANCE				
3400 Other Funds Ltd	(421,226)	(400,668)	20,558	4.88%
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	6	6	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	5.75	5.75	0	-

Package Comparison Report - Detail
2025-27 Biennium
Operations

Cross Reference Number: 81100-001-00-00-00000
Package: Vacancy Factor and Non-ORPICS Personal Services
Pkg Group: ESS Pkg Type: 010 Pkg Number: 010

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3180 Shift Differential

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

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

3400 Other Funds Ltd	997	997	0	0.00%
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TOTAL SALARIES & WAGES	\$997	\$997	\$0	0.00%
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OTHER PAYROLL EXPENSES

3220 Public Employees Retire Cont

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

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

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

3400 Other Funds Ltd	4	4	0	0.00%
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Package Comparison Report - Detail

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

2025-27 Biennium

Package: Vacancy Factor and Non-ORPICS Personal Services

Operations

Pkg Group: ESS Pkg Type: 010 Pkg Number: 010

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3260 Mass Transit Tax				
3400 Other Funds Ltd	1,613	1,613	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	(2,794)	(2,794)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	(\$2,794)	(\$2,794)	\$0	0.00%
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	15,226	15,226	0	0.00%
P.S. BUDGET ADJUSTMENTS				
3400 Other Funds Ltd	15,226	15,226	0	0.00%
TOTAL P.S. BUDGET ADJUSTMENTS	\$15,226	\$15,226	\$0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	13,429	13,429	0	0.00%
TOTAL PERSONAL SERVICES	\$13,429	\$13,429	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	13,429	13,429	0	0.00%
TOTAL EXPENDITURES	\$13,429	\$13,429	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(13,429)	(13,429)	0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Operations

Cross Reference Number: 81100-001-00-00-00000
Package: Vacancy Factor and Non-ORPICS Personal Services
Pkg Group: ESS Pkg Type: 010 Pkg Number: 010

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	(\$13,429)	(\$13,429)	\$0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

SERVICES & SUPPLIES

4100 Instate Travel

3400 Other Funds Ltd	1,088	1,088	0	0.00%
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4125 Out of State Travel

3400 Other Funds Ltd	403	403	0	0.00%
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4150 Employee Training

3400 Other Funds Ltd	679	679	0	0.00%
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4175 Office Expenses

3400 Other Funds Ltd	798	798	0	0.00%
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4200 Telecommunications

3400 Other Funds Ltd	732	732	0	0.00%
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4225 State Gov. Service Charges

3400 Other Funds Ltd	22,910	22,910	0	0.00%
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4250 Data Processing

3400 Other Funds Ltd	1,457	1,457	0	0.00%
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4275 Publicity and Publications

3400 Other Funds Ltd	160	160	0	0.00%
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4300 Professional Services

Oregon Board of Chiropractic Examiners**Agency Number: 81100****Package Comparison Report - Detail****Cross Reference Number: 81100-001-00-00-00000****2025-27 Biennium****Package: Standard Inflation****Operations****Pkg Group: ESS Pkg Type: 030 Pkg Number: 031**

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	4,971	4,971	0	0.00%
4315 IT Professional Services				
3400 Other Funds Ltd	8,058	8,058	0	0.00%
4325 Attorney General				
3400 Other Funds Ltd	68,445	68,445	0	0.00%
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	47	47	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	241	241	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	4,840	4,840	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	1,969	1,969	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	8,522	8,522	0	0.00%
4700 Expendable Prop 250 - 5000				
3400 Other Funds Ltd	212	212	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	239	239	0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Operations

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

Package: Standard Inflation

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

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SERVICES & SUPPLIES				
3400 Other Funds Ltd	125,771	125,771	0	0.00%
TOTAL SERVICES & SUPPLIES	\$125,771	\$125,771	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	125,771	125,771	0	0.00%
TOTAL EXPENDITURES	\$125,771	\$125,771	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(125,771)	(125,771)	0	0.00%
TOTAL ENDING BALANCE	(\$125,771)	(\$125,771)	\$0	0.00%

Oregon Board of Chiropractic Examiners**Agency Number: 81100****Package Comparison Report - Detail****Cross Reference Number: 81100-001-00-00-00000****2025-27 Biennium****Package: Revenue Shortfalls****Operations****Pkg Group: POL Pkg Type: 070 Pkg Number: 070**

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES**PERSONAL SERVICES****SALARIES & WAGES****3110 Class/Unclass Sal. and Per Diem**

3400 Other Funds Ltd	(414,624)	(414,624)	0	0.00%
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3115 Board Member Stipend

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

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

3400 Other Funds Ltd	(478,872)	(478,872)	0	0.00%
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TOTAL SALARIES & WAGES

(\$478,872)	(478,872)	\$0	0.00%
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OTHER PAYROLL EXPENSES**3210 Empl. Rel. Bd. Assessments**

3400 Other Funds Ltd	(216)	(216)	0	0.00%
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	(92,339)	(92,339)	0	0.00%
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3230 Social Security Taxes

3400 Other Funds Ltd	(33,574)	(33,574)	0	0.00%
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Package Comparison Report - Detail

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

2025-27 Biennium

Package: Revenue Shortfalls

Operations

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

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	(1,755)	(1,755)	0	0.00%
3250 Workers Comp. Assess. (WCD)				
3400 Other Funds Ltd	(126)	(126)	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	(3,817)	(3,817)	0	0.00%
3270 Flexible Benefits				
3400 Other Funds Ltd	(127,224)	(127,224)	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	(259,051)	(259,051)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	(\$259,051)	(\$259,051)	\$0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	(737,923)	(737,923)	0	0.00%
TOTAL PERSONAL SERVICES	(\$737,923)	(\$737,923)	\$0	0.00%
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	(5,000)	(5,000)	0	0.00%
4150 Employee Training				
3400 Other Funds Ltd	(5,000)	(5,000)	0	0.00%

Oregon Board of Chiropractic Examiners**Agency Number: 81100****Package Comparison Report - Detail****Cross Reference Number: 81100-001-00-00-00000****2025-27 Biennium****Package: Revenue Shortfalls****Operations****Pkg Group: POL Pkg Type: 070 Pkg Number: 070**

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4175 Office Expenses				
3400 Other Funds Ltd	(5,000)	(5,000)	0	0.00%
4250 Data Processing				
3400 Other Funds Ltd	(10,000)	(10,000)	0	0.00%
4315 IT Professional Services				
3400 Other Funds Ltd	(75,000)	(75,000)	0	0.00%
4325 Attorney General				
3400 Other Funds Ltd	(165,346)	(165,346)	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	(50,000)	(50,000)	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	(315,346)	(315,346)	0	0.00%
TOTAL SERVICES & SUPPLIES	(\$315,346)	(\$315,346)	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	(1,053,269)	(1,053,269)	0	0.00%
TOTAL EXPENDITURES	(\$1,053,269)	(\$1,053,269)	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	1,053,269	1,053,269	0	0.00%
TOTAL ENDING BALANCE	\$1,053,269	\$1,053,269	\$0	0.00%

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Package Comparison Report - Detail
2025-27 Biennium
Operations

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

Package: Revenue Shortfalls

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

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	(3)	(3)	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	(3.00)	(3.00)	0.00	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	(6,480)	(6,480)	0	0.00%
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SALARIES & WAGES

3400 Other Funds Ltd	(6,480)	(6,480)	0	0.00%
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TOTAL SALARIES & WAGES	(\$6,480)	(\$6,480)	\$0	0.00%
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OTHER PAYROLL EXPENSES

3220 Public Employees Retire Cont

3400 Other Funds Ltd	(1,364)	(1,364)	0	0.00%
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3230 Social Security Taxes

3400 Other Funds Ltd	(496)	(496)	0	0.00%
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	(26)	(26)	0	0.00%
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3260 Mass Transit Tax

3400 Other Funds Ltd	(39)	(39)	0	0.00%
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OTHER PAYROLL EXPENSES

3400 Other Funds Ltd	(1,925)	(1,925)	0	0.00%
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Oregon Board of Chiropractic Examiners**Agency Number: 81100****Package Comparison Report - Detail****Cross Reference Number: 81100-001-00-00-00000****2025-27 Biennium****Package: Analyst Adjustments****Operations****Pkg Group: POL Pkg Type: 090 Pkg Number: 090**

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL OTHER PAYROLL EXPENSES	(\$1,925)	(\$1,925)	\$0	0.00%
P.S. BUDGET ADJUSTMENTS				
3465 Reconciliation Adjustment				
3400 Other Funds Ltd	(31,200)	(31,200)	0	0.00%
P.S. BUDGET ADJUSTMENTS				
3400 Other Funds Ltd	(31,200)	(31,200)	0	0.00%
TOTAL P.S. BUDGET ADJUSTMENTS	(\$31,200)	(\$31,200)	\$0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	(39,605)	(39,605)	0	0.00%
TOTAL PERSONAL SERVICES	(\$39,605)	(\$39,605)	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	(39,605)	(39,605)	0	0.00%
TOTAL EXPENDITURES	(\$39,605)	(\$39,605)	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	39,605	39,605	0	0.00%
TOTAL ENDING BALANCE	\$39,605	\$39,605	\$0	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4325 Attorney General				
3400 Other Funds Ltd	(27,094)	-	27,094	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	(27,094)	-	27,094	100.00%
TOTAL SERVICES & SUPPLIES	(\$27,094)	-	\$27,094	100.00%
EXPENDITURES				
3400 Other Funds Ltd	(27,094)	-	27,094	100.00%
TOTAL EXPENDITURES	(\$27,094)	-	\$27,094	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	27,094	-	(27,094)	(100.00%)
TOTAL ENDING BALANCE	\$27,094	-	(\$27,094)	(100.00%)

Package Comparison Report - Detail
2025-27 Biennium
Operations

Cross Reference Number: 81100-001-00-00-00000
Package: Statewide Adjustment DAS Chgs
Pkg Group: POL Pkg Type: 090 Pkg Number: 093

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4225 State Gov. Service Charges				
3400 Other Funds Ltd	1,113	-	(1,113)	(100.00%)
4250 Data Processing				
3400 Other Funds Ltd	5,864	-	(5,864)	(100.00%)
SERVICES & SUPPLIES				
3400 Other Funds Ltd	6,977	-	(6,977)	(100.00%)
TOTAL SERVICES & SUPPLIES	\$6,977	-	(\$6,977)	(100.00%)
EXPENDITURES				
3400 Other Funds Ltd	6,977	-	(6,977)	(100.00%)
TOTAL EXPENDITURES	\$6,977	-	(\$6,977)	(100.00%)
ENDING BALANCE				
3400 Other Funds Ltd	(6,977)	-	6,977	100.00%
TOTAL ENDING BALANCE	(\$6,977)	-	\$6,977	100.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

LICENSES AND FEES

0210 Non-business Lic. and Fees

3400 Other Funds Ltd	636,898	636,898	0	0.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	636,898	636,898	0	0.00%
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TOTAL AVAILABLE REVENUES	\$636,898	\$636,898	\$0	0.00%
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	241,824	241,824	0	0.00%
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3115 Board Member Stipend

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

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

3400 Other Funds Ltd	306,072	306,072	0	0.00%
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TOTAL SALARIES & WAGES	\$306,072	\$306,072	\$0	0.00%
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Package Comparison Report - Detail
2025-27 Biennium
Operations

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

Package: Restore Package

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

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
3400 Other Funds Ltd	144	144	0	0.00%
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	55,982	55,982	0	0.00%
3230 Social Security Taxes				
3400 Other Funds Ltd	20,355	20,355	0	0.00%
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	1,064	1,064	0	0.00%
3250 Workers Comp. Assess. (WCD)				
3400 Other Funds Ltd	84	84	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	2,780	2,780	0	0.00%
3270 Flexible Benefits				
3400 Other Funds Ltd	84,816	84,816	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	165,225	165,225	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	\$165,225	\$165,225	\$0	0.00%

PERSONAL SERVICES

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	471,297	471,297	0	0.00%
TOTAL PERSONAL SERVICES	\$471,297	\$471,297	\$0	0.00%
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	5,000	5,000	0	0.00%
4150 Employee Training				
3400 Other Funds Ltd	5,000	5,000	0	0.00%
4175 Office Expenses				
3400 Other Funds Ltd	5,000	5,000	0	0.00%
4250 Data Processing				
3400 Other Funds Ltd	10,000	10,000	0	0.00%
4325 Attorney General				
3400 Other Funds Ltd	165,346	165,346	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	190,346	190,346	0	0.00%
TOTAL SERVICES & SUPPLIES	\$190,346	\$190,346	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	661,643	661,643	0	0.00%
TOTAL EXPENDITURES	\$661,643	\$661,643	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Operations

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

Package: Restore Package

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

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
ENDING BALANCE				
3400 Other Funds Ltd	(24,745)	(24,745)	0	0.00%
TOTAL ENDING BALANCE	(\$24,745)	(\$24,745)	\$0	0.00%
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	2	2	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	2.00	2.00	0.00	0.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
3400 Other Funds Ltd	-	100,000	100,000	100.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	-	(120,087)	(120,087)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	(20,087)	(20,087)	100.00%
TOTAL SERVICES & SUPPLIES	-	(\$20,087)	(\$20,087)	100.00%
EXPENDITURES				
3400 Other Funds Ltd	-	(20,087)	(20,087)	100.00%
TOTAL EXPENDITURES	-	(\$20,087)	(\$20,087)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	20,087	20,087	100.00%
TOTAL ENDING BALANCE	-	\$20,087	\$20,087	100.00%

Description	Governor's Budget (Y-01)	Leg. Adopted Budget (Z-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4225 State Gov. Service Charges				
3400 Other Funds Ltd	-	3,032	3,032	100.00%
4250 Data Processing				
3400 Other Funds Ltd	-	4,918	4,918	100.00%
4325 Attorney General				
3400 Other Funds Ltd	-	36,097	36,097	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	44,047	44,047	100.00%
TOTAL SERVICES & SUPPLIES	-	\$44,047	\$44,047	100.00%
EXPENDITURES				
3400 Other Funds Ltd	-	44,047	44,047	100.00%
TOTAL EXPENDITURES	-	\$44,047	\$44,047	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	(44,047)	(44,047)	100.00%
TOTAL ENDING BALANCE	-	(\$44,047)	(\$44,047)	100.00%

PIC100 - Position Budget Report

Chiropractic Examiner, State Board of

2025-27 Biennium
Budget Preparation

Cross Reference Number: 81100-000-00-00-00000
Legislatively Adopted 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											-	-	879,331	-	879,331
Total OPE											-	-	452,782	-	452,782
Total Personal Services					5	4.75					-	-	1,332,113	-	1,332,113

PIC100 - Position Budget Report

Operations

**2025-27 Biennium
Budget Preparation**

**Cross Reference Number: 81100-001-01-00-00000
Legislatively Adopted Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0000510	UA C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	8	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	82,247	-	82,247
0000511	UA C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	6	4116	SAL	-	-	98,784	-	98,784
										OPE	-	-	71,258	-	71,258
0000512	MEAH Z7589 HF	AGENCY HEAD 9	32X	PF	1	1.00	24	10	12342	SAL	-	-	296,208	-	296,208
										OPE	-	-	128,689	-	128,689
0000514	UA C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PP	1	0.75	18	10	5719	SAL	-	-	102,942	-	102,942
										OPE	-	-	61,837	-	61,837
0000516	UA C5911 BP	HEALTH CARE INVESTIGATOR/ADVISOR	26	PF	1	1.00	24	10	9231	SAL	-	-	221,544	-	221,544
										OPE	-	-	106,969	-	106,969
0004801	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685
										OPE	-	-	282	-	282
0004802	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685
										OPE	-	-	282	-	282
0004803	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685
										OPE	-	-	282	-	282
0004804	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685
										OPE	-	-	282	-	282
0004805	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	3,685	-	3,685
										OPE	-	-	282	-	282
0004806	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	2,434	-	2,434
										OPE	-	-	186	-	186
0004807	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	2,434	-	2,434
										OPE	-	-	186	-	186
Total Salary											-	-	879,331	-	879,331
Total OPE											-	-	452,782	-	452,782
Total Personal Services					5	4.75					-	-	1,332,113	-	1,332,113