

Oregon Mortuary & Cemetery Board (OMCB)

2027 - 2029 Agency Request Budget





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CERTIFICATION

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

Oregon Mortuary & Cemetery Board (OMCB)

AGENCY NAME

800 NE Oregon Street, Suite 430

AGENCY ADDRESS



SIGNATURE

Board 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

833 - Oregon Mortuary & Cemetery Board (OMCB)

Agency Contact: Chad Dresselhaus

Date Submitted: 7/31/2026

CFO Analyst: JeaLinda Patton

[illegible]

Enrolled
Senate Bill 5524

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

CHAPTER

AN ACT

Relating to the financial administration of specified boards; 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 \$3,555,245 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 Mortuary and Cemetery Board.

SECTION 2. Notwithstanding any other law limiting expenditures, the amount of \$1,176,829 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 Oregon Board of Naturopathic Medicine.

SECTION 3. Notwithstanding any other law limiting expenditures, the amount of \$797,539 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 Occupational Therapy Licensing Board.

SECTION 4. Notwithstanding any other law limiting expenditures, the amount of \$1,828,620 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 Board of Medical Imaging.

SECTION 5. Notwithstanding any other law limiting expenditures, the amount of \$1,332,798 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 Examiners for Speech-Language Pathology and Audiology.

SECTION 6. Notwithstanding any other law limiting expenditures, the amount of \$1,940,027 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 Oregon State Veterinary Medical Examining Board.

SECTION 7. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 6, chapter 62, Oregon Laws 2023, for the biennium ending June 30, 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 Oregon State Veterinary Medical Examining Board, is increased by \$31,500, for legal expenses.

SECTION 8. 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 on its passage.

Passed by Senate June 2, 2025

.....
Obadiah Rutledge, Secretary of Senate

.....
Rob Wagner, President of Senate

Passed by House June 16, 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

SB 5524 A BUDGET REPORT and MEASURE SUMMARY

Carrier: Sen. Sollman

Joint Committee On Ways and Means

Action Date: 05/23/25

Action: Do pass with amendments. (Printed A-Eng.)

Senate Vote

Yeas: 11 - Anderson, Bonham, Broadman, Campos, Frederick, Girod, Lieber, Manning Jr, McLane, Smith DB, Sollman

House Vote

Yeas: 11 - Bowman, Breese-Iverson, Cate, Drazan, Evans, Gomberg, Levy E, Ruiz, Sanchez, Smith G, Valderrama

Exc: 1 - Owens

Prepared By: Paul Johnson, Department of Administrative Services

Reviewed By: Haylee Morse-Miller, Legislative Fiscal Office

Health Related Licensing Boards

2025-27

2023-25

Budget Summary*

	2023-25 Legislatively Approved Budget ⁽¹⁾	2025-27 Current Service Level	2025-27 Committee Recommendation	Committee Change from 2023-25 Leg. Approved	
				\$ Change	% Change
Other Funds Limited	\$ 9,825,831	\$ 10,668,791	\$ 10,631,058	\$ 805,227	8.2%
Total	\$ 9,825,831	\$ 10,668,791	\$ 10,631,058	\$ 805,227	8.2%

Position Summary

Authorized Positions	24	24	24	0
Full-time Equivalent (FTE) positions	23.25	23.25	23.50	0.25

⁽¹⁾ Includes adjustments through January 2025

* Excludes Capital Construction expenditures

2023-25 Budget Actions

	2023-25 Legislatively Approved Budget	2023-25 Committee Recommendation	Committee Change from 2023-25 Leg. Approved	
			\$ Change	% Change
Other Funds Limited	\$ 9,825,831	\$ 9,857,331	\$ 31,500	0.3%
Total	\$ 9,825,831	\$ 9,857,331	\$ 31,500	0.3%

Summary of Revenue Changes

The Health Related Licensing Boards (HRLB) structure consists of six independent boards. The Boards are combined into one agency for the ease of budgetary reporting. Each board develops individual budgets, which are approved by the Legislature in a single budget bill. All six Boards are entirely funded through Other Funds revenues, largely through licensing and application fees. The Subcommittee recommended budget includes a fee increase for the Oregon Veterinary Medical Examining Board that will add \$578,940 Other Funds revenue.

Summary of Education Subcommittee Action

The HRLB structure consists of six independent boards: Oregon Mortuary and Cemetery Board, Oregon Board of Naturopathic Medicine, Occupational Therapy Licensing Board, Oregon Board of Medical Imaging, Board of Examiners for Speech-Language Pathology and Audiology, and the Oregon Veterinary Medical Examining Board.

Mortuary and Cemetery Board

The Oregon Mortuary and Cemetery Board (OMCB) regulates the individuals and facilities engaged in the care, preparation, processing, transportation, and final disposition of human remains through licensing, inspection, and disciplinary programs. The Subcommittee recommended a budget of \$3,555,245 Other Funds expenditure limitation and seven positions (7.00 FTE). The budget reflects a 10.6% increase from the 2023-25 legislatively approved budget and provides the Board with an ending balance of approximately 15 months of operational expenses. The Subcommittee recommended the following package:

- Package 090: Analyst Adjustments. This package increases OMCB's ongoing Other Funds expenditure limitation by \$62,144 in Facilities Rental and Taxes to reflect OMCB's new monthly rental rate following a restack of their office space.

Board of Naturopathic Medicine

The Oregon Board of Naturopathic Medicine (OBNM) regulates naturopathic physicians through licensing and disciplinary programs. The Subcommittee recommended a budget of \$1,176,829 Other Funds expenditure limitation and three positions (3.00 FTE), which is a 1.4% decrease from the 2023-25 legislatively approved budget and provides the Board with an ending balance of approximately six months of operating expenses. The Board should consider a fee increase during the 2025-27 biennium. The Subcommittee recommended the following package:

- Package 090: Analyst Adjustments. This package decreases OBNM's ongoing Other Funds expenditure limitation by \$108,348 across Facilities Rental and Taxes, Attorney General, Instate Travel, Out of State Travel, Office Expenses, Data Processing, Professional Services, and Board Member Stipends.

Occupational Therapy Licensing Board

The Occupational Therapy Licensing Board (OTLB) regulates the practice of occupational therapy through licensing and disciplinary programs. The Subcommittee recommended a budget of \$797,539 Other Funds expenditure limitation and two positions (1.50 FTE), which is a 5.5% increase from 2023-25 legislatively approved budget and provides the Board with an ending balance of approximately 11 months of operating expenses. The Subcommittee recommended the following package:

- Package 090: Analyst Adjustments. This package decreases OTLB's ongoing Other Funds expenditure limitation by \$18,734 in Facilities Rental and Taxes to reflect OTLB's new monthly rental rate following a restack of their office space.

Board of Medical Imaging

The Oregon Board of Medical Imaging licenses and regulates radiographers, radiation therapists, limited x-ray machine operators, nuclear medicine technologists, sonographers, and MRI technologists. The Subcommittee recommended a budget of \$1,828,620 Other Funds expenditure limitation and four positions (4.00 FTE), which is a 12.6% increase from the 2023-25 legislatively approved budget and provides

the Board with an ending balance of approximately 30 months of operating expenses. The Subcommittee recommended the following packages:

- Package 101: Health Care Investigator FTE Increase. This package increases ongoing Other Funds expenditure limitation by \$66,443 to increase a permanent part-time investigator to full-time to account for an increasing investigative caseload.
- Package 102: Health Care Investigator Reclass to Inv. 2. This package reclassifies an Investigator 2 to a Health Care Investigator and has no fiscal impact.

Speech-Language Pathology and Audiology

The Board of Examiners for Speech-Language Pathology and Audiology (BSPA) regulates Speech-Language Pathologists, Speech-Language Pathology Assistants and Audiologists through licensing and disciplinary programs. The Subcommittee recommended a budget of \$1,332,798 Other Funds expenditure limitation and three positions (3.00 FTE), which is a 2.3% increase from the 2023-25 legislatively approved budget and provides the Board with an ending balance of approximately 13 months of operating expenses. The Subcommittee recommended the following package:

- Package 090: Analyst Adjustments. This package decreases BSPA's ongoing Other Funds expenditure limitation by \$26,935 in Facilities Rental and Taxes to reflect BSPA's new monthly rental rate following a restack of their office space.

Veterinary Medical Examining Board

The Oregon Veterinary Medical Examining Board (OVMEB) regulates the veterinary professions in Oregon through enforcement of the Veterinary Practice Act. The Subcommittee recommended a budget of \$1,940,027 Other Funds expenditure limitation and five positions (5.00 FTE), which is an 11.8% increase from 2023-25 legislatively approved budget and provides the Board with an ending balance of approximately eight months of operating expenses. The Subcommittee recommended the following packages:

- Package 090: Analyst Adjustments. This package decreases OVMEB's ongoing Other Funds expenditure limitation by \$12,303 in Facilities Rental and Taxes to reflect OVMEB's new monthly rental rate following a restack of their office space.
- Package 100: Fee Increases. This package allows the agency to raise fees. This will increase revenues by \$578,940 to adjust for inflated costs and continue current programs. The agency has not raised fees since 2014.

Additionally, the Subcommittee recommended an adjustment to increase the Other Funds expenditure limitation by \$31,500 for legal expenses for the 2023-25 biennium.

Summary of Performance Measure Action

See attached Legislatively Adopted 2025-27 Key Performance Measures form.

DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

Health Related Licensing Boards
Paul Johnson -- 971-718-2445

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE					
			LIMITED	NONLIMITED	LIMITED	NONLIMITED								
2023-25 Legislatively Approved Budget at Jan 2025 *	\$	-	\$	-	\$	9,825,831	\$	-	\$	-	\$	9,825,831	24	23.25
2025-27 Current Service Level (CSL)*	\$	-	\$	-	\$	10,668,791	\$	-	\$	-	\$	10,668,791	24	23.25
<u>SUBCOMMITTEE ADJUSTMENTS (from CSL)</u>														
SCR 017-00 - Mortuary and Cemetery Board														
Package 090: Analyst Adjustments														
Services and Supplies	\$	-	\$	-	\$	62,144	\$	-	\$	-	\$	62,144		
SCR 018-00 - Naturopathic Medicine														
Package 090: Analyst Adjustments														
Personal Services	\$	-	\$	-	\$	(6,500)	\$	-	\$	-	\$	(6,500)	0	0.00
Services and Supplies	\$	-	\$	-	\$	(101,848)	\$	-	\$	-	\$	(101,848)		
SCR 020-00 - Occupational Therapy Licensing														
Package 090: Analyst Adjustments														
Services and Supplies	\$	-	\$	-	\$	(18,734)	\$	-	\$	-	\$	(18,734)		
SCR 026-00 - Medical Imaging														
Package 101: Health Care Investigator FTE Increase														
Personal Services	\$	-	\$	-	\$	66,443	\$	-	\$	-	\$	66,443	0	0.25
SCR 028-00 - Speech Language Pathology and Audiology														
Package 090: Analyst Adjustments														
Services and Supplies	\$	-	\$	-	\$	(26,935)	\$	-	\$	-	\$	(26,935)		
SCR 029-00 - Veterinary Medical Examiners														
Package 090: Analyst Adjustments														
Services and Supplies	\$	-	\$	-	\$	(12,303)	\$	-	\$	-	\$	(12,303)		
TOTAL ADJUSTMENTS	\$	-	\$	-	\$	(37,733)	\$	-	\$	-	\$	(37,733)	-	0.25
SUBCOMMITTEE RECOMMENDATION *	\$	-	\$	-	\$	10,631,058	\$	-	\$	-	\$	10,631,058	24	23.50
% Change from 2023-25 Leg Approved Budget		0.0%		0.0%		8.2%		0.0%		0.0%		8.2%	0.0%	1.1%
% Change from 2025-27 Current Service Level		0.0%		0.0%		(0.4%)		0.0%		0.0%		(0.4%)	0.0%	1.1%

*Excludes Capital Construction Expenditures

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE
			LIMITED	NONLIMITED	LIMITED	NONLIMITED			
<u>2023-25 BUDGET ACTIONS</u>									
SCR 029-00 - Veterinary Medical Examiners									
Services and Supplies	\$ -	\$ -	\$ 31,500	\$ -	\$ -	\$ -	\$ 31,500		
SB 5524 A									
TOTAL ADJUSTMENTS	\$ -	\$ -	\$ 31,500	\$ -	\$ -	\$ -	\$ 31,500	-	-

SB 5524 A

Legislatively Approved 2025 - 2027 Key Performance Measures

Published: 5/21/2025 4:48:29 PM

Agency: Mortuary and Cemetery Board

Mission Statement:

The mission of the Oregon Mortuary and Cemetery Board is to protect public health, safety and welfare by fairly and efficiently performing its licensing, inspection and enforcement duties; by promoting professional behavior and standards in all facets of the Oregon death care industry; and, by maintaining constructive relationships with licensees, those they serve and others with an interest in the Board's activities.

Legislatively Approved KPMs	Metrics	Agency Request	Last Reported Result	Target 2026	Target 2027
1. Facility Inspection - Percent of licensed facilities inspected not less than once per biennium.		Approved	106%	100%	100%
2. Complaint Investigation - Percent of investigative reports completed within six months of a complaint from any person against a licensee.		Approved	100%	95%	95%
3. Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.	Overall	Approved	70%	90%	90%
	Availability of Information		93.20%	90%	90%
	Helpfulness		62%	90%	90%
	Accuracy		70%	90%	90%
	Timeliness		59%	90%	90%
	Expertise		88%	90%	90%
4. Best Practices - Percent of total best practices met by the Board.		Approved	98%	100%	100%
5. Timely Resolution of Complaints - Percent of cases closed within 9 months.		Approved	51%	90%	90%

LFO Recommendation:

LFO recommends approval of measures and targets as proposed.

SubCommittee Action:

The Education Subcommittee approved the Key Performance Measures and targets.

Legislatively Approved 2025 - 2027 Key Performance Measures

Published: 5/21/2025 4:49:21 PM

Agency: Board of Naturopathic Medicine

Mission Statement:

The mission of the Oregon Board of Naturopathic Medicine is to protect the public by licensing and regulating Naturopathic physicians. The Board will promote physician excellence and will foster communication within the profession and with the public.

Legislatively Approved KPMs	Metrics	Agency Request	Last Reported Result	Target 2026	Target 2027
1. Investigations - Average number of months from receipt of a new complaint to completion of the investigation.		Approved	8.70	6	6
3. Customer Service - Percent of customers rating their satisfaction with the agency's customer service as good or excellent for overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	1) Availability of Information	Approved	72%	90%	90%
	2) Accuracy		76%	90%	90%
	3) Expertise		68%	90%	90%
	4) Helpfulness		74%	90%	90%
	5) Timeliness		78%	90%	90%
	6) Overall		72%	90%	90%
4. Best Practices - Percent of total best practices met by the Board.		Approved	100	100	100

LFO Recommendation:

LFO recommends approval of the measures and targets as proposed.

SubCommittee Action:

The Education Subcommittee approved the Key Performance Measures and targets.

Legislatively Approved 2025 - 2027 Key Performance Measures

Published: 5/21/2025 4:48:14 PM

Agency: Occupational Therapy Licensing Board

Mission Statement:

The mission of the Occupational Therapy Licensing Board is to protect the public by supervising occupational therapy practice to assure the safe and ethical delivery of services in Oregon.

Legislatively Approved KPMs	Metrics	Agency Request	Last Reported Result	Target 2026	Target 2027
1. Timely Licensing - Percent of all licensing applications processed within 3 days.		Approved	99%	100%	100%
2. Timely Resolution of Complaints - Percent of cases investigated and referred to Board within 120 days of receipt of complaint.		Approved	100	100	100
3. Customer Satisfaction - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information	Overall	Approved	97%	95%	95%
	Availability of Information		94%	95%	95%
	Expertise		97%	95%	95%
	Helpfulness		97%	95%	95%
	Timeliness		100%	95%	95%
	Accuracy		97%	95%	95%
4. Best Practices - Percent of total best practices met by the Board.		Approved	100%	100%	100%

LFO Recommendation:

LFO recommends approval of measures and targets as proposed.

SubCommittee Action:

The Education Subcommittee approved the Key Performance Measures and targets.

Legislatively Approved 2025 - 2027 Key Performance Measures

Published: 5/21/2025 4:54:35 PM

Agency: Board of Speech-Language Pathology and Audiology

Mission Statement:

The Board adopts rules governing standards of practice, investigates alleged violations and grants, denies, suspends and revokes licenses for Speech-Language Pathologists, Speech-Language Pathology Assistants, and Audiologists for consumer protection.

Legislatively Approved KPMs	Metrics	Agency Request	Last Reported Result	Target 2026	Target 2027
1. Customer Service - Percentage of customers rating their satisfaction with the agency's customer service as "good"; or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.	Overall	Approved	95%	95%	95%
	Expertise		100%	95%	95%
	Timeliness		95%	95%	95%
	Availability of Information		90%	95%	95%
	Helpfulness		95%	95%	95%
	Accuracy		100%	95%	95%
2. Percentage of individual speech-language pathology assistants (SLPAs) and their supervising speech-language pathologists (SLPs) that passed the SLPA audit.		Approved		90%	90%
3. Percentage of School District and Education Service Districts that passed the speech-language pathology assistant (SLPA) audit.		Approved		90%	90%
4. Timely Resolution of Complaints - Percent of investigations presented to the Board within 180 days from the date of the complaint.		Approved	85%	90%	90%
5. Best Practices - Percent of total best practices met by the Board.		Approved	100%	100%	100%
1. SLPA Supervision - Percentage of School District Compliance with SLPA supervision requirements outlined in OAR 335-095-0050.		Legislatively Deleted	50%		

LFO Recommendation:

LFO recommends deletion of KPM #1, which relates to continuing SLPA supervision in an education setting and instead establishing two new KPM's that will report audit results of the individual licensees and the School Districts and Education Service Districts that utilize SLPA's.

LFO recommends approval of all other measures and targets as proposed.

SubCommittee Action:

The Education Subcommittee approved the Key Performance Measures and targets.

Legislatively Approved 2025 - 2027 Key Performance Measures

Published: 5/21/2025 4:49:32 PM

Agency: Board of Medical Imaging

Mission Statement:

The mission of the Oregon Board of Medical Imaging is to promote, preserve and protect the public health, safety and welfare of Oregonians who are undergoing medical imaging studies performed by agency licensees for the purpose of medical diagnosis and therapy.

Legislatively Approved KPMs	Metrics	Agency Request	Last Reported Result	Target 2026	Target 2027
1. Timely Licensure - Percent of initial and renewal license and limited permit applications from qualified applicants that are processed within 5 business days.		Approved	100%	100%	100%
2. Timely Resolution of Complaints - Average number of days from the date an investigation is opened to completion of investigation report for Board action		Approved	45	50	50
3. Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.	1) Accuracy	Approved	92.20%	90%	90%
	2) Availability of Information		90.30%	90%	90%
	3) Helpfulness		94.70%	90%	90%
	4) Timeliness		93.70%	90%	90%
	5) Expertise		91.70%	90%	90%
	6) Overall		93.20%	90%	90%
4. Discipline Resolution - Percentage and number of complaints resolved by means other than from formal administrative hearings within a year.		Approved	100%	100%	100%
5. Best Practices - Percent of total best practices met by the Board.		Approved	100%	100%	100%

LFO Recommendation:

LFO recommends approval of the measures and targets as proposed.

SubCommittee Action:

The Education Subcommittee approved the Key Performance Measures and targets.

Legislatively Approved 2025 - 2027 Key Performance Measures

Published: 5/21/2025 4:56:16 PM

Agency: Veterinary Medical Examining Board

Mission Statement:

To protect animal health and welfare, public health, and consumers of veterinary services.

Legislatively Approved KPMs	Metrics	Agency Request	Last Reported Result	Target 2026	Target 2027
1. Public Protection - Average time from receipt of a new complaint to completion of the investigation.		Approved	236	200	200
2. Customer Service - Percent of customers rating their overall satisfaction with the agency above average or excellent.	1) Accuracy	Approved	83%	90%	90%
	2) Expertise		86%	90%	90%
	3) Availability of Information		82%	90%	90%
	4) Helpfulness		87%	90%	90%
	5) Timeliness		79%	90%	90%
	6) Overall		82%	90%	90%
3. Best Practices - Percent of best practices met by the Board.		Approved	100%	100%	100%
4. Facility Inspections - Percent of registered veterinary facilities inspected within three years of last inspection.		Approved	95%	100%	100%
5. License Processing - The average number of business days to process a license once a complete application is received.		Approved		7	7

LFO Recommendation:

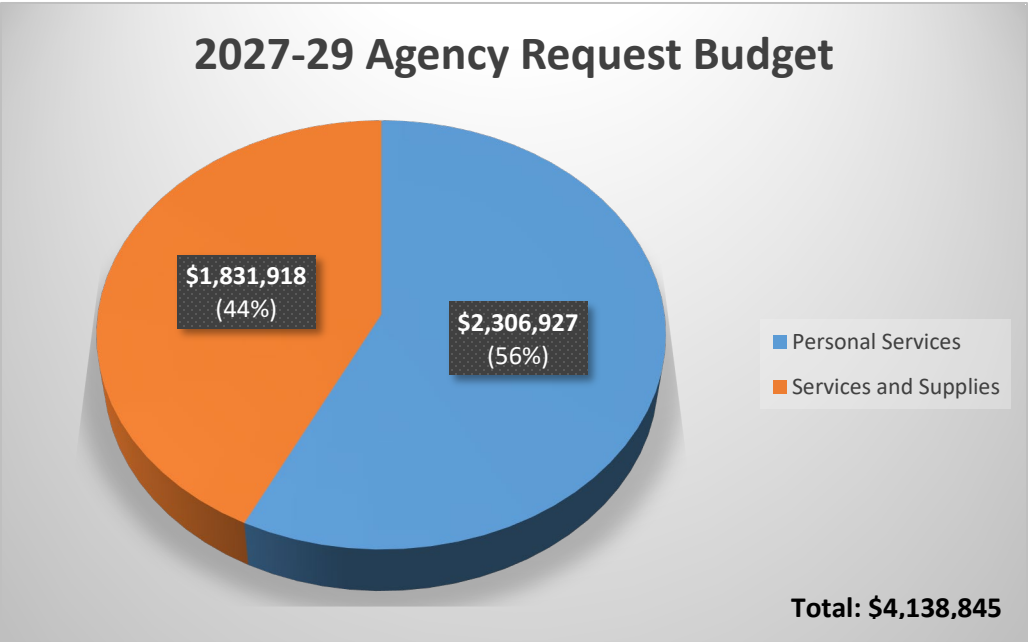
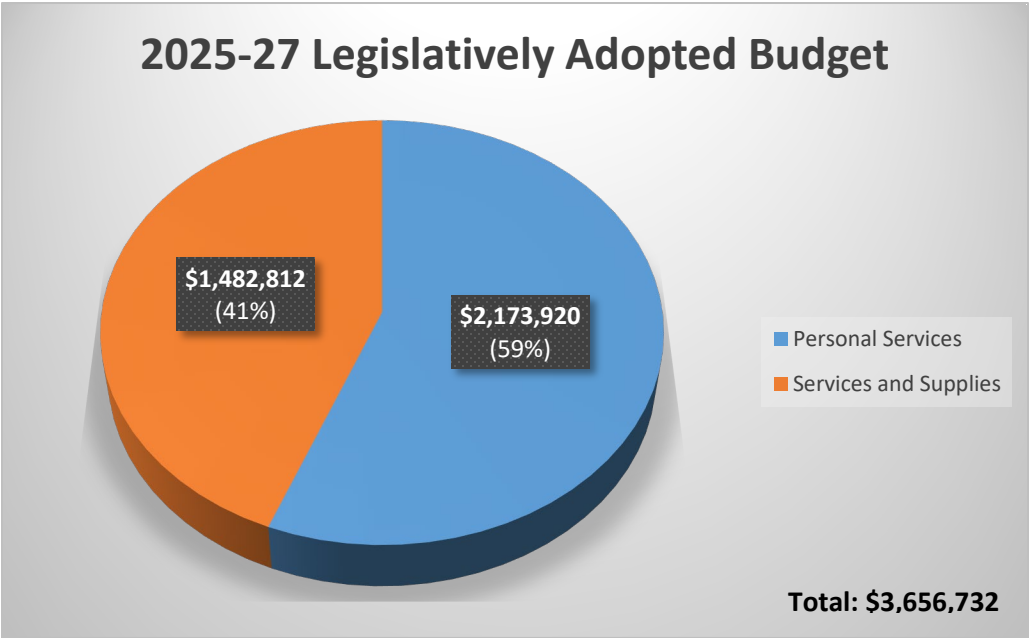
LFO recommends creation of KPM #5 - License Processing. This KPM measures the average number of business days to process a license once a complete application is received.

LFO recommends approval of all other measures and targets as proposed.

SubCommittee Action:

The Education Subcommittee approved the Key Performance Measures and targets.

Budget Summary Graphics



Mission Statement & Statutory Authority

The Board's programs affect those who have suffered a loss, those who make final arrangements and those who provide death care merchandise and services. It is the Board's responsibility to license and regulate the practice of individuals and facilities engaged in the care, preparation, processing, transportation and final disposition of human remains; to educate the general public; and advise on relevant issues of public policy.

The mission of the Oregon Mortuary & Cemetery Board (OMCB) is to protect public health, safety and welfare by fairly and efficiently performing its licensing, inspection, education and enforcement duties; by promoting professional behavior and standards in all facets of the Oregon death care industry; and, by maintaining constructive relationships with licensees, those they serve and others with an interest in the Board's activities.

In accordance with the Administrative Procedures Act (ORS 183), the Board may take disciplinary action for violations of the following relevant laws and rules:

- **ORS 692** (Funeral Service Practitioners; Embalmers; Death Care Consultants; Funeral Establishments; Cemetery and Crematory Operators);
- **OAR 830** (Mortuary and Cemetery Board);
- **ORS 97** (Rights and Duties Relating to Cemeteries, Human Bodies and Anatomical Gifts);
- **Code of Federal Regulations (CFR), Title 16, Part 453** (The Funeral Rule);
- **ORS 432** (Vital Statistics); and
- **ORS 676** (Health Professions Generally).

When the Board determines that a violation has occurred, it may suspend or revoke a license or refuse to issue or renew a license. Although the Board lacks authority to award compensatory (actual) damages, it may impose civil penalties up to \$5,000 per violation or negotiate voluntary settlement agreements.



Oregon Mortuary & Cemetery Board (OMCB)

2026 Strategic Plan Report

Presented April 14, 2026

Executive Summary

This report summarizes the outcomes of the 2025 Strategic Planning Session, highlighting critical risks, operational gaps, and strategic priorities for the Oregon Mortuary & Cemetery Board (OMCB).

The following four topics were discussed during the session:

1. **Disaster Preparedness/Fatality Management**
2. **Indigent Disposition Program (IDP) Fund**
3. **Policy Recommendations: Customer Service Outreach/Operational Efficiencies**
4. **Legislation/Rulemaking**

Key Findings and Recommendations

- **Disaster preparedness vulnerabilities:** Infrastructure limitations, resource shortages, and weak interagency coordination require immediate attention.
- **Indigent Disposition Program (IDP):** Clarify program's purpose, expand constituent education, and consider reimbursement increase.
- **Operational inefficiencies:** Streamline licensing, upgrade communication systems, and improve constituent engagement.
- **Action plan:** Prioritized steps to bolster resilience, modernize operations, and enhance service delivery statewide.

Potential Top Strategic Priorities

1. Establish statewide disaster-preparedness standards.
2. Modernize and update emergency-response plans.
3. Redefine and rename the Indigent Disposition Program (IDP) for clarity.
4. Raise IDP reimbursement to sustainable levels for funeral providers.
5. Launch targeted education campaigns for hospitals, hospice providers, and the public.
6. Strengthen coordination with county emergency managers.
7. Clarify statutory authority for emergency scenarios.
8. Continue removing barriers to licensing.

1. Disaster Preparedness & Fatality Management

The system faces significant challenges in scaling operations during large-scale fatality events. Key risks include infrastructure failure, supply shortages, and workforce limitations.

Key Challenges

- Power outages impacting refrigeration and cremation.
- Transportation disruptions and fuel shortages.
- PPE and supply chain instability.
- Staffing shortages during disasters.
- Communication failures.

Possible Recommendations

- Assist with expanding temporary storage solutions.
- Strengthen regional coordination.
- Develop updated emergency protocols.
- Work with OHA to assist with tracking decedent storage capacity.

2. Indigent Disposition Program (IDP)

The Indigent Disposition Program (IDP) plays a critical role but is widely misunderstood. Clarification and modernization are essential.

Possible Recommendations

- Rename program to better reflect purpose (“Unclaimed” instead of “Indigent”; “Funeral Home Reimbursement Program”).
- Redefine the definition of “indigent.”
- Increase reimbursement to sustainable levels for funeral homes (\$650–\$1,000).
- Educate healthcare providers about the IDP’s purpose.

3. Policy Recommendations: Customer Service Outreach/Operational Efficiencies

- Better publicize board meetings and make them more accessible.
- Enhance website/portal usability.

- Improve response time from agency staff.
- More collaboration between OMCB & OFDA to provide education.
- Increase transparency in investigations.
- Continue to remove barriers to licensing.

4. Legislation/Rulemaking Recommendations

- Better define “substantial revision” in ORS 97.130.
- What constitutes “available at the time” when attempting to identify next of kin?

Prioritized Action Plan

- What are the priorities and what priority levels should be assigned (high, medium, low)?
- What actions should be taken to accomplish these priorities?
- What should be the tentative timeline to accomplish these priorities?

Conclusion

Actionable steps should be identified and implemented to address system vulnerabilities and build resilience. Executing these recommendations will strengthen OMCB’s preparedness, increase operational efficiency, and improve service delivery to communities across Oregon.

2025 Strategic Planning Session Consolidated Notes

Discussion Topic #1: Disaster Preparedness/Fatality Management

Hazard Identification & Planning Assumptions

- Types of incidents: Flooding, mass shootings, car accidents, plane crashes, train derailments, homelessness, floods, earthquakes, tsunamis, wildfires, landslides, avalanches, motor vehicle/bus crashes, plane crashes, mass shootings and ice storms.
 - Worst case/most likely scenarios:
 - Natural disasters (freezing) and then people bring their propane heaters inside and then there are gas explosions from them.
 - Worst case: earthquake hits metro area.
 - Most likely: wildfires, mass shootings, ice storms.
 - Roads/bridges out.
 - Staff shortage, no power, no body storage space, lack of body processing.
 - Electricity and signals are down = no lines of communication.

Assumptions

- We are not prepared/not enough staffing to process paperwork, bury, etc.
- Not enough supply (PPE, chemicals, etc.).
- If isolated to Oregon, not a huge issue. But if it is whole West Coast, then supply issues could occur.
- Should have @ least 60 days supply of PPE.
- Every funeral home should have a generator; earthquake will cut all electricity.
- I-5 will be cut off.
- If the gas lines are down → crematories are down.
- Generators run on diesel and coastal crematories run on propane.
- Candy Cates: *Oregon Emergency Management*.
- EFSA has a wish list for funeral homes that can't afford generators → no guarantee.
- Do NOT assume the county will provide.
- "Public health money is carried over from OHA".
- OHA is 95% federally funded.
- If you have a list and a relationship with the county representative = better chance of getting help.
- No one looks up the information during an actual emergency. OEM has a "plan" posted on their site → it doesn't include what you need because it was written pre-COVID and needs to be updated.
- Know what your decedent storage capacity is (COVID was chaos).
- FEMA doesn't always understand how to provide documentation to local agencies.
- Most funeral homes are without generators.
- There will be PPE supply shortages.

- As the disaster continues, fewer agencies will have resources to share because they'll be depleted.
- Response by funeral directors will be voluntary.
- Funeral homes need to know their facility's decedent capacity and current count.
- Hospitals do not have large capacities for decedent storage.
- There will only be one emergency trailer available (per county).
- Life rescue will be the highest priority.
- Correlation between our organizations is vital to this discussion.
- Supply limitations, but can be preemptive and have a surplus on hand; staffing shortages is a problem; having enough room in vehicles to transport all decedents in a timely manner; get a list of power company info. so we have emergency info. as a priority business.
- Quicker, faster, better should be the goal.
- Key aspect is resources & resource management.
- Staffing limitations: If the area is experiencing an emergency, staff will be focused on their families & communities. May not be able to respond.
- FEMA and other non-local entities are dispatched but many local staff will be experiencing the emergency.

On Going Questions

- How do we get supplies to where they are needed?
- Would the Governor have the authority to suspend rules & regulations during an emergency?
- How can anything, like acquiring permits, be obtained online if there is no power? No state employees will be available, either.
- A question for Vital Records: How are bodies identified? What do we do with bodies if there is no power for refrigeration, no gas for crematory? What can families do to help facilitate the recording of decedents?
- What is the trigger point within a community when an event becomes a 'mass community event? What is 'your normal' for decedent management? What is your 'surge point?'
- A mass fatality burial is not an option listed on any form. Does the Governor have authority to waive or suspend all rules? What about a person's preferred disposition? If a law is suspended, then what other rule or process is activated? There needs to be a substitute process.
- Does FSP have enough ID tags for decedents brought into the funeral home?
- Who knows who their county emergency manager is? This is an invaluable, important relationship.
- Supply shortages – especially in smaller counties.
- PPE shortages are especially problematic.
- How will supplies be provided if roads are hazardous/inaccessible?
- How would recovery of remains work after the fact if the remains are unclaimed during the event?
- Is "duty to act" part of the licensure for Oregon?
- How will funeral homes be compensated for support/services?
- Who are the Emergency Managers for each county?
- Who is our Maritime Resource? OEM & OHA.
- How many funeral homes currently have storage trailers on their property or have access to them?
- How many crematories are available?

On Going Needs

- Resource FEMA.
- County/cities, law enforcement, EMS, etc.
- Could use National Guard.
- Refrigerated trucks for temporary body storage.
- Funeral homes need to reach out to local county emergency management contact to be better prepared and get resources they need.
- Candy Cates. Prepping us for 'Better, smarter, faster. Key aspect is resources within the immediate community'.
- State needs to know decedent storage capacity.
- Major resource for an emergency is the federal emergency management group, but their support is unknown under the current president's administration.
- A 'surge point' is one more than you can handle.
- There are 5 'reefers' across Oregon.
- In a small community, a small number of deaths could trigger a surge. For example, family of 5 is killed by father. Communication with the emergency preparedness manager could be appropriate.
- Natural gas that powers the crematories may not be available.
- Self-care for responders.
- Families should be instructed to remove decedents from the home, so the home doesn't compromised decomposition.
- Temporary licensure for non-local providers → 90-day funeral director authority to respond.
- The head of Medical Examiner and Vital Records need to clarify what funeral directors should do to help ID decedents during an emergency.
- Funeral homes need some sort of legal protection operating under waiver or suspension of laws.
- Consider sudden (earthquake) vs. slower developing (COVID-19) fatality types.
- County should have 2 or more funeral directors from each region to participate in the emergency preparedness & process.
- Every facility needs a prepared plan & process.
- Disaster planning standards need to be consistent and transferable.
- Funeral home's minimum hold should be able to last at minimum 45 days and maximum 60 days.
- Oregon Emergency Management:
 - Everyone should keep mental maps on how things should work → no one is going to go back and read it.
- ME → County → Committee should review the plan.
- Important: resource accessibility & county emergency managers.
- Identify concerns and needs beforehand.
- It is understood that on the West Coast, CA gets most of the federal resources, then WA, then OR.
- During COVID, the funeral home on ME rotation would get the county trailer, depending on location.
- Need to prepare for mass graves/storage.
- Know how many cemeteries are in each county and how many plots could be available.
- OHA funds could sponsor generators for larger facilities.

Roles, Responsibilities & Coordination

- Main agency for fatality management: Dr Sean Hurst, State ME.
- Agency partners need to be involved: all listed, physically handling human remains.

- Roles to play during a disaster: “all hands-on deck”; everybody who has survived would be involved; the ME; management would coordinate who goes where.
- County should be the drivers of the situation response → notify agencies of resources.
- Setting expectations for county emergency planners to have lists of funeral directors, know resources and keep lines of communication open.
- The State needs to update the emergency plan and government support of emergency response & certification.
- Legislature should exist to delegate correctly.
- Drills are happening but aren’t necessarily being shared out.
- Roles: Body recovery and evidence handling.
- OMCB should be able to execute emergency plans and not need board meetings to pass emergency rulings.
- Funeral homes need OMCB to be able to lift restrictions and not worry about violations.
- Barrier: Permit for Disposition:
- Businesses will need direction from Vital Records on how to proceed with disposition.
- Tags for identification would still be needed: what materials & how to track numbers?
- Record keeping: Who is keeping track of where decedents are buried or cremated? This would be important if, for example, disinterment becomes necessary, probably would not be viable in a mass grave situation.
- City could have property for mass burial. Public utilities probably have resources like heavy equipment, diesel fuel, etc. Cemeteries should have a plan in place if Governor elects to have decedents buried in available plots.
- Death Care Staff for Klamath Co.
 - 21 Transport staff
 - 11 FSP
 - 6 EM
- Capacity for Storage in Klamath Co.
 - Normal = 75 per month
 - Surge = 107 with local funeral homes (+20 in refrigeration that is currently available, but not in use) 9-10 at Hospital
 - 4 Embalming Stations
- There should be an understanding between funeral homes, volunteer organizations & involvement in planning.

Scene Operations & Recovery

- Capabilities for...
 - Body recovery: yes
 - Evidence handling → not at this time; we need to get a large safe or designated locked cabinet for personal effects
 - Documentation: yes
 - Remains tracking chain of custody: yes
 - Search and rescue
 - FEMA trailers
- Have PPE/specialized equipment: working on it

- Managing contaminated, fragmented, or biohazard-exposed remains: put them in bags and keep them together and labeled accordingly.

Available Resources

- Local emergency manager: Polk Co – Dean Bender and Greg Hansen, and the ME is Kenneth Rosgen; Marion Co – Greg Walsh, Krista Carter, Josiah Almeyda, and the Chief ME is Chuck Funrue; City of Salem – Salem Emergency Manager is Joe Hutchinson.
- Federal, state, local resources are available: during COVID, received supplied from restaurants and anywhere else we could find, but it was all garbage and all in Chinese, so had a very limited supply; need to stock up prior to disaster and find a place to store it all.
- One of the Portland funeral establishments can hold up to 200 bodies, and “surge inverting” can let them hold up to 500.
- Know who your Emergency County Manager is!
- If your Emergency County Manager knows you & your needs, you will get resources faster.
- Timeline: 5-10 days for federal emergency personnel (optimistic).
- Funeral homes should be a priority for resources and space: need body bags, scalable.

Top Concerns

- Safety
- Clean water
- Food
- Generators
- Fuel
- PPE

Ideas to Improve Response

- Special regulations/laws for emergency situations:
- Change requirements for permission to embalm/cremate.
- Allow apprentices and students to act as FSP/Embalmers.
- Remove 20-day body holds.
- Automatic “apprenticeship” licensing for all employees of a funeral home – like deputizing.

Discussion Topic #2: Indigent Disposition Program (IDP) Fund

- Purpose: Applications for \$550 reimbursement to licensed OR funeral homes for the cremation of indigent individuals.
- (New application in the works)
- IDP exists because OR counties weren’t paying for their indigents.
- 1980’s – State ended “welfare” burials → IDP was created in 1990s.
- Funded by state filing fee → increased to \$30 in 2022.

What can OMCB do to clarify the program's purpose?

- Send out a program info packet to hospital ICU, comfort care and Hospice Groups; CHANGE THE NAME to "Unclaimed" instead of "Indigent" so those groups aren't telling the families that it's an available fund.
- The program could be better defined.
- Opinion: Funeral homes already understand the program, IDP should be addressed to the public.
- To redefine "indigent" → remove any verbiage of finances or payment.
- Direct simple language to define indigent persons.
- Idea#1: Can a funeral home get some sort of charitable kickback for cases at the end of the year? Like a donation tax write off.
- Idea #2: A funeral home will be paid out excess of IDP Fund to help make up a deficit of initial payment. But it is based off the number of cases they provide IDP with.
- Change name so it's not misleading, maybe "Funeral Home Reimbursement Program".
- Program requirements, purpose, etc. could be better marketed to get information out to hospitals/hospices, etc.
- Date of disposition is hard to determine and is required to be given on application.
- Have a hospital/hospice or healthcare representative sit on a committee.
- Statute says 10 days. OMCB could clarify if this is calendar or business days.
- There could be an 'exceptions' line on the form when the FSP goes over the 10 days.
- Funeral Director 'pain-point.' A decedent is cremated under IDP. Family members then show up weeks later asking for remains. How is the funeral director supposed to respond?
- Outreach to hospitals and hospice centers is important so they stop advocating IDP as an option to families.
- Opinion: Funeral homes do not have questions about program → need more clarification on when other parties can step in and pay for disposition.
- IDP is not a payment support program for families; it is a reimbursement to FSPs for performing final disposition. Families need to understand that they have no rights to the remains. IDP is not a consumer program.
- The definition of 'indigent' could be better defined when IDP is discussed by FSP, hospital or hospice. IDP is not a state assistance program for families.
- Is there a role for OHA? Educating social workers, hospice care, etc.—these groups may be pushing people toward IDP, which is not appropriate.
- Current messaging on OMCB update should be checked and updated and clearly indicate that hospitals and hospice care workers should NOT be directing patients to IDP; make it clear that IDP is for truly indigent people. If families have money, they are expected to help pay for disposition.
- FSPs may need more training to converse with families. Families are 'unclaiming' decedents because they cannot afford cremation. Public needs to understand that they have no rights to cremated remains.
- More guidance/training on the term 'indigent' and what it means. IDP is not a state assistance program for families.
- Maybe OHA can message appropriate use of IDP to case workers, social workers, hospice care workers, etc.
- There was some discussion about cremation authorization. The authorization is also called the permit. Marianne brought up 97.130 ordinary cremation. 97.170 speaks to IDP cremation, and FSP asked about whether they can sign the form.
- Need to clarify who signs the cremation authorization on the non-ME jurisdiction cases.

- Consider having a new cremation authorization form for IDP only. Make it clear that FSP has authorization to sign it.
- Training hospital and hospice providers on what IDP is to prevent misunderstandings with families.
- Opinion: Please stop citing the OAR at the beginning of every correspondence. People are turned off by this. Be more personal. It's okay to cite the OAR but save it for last. It's off-putting.
- Within the funeral director community, there's less confusion about IDP Fund. Most confusion seems to come from elsewhere (ie: hospice).
- Neighbor pays for cremation because decedent has no relatives. In this case, Public Health Officer signs.
- Whole body donation companies added to the list would be helpful.
- FSPs don't have enough staff or time to administer IDP. Up the reimbursement to \$750.
- Five-day requirement can be problematic if directors have been spending time seeking next of kin and may not know they were indigent.
 - Answer: This is why there is an indigent start date field available on page 2 of the application.
- Statute should include a step of when a person becomes "indigent."
- 10 days is 10 days, not business days.
- For one funeral home who accepts indigent cases, it takes 3 hours of labor to research/investigate the required information for each indigent decedent.
- Opinion: 10 days should not be calendar because it is too long and some funeral homes are running out of cooler space. Recommend changing to 7 calendar days instead.
- Who should sign the cremation authorization?
- What options exist for partial payment with families?
- How much time should be spent going through the process of searching for NOKs?
- Can funeral homes accept IDP decedents from other funeral homes & does it restart the clock?

What outreach needs to be done?

- Change the definition of the program to make it clear to the agencies who are telling the families that it exists as an option as a fund; the family needs to either enter a business transaction with the funeral home or they need to walk away; it's a right – they don't have to pay for it.
- Who has rights to the cremated remains?
- Need to provide training to hospices/hospitals about the purpose of the IDP fund.
- Attend hospice and hospital convention/meetings & give presentation on IDP fund.
- Use the newsletter to inform funeral homes about issues our IDP Administrator regularly encounters.
- Outreach needed about IDP to hospitals and hospices.
- What outreach can be done to clarify?
- How can funeral home staff be trained to respond & handle this confusion?
- How to educate chaplains, hospice nurses, etc.?
- Clearer communication and better education about requirements.
- Holding requirements can be prohibitive for smaller businesses – need better understanding from OMCB on limitations.
- Have materials and communication resources that funeral directors can distribute locally to hospices, etc.
- Increase the reimbursement rate.

What is working well?

- Flyer on website.
- Notifications.
- The direct deposit is nice; immunity that is in the statute is critical; the help with finding the NOK and SSN is very helpful; the applications are thorough and easy to complete plus the autofill options are nice when that works.
- Program improving, written well and better since OMCB took over program.
- IDP Fund staff are very communicative.
- In theory the reimbursement process is working, but too many people are using it for the wrong reasons.

What could be improved?

- Each location has a portal where they can put the application online and save it for later, then submit it when completed, and then you could see the status of the application (pending, payment submitted, etc.)
- Recommendation: Consider creating an IDP portal since paperwork is tedious.
- List the 3 most important things to know about IDP on OMCB's website.

Should the IDP reimbursement rate be increased?

- Yes.
- Higher amount yes
- Opinion: "Funeral homes will go broke if we stay at the current reimbursement rate."

If so, what rate would be reasonable and ensure the IDP fund remains sustainable?

- At least \$650
- \$1,000
- \$750

What should the Advisory Committee consider when reviewing the program?

- (The Board will be establishing an Advisory Committee to review the IDP fund in its entirety.)
- Members of the committee should be funeral directors who have gone through the program, and it'd be wise if they're also funeral home owners.
- "Indigent" needs to be defined more clearly → majority opinion at table: if there is family, then the decedent is not indigent.
- Another view: Even if there is existing NOK, it doesn't mean they have any relationship with the decedent and/or would be willing/available to pay. In addition, this would greatly decrease the number of cases OMCB would receive and the funeral homes would be stuck footing the bill if family exists and walks away.

Discussion Topic #3: Policy Recommendations: Customer Service Outreach/Operational Efficiencies

Board Meetings

- Overall feel there's clear communication on meetings and accessibility.
- Board meetings should rotate around the state to other populations.
 - 4 times a year: 2 in Portland, and 2 outside of Portland Metro.
- Virtual meeting links should be sent to all licensees to access meetings.
- Keep Teams option.
- Staff are doing a great job with Microsoft Teams.
- Encourage more involvement and expressing thoughts and opinions.
- Reach out to funeral homes and school to encourage staff and student attendance and involvement.
- More accessible board meetings – put notes from meetings on website or share on social media within less than 2-days of meeting happening rather than taking two weeks for newsletter to come out.
- Driving and parking fee for 15 minutes or less of general session is wasteful, not worth it.
- Does the website provide a link for the meeting?
- Can OMCB provide a link for the board meeting?
- How can someone make a public comment? Do they need to sign up in advance?
- Website could be enhanced if people were able to join general session from the website.
- Public session board meetings are very early in the day.
- Pausing public meetings for discipline meetings sometimes means general attendees can't get back in.
- Suggest to send email announcement to notify when general session will be returning.

Website

- Portal isn't always user friendly or doesn't do what it says it will.
 - For example, when a reset link email is sent but never received.
- Response times from OMCB continue to be challenging.
 - Do they need more staff?
 - Who can we get support from for the portals?
- Industry standard should be less than 3 clicks to get signed into the portals.
- Opinion: Very accessible.
- User friendly for family and FSPs.
- Accessibility of board meeting information.
- Licensing FAQ page:
 - A way to check how much time an apprentice has left on their program.
 - A quicker/accessible way to answer licensing questions → self-service info → takes pressure off Ryan.
- State websites are complex and not user friendly.
- Licensing portal needs work (no specifics given).
- 20-day body hold - no longer sends confirmation that request has been received.
- Making sure email addresses in OMCB portal are correct for all licensees so they get all the notices.
- Make the board meeting dates more obvious.
- Newsletter could be utilized to provide more content. Currently, it's graphically rich, not important.
- Disciplinary results do not appear to be public information.

- Currently have to submit a public records request (?).
- Accessing this should be easy for the public.
- Suggestion: More crossover between OMCB & OHA.

Education Needs

- Outreach to high schools and job fairs to encourage people to pursue a career in funeral service.
- Hospice/hospital training.
- Better education letting people know what their options are for end-of-life decisions.
- Continuing education opportunities.
 - Who has the right to control disposition.
 - FTC law education.
 - IDP fund.
- Educational podcast.
- There is a feeling that hospices are stepping in to FSP work and giving out bad information. For example, you do not need 20 death certificates.
- More education to gay community or single people. Cascade AIDS Project. Oregon Bar Associations.
- ORS 97.130(8) domestic partnership rights conferred only if domestic partnership was done in Oregon. Is this form on OMCB's website?
- OMCB could consider using Survey Monkey to develop a quiz or test for all to take, which would serve as a reminder of rules or practices or issues inspectors are routinely seeing.
- Opinion: Use basic black and white format, not colors.
- Outline types of violations: Egregious, Troubling, Dismissed.
- Need to provide information about what types of dispositions are available to the public.
- Need to provide information about what the VA covers and what families are responsible for.
- Collaboration between OMCB & OFDA to provide education to the public would support funeral homes.

Investigations

- Education on frequent investigation issues.
- What receives the most complaints.
- Would like to know what the timelines look like so you know when it may be finalized.
- OMCB can clarify that investigations are collaborative among staff at OMCB, not a one person show or decision.
- Maybe some type of flowchart or bullet points about the process: from start to finish, with timelines.
- Recognize that the Board can add or subtract from an investigation when reviewing any draft investigation.
- Investigations doing great job (Include FAQs).
- Doesn't appear to be much feedback.
- Suggestion: Explain how investigations work from the respondent's side.
 - How you're notified.
 - How long it typically takes.

Inspections

- There used to be a searchable database with information.
- Inspections doing great job (Include FAQs and update inspection checklist with NOR).
- There has been some inconsistencies of inspections.
 - There's a history of funeral homes getting inconsistent results if a funeral home file is required to have written authority on disposition – especially for burial.
- Inspectors should be licensed FSPs in order to inspect an active funeral home.
- How often are they actually happening?
- Could funeral home & cemetery inspections happen at the same time?

Barriers to Licensing

- Better response time to the review structure and time frame plus standardization on licensing for any license; 10-days response is not unreasonable; maybe hire a PT person who's in the program to go through the paperwork; an overhaul of the procedure that reviewing the logs might be too overwhelming at the time of licensing (because it's creating a clog), but it should still be part of the process, but not the thing that holds everything up; when people are moving from an apprenticeship to being fully licensed, they get a wage increase and are expecting it and relying on it – better communication.
- Better defining the difference between embalmers and those who can do min preps; the statute gives the same responsibility to the FSP and the embalmers to public health, so they should both be able to do min preps.
- Remove the HS transcript requirement if the person has a college transcript.
- Licensing doing great job (Would be nice to have e-mail secondary confirmations).
- Suggestion: "Limited Embalmer's License" would allow a funeral home to do certain essential tasks to prepare a body (ex. setting features, cleaning, etc).
- Limited Embalmer's License = for funeral homes to be allowed to do touch ups and settings without having to outsource those services each time.
- Some small businesses don't have a licensed embalmer on hand → embalming is outsourced.
- "Setting Features" cannot be currently done by an FSP, only an embalmer. Autopsy restoration process or "trauma repair" requires a whole other set of skills that falls under an embalming license.
- A limited embalmer license would allow FSPs/other funeral home staff to perform settings without having to outsource it.
- Processing of applications and licenses need to get done faster.
- Too much to become an apprentice: "originals" are barriers – digital transcripts should be fine.
- Suggestion: allow the crematory authority license to do more since cremation is ~80% of dispositions.
- Uploading documents to the licensing portal doesn't always work.
- Navigating the portal can be challenging.
- Suggestion: Proactive reminders and staggered scheduling for licensing renewals.
- Suggestion: Streamlined processing for licensing renewal season.

Discussion Topic #4: Legislation/Rulemaking

Requested Changes

- ORS 692.025/OAR 830-011-0020: Would like to see a tiered system for required number of embalming by population.
- Allow FSPs to dress, cosmetics, set features.
- “Substantial revision” in ORS 97.130 has been brought up as something that needs further clarification: has been codified by disciplinary action.
- “Substantial” could mean anything to anyone.
- Funeral homes could use better verbiage for support of what families can change.
 - If mom has a PN for full body burial but no plot and family want to change to cremation, FH can’t make family buy a plot at a cemetery.
 - Steer clear of wording that leaves discretion to the funeral home.
 - Any revisions must be made in writing prior to death occurring.
 - Additions to contracts are allowed, but no reductions to goods & services.
 - How does this apply to dispositions options that weren’t available (or even legal) at the time the preneed was written?
 - Must stick to the four corners of the contract.
- Rule/law change under NOR definition 97.010(30) Human remains is a soil amendment.
- Need clarification about power of attorney being able to make disposition decisions.
- Embalming requirements for apprentices:
 - 35 vascular embalmings vs. director sign-offs on setting features
 - Smaller facilities may not even perform 35 vascular embalmings per year.
- Identifying next of kin:
 - How to verify highest ranking next of kin (i.e. family members who don’t speak).
 - What constitutes “available at the time” – especially in disagreements amongst the family after the fact?
- Embalming:
 - Does removal staff need licensing or education with how often they have the potential to be asked to clean up or reset features, move clothing, etc.?

Needs Clarification

- ORS 97.130: Define “available”.
- ORS 97.130(2) “available at their time of death” should be clarified with a time frame.
- ORS 97.170(b): 10 days – calendar days or business days?
- Preneed contracts what is a substantial change besides disposition type?
- Opinion: ORS 97.130 is a member’s “bane of existence” → *may direct any lawful manner of disposition*. Do they have to be an FSP?

Criteria for 2027-29 Budget Development

The agency's 2027–29 budget development was based on criteria that ensure continued protection of public health, safety, and welfare through consistent licensing, inspection, and enforcement. Budget priorities will be informed by:

- Statutory and mission-critical responsibilities: Funding to maintain core licensing processing, inspections, enforcement activities, and required regulatory oversight.
- Workload and service capacity needs: Assessment of projected caseload, inspection schedules, complaint/investigation volume, and the resources needed to meet expected timelines and service levels.
- Risk-based and safety-impact considerations: Prioritization of resources for activities that prevent unsafe or noncompliant practices and reduce consumer harm.
- Operational sustainability and cost drivers: Review of inflationary and contractual cost changes affecting personnel, benefits, facilities, technology, and contracted services.
- Performance and outcomes monitoring: Use of performance measures (e.g., inspection/compliance outcomes, enforcement timelines, and complaint resolution timeliness) to guide investments that improve effectiveness.
- Data, process improvement, and modernization: Support for systems and process updates that improve accuracy, consistency, and transparency in licensing and enforcement operations.
- Constituent and community input where applicable: Incorporation of themes from public feedback and constituent engagement to identify areas where guidance, communication, or process changes may improve access and compliance.
- Equity and access considerations: Ensuring regulatory processes and communications remain accessible and effective for all communities, including those that may face additional barriers to understanding requirements or using reporting mechanisms.



RACIAL EQUITY IMPACT STATEMENT (REIS) WORKSHEET: AGENCY QUESTIONS

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

1. Who is completing this agency REIS?

Chad Dresselhaus, Executive Director

2. Does your agency have a DEIB practitioner? (Yes or No)

No

- a. If yes, describe how you collaborated with them on this REIS.
- b. If you did not collaborate with them, why not?

3. How do the agency's mission, goals and programs impact racial equity?

Our agency's mission is to protect public health, safety, and welfare by performing fair and efficient licensing, inspections, and enforcement; promoting professional behavior and standards across Oregon's death care industry; and maintaining constructive relationships with licensees and those served by the Board. The agency advances racial equity by ensuring that industry standards – such as licensing requirements, inspection coverage, and enforcement – apply consistently across all communities, including historically underserved communities that may face greater barriers to accessing responsive, culturally appropriate services. By applying the same regulatory expectations statewide, the Board reduces the risk that disparities in service quality or professional conduct lead to unequal protection for consumers and families.

The Board's licensing and enforcement functions impact racial equity by helping ensure that licensees meet baseline competency and professionalism requirements before serving the public. In practice, this supports equitable consumer protections by promoting consistent service delivery standards regardless of a family's race, ethnicity, language, disability status, or geographic location. The Board's inspections and enforcement also help address harmful or unsafe practices that can disproportionately affect historically underserved communities, improving safety and welfare outcomes for all Oregonians.

To ensure its programs produce equitable results, the Board uses data and constituent input to identify patterns in complaints, compliance rates, and inspection/enforcement activity (where available by race/ethnicity and other relevant factors) and to target improvements that reduce gaps. The Board's commitment to constructive relationships with licensees and those served further supports racial equity by improving communication, clarifying expectations, and strengthening trust – key factors in increasing public awareness of rights and access to safe, professional death care services.

4. What barriers exist in your agency's mission, goals, and programs that could hinder the advancement of racial equity?

Potential barriers include:

- *Access and compliance barriers for diverse licensees and communities: Licensing and compliance processes (applications, required training, forms, documentation, and deadlines) may unintentionally disadvantage people who face language barriers, limited access to technology, or other administrative constraints. Even when the Board's standards are neutral, higher administrative burden can slow or reduce participation by historically marginalized groups, which can indirectly affect who is able to obtain or maintain licensure.*
- *Uniform requirements that may not account for different circumstances: The Board's mission emphasizes fair and efficient enforcement of consistent standards. However, a one-size-fits-all approach to guidance, outreach, or remediation may not fully address how different communities experience barriers – such as differences in how complaints are reported, how information is understood, or how quickly licensees can correct deficiencies.*
- *Complaint and enforcement data gaps: If the Board does not consistently capture or analyze race/ethnicity and related indicators when receiving complaints or assessing enforcement actions, the agency may be less able to detect disparities in service quality, consumer harms, or compliance outcomes. Without that information, it can be challenging to target improvements that advance racial equity.*
- *Communication and relationship-building needs: While the Board aims to maintain constructive relationships with licensees and those served, barriers such as*

inadequate language access, limited outreach channels, or differences in community awareness of the Board's role (what the Board regulates, how to file a complaint, what protections exist) can reduce equitable access to assistance and reporting mechanisms.

5. What opportunities exist in your agency's mission, goals, and programs that could help advance racial equity?
 - *Consistent, fair standards can protect consumers statewide: By applying licensing, inspection, and enforcement fairly and consistently, the Board can reduce the risk that consumers in historically underserved communities receive less safe or less professional services. This supports equitable protection of health, safety, and welfare across all communities.*
 - *Licensing and remediation pathways can reduce administrative barriers: The Board can advance racial equity by improving how people access information and meet requirements (e.g., plain-language guidance, accessible formats, language access where needed, clearer instructions, and supportive resources). Making it easier to understand and comply with requirements helps ensure that qualified applicants from all backgrounds can participate in the industry.*
 - *Inspections and enforcement can use equity-focused communication and transparency: Clear notices, understandable compliance expectations, and culturally responsive communication with licensees can lead to better correction of deficiencies and fewer repeat issues – improving safety outcomes for the public.*
 - *Complaint intake and response can be strengthened for equitable access: Opportunities include expanding accessible complaint channels (online/phone/mail), providing accommodations, and ensuring consumers understand how to report concerns. A more accessible intake system helps ensure that harms are identified and addressed regardless of language, disability, or ability to navigate processes.*
 - *Data and performance management can support targeted improvements: Where race/ethnicity data is available, the Board can analyze disparities using measures such as complaints, inspection results, enforcement actions, and turnaround times. Using this information to set improvement targets helps convert equity principles into operational actions.*

- *Professional standards and constructive relationships can support community trust: Promoting professionalism and maintaining constructive relationships with licensees can create opportunities for training, best-practice guidance, and early intervention. When licensees trust the process, compliance improves – and public confidence and equitable access to services increase.*
6. How is community voice included in your assessments of progress, equity, and racial disparities?
- *How community voice is included: Our agency includes community voice through public comment opportunities, board meetings, strategic planning sessions, and advisory or working groups. Community members, including those who use death care services, can share concerns and perspectives during these forums. We use the input received to inform our assessments of progress and to identify themes that may indicate disparities or recurring barriers affecting communities across Oregon. When patterns are identified – such as common complaints or areas where guidance or communication need improvement – we consider the information as part of program planning, process improvements, and enforcement priorities. To support meaningful participation, we strive to provide accessible ways for community members to engage, including clear public engagement processes and accommodation options as needed.*
 - *How input is used to assess progress and identify disparities: We review and analyze community feedback alongside operational information such as complaint volume and categories, inspection findings, enforcement trends, response times, and compliance outcomes. This helps the Board identify where barriers may exist and where service quality or public protections need improvement.*
 - *How we promote equitable participation: To ensure community voice is not limited to individuals with easy access to systems, we provide accessible communication methods, alternative formats, accommodations, and clear guidance on how to engage. We also engage with constituents representing communities that may be historically underserved through community partners and industry and public constituent groups.*
 - *What happens after feedback: When we identify patterns from community input – such as recurring issues in particular service practices or areas – we use that information to inform program updates, guidance, training, enforcement priorities, process improvements, or communication changes. We track progress over time by monitoring whether those updates reduce recurrence and improve outcomes.*

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

Our agency tracks equity changes over time by monitoring trends in public-facing and regulatory outcomes that may indicate disparities. These measures include: the number and categories of complaints received; inspection findings, including deficiency rates and compliance outcomes; enforcement actions and resolution timelines (e.g., how quickly deficiencies are corrected); and response times/turnaround for investigations and inquiries. We review these trends regularly as part of program planning and strategic planning, and we look for patterns by geography and service type, as well as whether issues are concentrated in communities that may face greater barriers to accessing services or understanding requirements. When recurring themes are identified, we use the information to update guidance, improve outreach, adjust inspection/enforcement priorities, and improve communication and assistance to affected parties.

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

At this time, our available datasets have not identified clear, statistically meaningful racial disparities or inequitable trends across our agency's programs. After reviewing complaint data, inspection findings, enforcement outcomes, and timelines over the last biennium, we did not find consistent evidence of racial disparities. We continue to monitor these indicators regularly and are working to improve data completeness and our capacity for equity-focused analysis so that future reviews can more reliably detect disparities if they emerge. If inequities are identified, we will use the same indicators to inform corrective actions and evaluate results.



RACIAL EQUITY IMPACT STATEMENT (REIS) WORKSHEET: POLICY OPTION PACKAGE (POP) QUESTIONS

Program managers responsible for the POP: Please answer the questions below for every POP being proposed in your agency request budget. To fill out this worksheet, download a copy of this worksheet and type your answers below each question.

Program Overview

1. Please describe the POP being proposed.

Package 100: Fee Increase

2. Why is the POP being proposed?

This licensing fee increase POP is necessary to ensure the future sustainability of the agency.

- *Licensing fees have remained unchanged for approximately 22 years, despite significant increases in the agency's operational costs.*
- *Inflation has substantially increased key operating expenses, including personnel costs and benefits, office lease costs, technology expenses, contracted services, and other day-to-day expenditures.*

Consultation

3. Who is completing this REIS?

Chad Dresselhaus, Executive Director

4. Who is responsible for tracking equity outcomes? What method(s) are they using to track outcomes?

Responsibility for tracking equity outcomes is shared across agency leadership and agency staff under the Board's oversight. Agency staff reviews trends and progress throughout the year as part of program and operation planning.

The agency tracks equity outcomes using a set of performance measures that align with licensing, inspection, enforcement, and complaint resolution. Methods include:

- *Reviewing complaint volume and categories, inspection findings (including deficiency rates), and enforcement outcomes and timelines.*
- *Monitoring response/turnaround times for investigations and inquiries.*
- *Identifying patterns by geography and service type, and comparing outcomes across relevant demographic indicators where data is available (e.g., race/ethnicity, language access status, or other tracked variables).*
- *Using constituent and community input themes from public comment and advisory groups to interpret trends and identify barriers.*
- *Documenting results in recurring reports and using the findings to inform corrective actions, outreach improvements, and guidance or training updates.*

5. Does your agency have a DEIB practitioner (Yes or no)?

No

- a. If yes, describe how you collaborated with them on this REIS.
- b. If they were not involved in the development of this REIS, please explain why. Describe what you did instead to incorporate equity expertise and community input (e.g. listening sessions, advisory review, analysis of existing community feedback, partnering with trusted community partners, etc.).

6. Did you collaborate with your agency's data analysts, community engagement managers, outreach managers, and/or others that regularly interact with underserved and marginalized communities on this REIS? (Yes, no, or not applicable)

No

- a. If yes, describe how you collaborated with them on this REIS.
- b. If they were not involved in the development of this REIS, please explain why. Describe what you did instead to incorporate equity expertise and community

input (e.g. listening sessions, advisory review, analysis of existing community feedback, partnering with trusted community partners, etc.).

As stated previously, the licensing fee increase POP is necessary to ensure the future sustainability of the agency. The REIS incorporates equity considerations by describing how the fee proposal supports continued licensing, inspections, and enforcement activities that protect public health and safety across all communities.

Community Engagement and Data

7. Identify the specific racial groups and communities that may be impacted by this POP, both directly and indirectly. In your answer, include responses to the following questions:
 - a. How did you identify these impacted groups?

This licensing fee increase POP may impact racial communities in Oregon both directly and indirectly by supporting the Board's ability to continue licensing, inspections, and enforcement, which protect public health, safety, and welfare.

Directly impacted groups: The primary direct impact is on death care industry licensees and applicants who are required to pay the proposed increased licensing fee as part of licensure and ongoing regulatory compliance. Because the death care workforce and individuals who pursue licensure can include people from many racial and ethnic backgrounds, this POP affects racial communities within the licensed population.

Indirectly impacted groups: This licensing fee increase POP also indirectly impacts Oregon consumers, families, and community members who rely on regulated death care services. By ensuring the agency's continued ability to carry out licensing, inspections, and enforcement, the POP supports consistent consumer protections across all communities.

How these impacted groups were identified: Impacted groups were identified by connecting who the POP applies to – licensees/applicants who must pay the licensing fee – to the Board's core statutory responsibilities (licensing, inspections, and enforcement). The fee increase directly affects the people who participate in the licensing process. It also indirectly affects the broader public because a sustainable Board can continue carrying out inspections and

enforcement, which supports consistent consumer protections statewide. Because the fee increase is necessary to ensure the Board's long-term ability to fulfill its mission, racial groups and communities across Oregon will be equally and positively impacted through continued, consistent public health, safety, and welfare protections.

- b. What data are you using to validate your assessment? If possible, use outreach and engagement feedback to gather information and insight.

Our agency relied upon financial calculations and projections provided by the agency's financial partners to validate the need for the proposed licensing fee increase and to assess its likely impacts on the agency's ability to remain sustainable and fulfill its mission. These projections provide the basis for evaluating whether the Board's available resources are sufficient to maintain ongoing licensing, inspection, and enforcement functions.

No outreach and engagement feedback specific to racial disparities was collected for this assessment because the POP development relied primarily on the financial projections and related budgetary analysis needed to determine the feasibility and sustainability of the fee proposal.

- c. If possible, disaggregate the data by race, ethnicity, geography, income level, and other relevant characteristics. If disaggregated data is not available, please describe why.

Disaggregated data by race, ethnicity, geography, income level, and other characteristics was not available for this POP assessment because the analysis used to support the proposed licensing fee increase was based on the agency's financial calculations and projections provided by the agency's financial partners. Those budget and financial datasets do not include demographic fields, and the POP development did not involve collection of disaggregated outreach or complaint/inspection data that could be used to perform demographic comparisons.

- d. How are communities impacted by this POP? What are the disproportionate impacts? Please be specific.

The licensing fee increase POP impacts communities primarily through its effect on the Board's ability to continue licensing, inspections, and enforcement.

Specifically:

- *Direct impact: The proposed fee increase affects death care industry licensees and applicants who must pay the licensing fee to obtain and maintain licensure. This directly affects individuals and businesses that participate in the licensing process.*
- *Indirect impact: The fee increase supports the Board's ongoing capacity to carry out inspections and enforcement, which helps protect consumers, families, and the broader public from unsafe or unprofessional practices.*
- *Disproportionate impacts: Based on the data used to develop and validate this POP (financial calculations and projections) and the fact that no demographic-disaggregated licensing, complaint, inspection, or enforcement data was used for this assessment, the POP assessment did not identify or quantify any disproportionate impacts by race, ethnicity, geography, or income level. As a result, we cannot specify particular racial groups or communities experiencing higher or lower impacts from the fee increase.*

Because the fee increase is necessary to ensure the Board's long-term sustainability and continued fulfillment of its mission, the intended community impact is continued, consistent consumer protections statewide, which supports public health, safety, and welfare for all communities, including historically underserved communities.

8. How did you ensure multiple perspectives were part of the decision-making process for this POP? In your answer, include responses to the following questions:
 - a. Identify how you have or are planning to engage multiple perspectives and impacted groups to provide feedback on this POP (e.g. program design, budget, policy decisions, etc.). Please give specific examples.

This licensing fee increase POP was developed and evaluated through a review process that included input and consideration from multiple perspectives, including individuals with oversight and expertise related to the Board's licensing and regulatory functions. Specifically, the proposed licensing fee increase was presented to the Board for consideration and recommendation. This step ensured that board members could review the proposal in the context of the

Board's mission (public health, safety, and welfare), the agency's program and enforcement needs, and the practical impacts on licensees and applicants.

In addition, the Board's review incorporated the agency's financial calculations and projections from agency financial partners to inform the budget and sustainability aspects of the POP. Board members then considered whether the proposed fee increase was necessary to maintain the Board's continued ability to fulfill its mission and carry out its licensing, inspection, and enforcement responsibilities.

While this POP development did not include targeted outreach to impacted communities (e.g., through listening sessions or surveys specifically about the fee proposal), the decision-making process included Board oversight and review of both financial projections and program impacts, providing multiple perspectives through the Board's recommendation process.

- b. If community engagement is not part of your approach, please explain why and what you did instead to incorporate community perspectives. In your response, describe the following: the decision-making process used to determine engagement was not feasible or appropriate, the specific barriers (beyond general time or capacity), and how you mitigated the risk of missing community input (e.g. using existing feedback, partnering with trusted organizations, review from advisory bodies, etc.).

Community engagement was not part of this POP's approach because the POP is a licensing fee adjustment intended to ensure the Board's continued sustainability and ability to perform its statutory licensing, inspection, and enforcement duties. The decision-making process for this POP is primarily administrative and budgetary, relying on internal program requirements and financial calculations/projections provided by agency financial partners. For that reason, dedicated community engagement focused specifically on the fee proposal was not feasible or the most appropriate mechanism for informing the Board's decision.

Barriers beyond general time or capacity included the fact that the POP was developed using budgetary projections that do not include demographic/disaggregated outreach data and would not directly answer the core question the POP addresses: whether the Board's funding is sufficient to maintain required regulatory functions.

To mitigate the risk of missing community input, the Board incorporated community-relevant perspectives through existing public-facing processes and materials already available to the agency, including review of the Board’s regulatory and enforcement responsibilities and existing constituent/complaint information that informs how the Board protects public health, safety, and welfare. In addition, the proposed POP was presented to the Board for consideration and recommendation, allowing board members to consider the potential impacts on the public the agency serves while evaluating the fee increase’s necessity to sustain ongoing oversight.

Impacts and Accountability

9. If this POP is not funded, please describe the following:

a. Which racial or ethnic communities would be most impacted.

If this POP is not funded, the communities most impacted would be those who rely on the Board’s continued ability to perform its core licensing, inspection, and enforcement duties – because reduced revenue would limit the Board’s capacity to sustain its regulatory functions. The POP assessment is not based on race/ethnicity-disaggregated data, so we cannot identify specific racial or ethnic communities as “most impacted” with confidence.

However, the potential impact would fall broadly on Oregon’s residents and consumers across all communities, with the likelihood of disproportionate effects on historically underserved communities if regulatory capacity is reduced. This is because those communities may often face greater barriers to accessing safe, professional services and to navigating or responding to regulatory or consumer-protection processes.

b. How disparities would likely persist or worsen.

If this POP is not funded, the Board’s reduced ability to sustain licensing, inspection, and enforcement could weaken consistent consumer protections statewide. Disparities may persist or worsen because communities that already face greater barriers to accessing responsive, culturally appropriate services are more likely to experience harm when oversight becomes less consistent or less timely.

Specifically, disparities could worsen in these ways:

- *Delayed or reduced enforcement: If inspection and enforcement capacity declines, unsafe or unprofessional practices may persist longer before corrective action is taken. Communities with fewer resources or less access to information may be less able to identify, report, or resolve concerns quickly.*
- *Reduced ability to maintain consistent licensing standards: If licensing and regulatory operations cannot be fully maintained, it could limit the Board's ability to ensure that providers meet baseline competency and professionalism requirements, which can translate into unequal protection for consumers across communities.*
- *Weaker complaint and response pathways: Lower capacity may affect how quickly the Board can respond to complaints and inquiries. Communities that face language, access, or navigation barriers may experience longer time-to-resolution, increasing the likelihood that harms continue.*

Because the POP assessment did not include race/ethnicity-disaggregated data, the Board cannot quantify which racial or ethnic groups would be affected most. However, decreased regulatory capacity would plausibly make it harder to provide consistent safeguards for all communities, with the greatest risk of inequitable outcomes for those already experiencing higher barriers.

10. Who will be monitoring racial equity outcomes over time for this POP?

Racial equity outcomes for this POP will be monitored through the agency's oversight process, with day-to-day monitoring conducted by agency staff responsible for performance and program oversight. Results will be reported internally to Board leadership and the Board through recurring program updates and strategic planning reviews, where trends in licensing, inspection, enforcement, and complaint outcomes are assessed over time.

a. How will progress be reported?

Progress reporting will focus on measurable indicators tied to the Board's core responsibilities, including trends in complaint categories and volume, inspection findings (including deficiency/compliance outcomes), enforcement outcomes and timelines, and response/turnaround times for inquiries. Where available, agency staff will also incorporate relevant equity-relevant context from constituent input and engagement conducted through existing public processes. Findings will be

used to inform adjustments to guidance, outreach, enforcement priorities, and process improvements as needed.

b. How will leadership be informed of equity impacts?

Leadership will be informed of equity impacts through regular reporting and review of POP-related performance indicators and program trends. Agency staff will compile and share analysis on key measures tied to the Board's core responsibilities – such as complaint trends and categories, inspection findings (including deficiency and compliance outcomes), enforcement actions and resolution timelines, and response/turnaround times for inquiries – along with any identified patterns by geography and service type where relevant.

These updates will be provided to Board leadership and the full Board through recurring program updates, performance reviews, and strategic planning discussions. If review of the data or constituent input indicates potential equity gaps or emerging disparities, leadership will receive summary findings and recommendations for corrective actions (e.g., adjustments to guidance, communication, outreach, or inspection/enforcement priorities) so that leadership can incorporate them into planning and decision-making.

c. How will the community be involved in monitoring outcomes?

Community will be involved in monitoring outcomes through existing public engagement and feedback mechanisms connected to the Board's licensing, inspection, enforcement, and consumer protection work. Specifically, community members can provide input through public comment opportunities at board meetings, strategic planning sessions, and advisory or working groups. The Board and agency staff review themes from these submissions (for example, recurring complaint categories or concerns about inspection/enforcement effectiveness) alongside internal outcome measures such as complaint volume and categories, inspection findings, enforcement actions, and response timelines.

When community input identifies recurring issues or potential barriers, the Board uses those themes to inform program updates and enforcement priorities. Community members may then see whether those updates reduce recurrence over time, and their ongoing feedback can help the Board confirm whether changes are improving access to safe, professional services and strengthening public protection across communities.



RACIAL EQUITY IMPACT STATEMENT (REIS) WORKSHEET: POLICY OPTION PACKAGE (POP) QUESTIONS

Program managers responsible for the POP: Please answer the questions below for every POP being proposed in your agency request budget. To fill out this worksheet, download a copy of this worksheet and type your answers below each question.

Program Overview

1. Please describe the POP being proposed.

Package 101: Licensing Database Replacement

2. Why is the POP being proposed?

This licensing database replacement POP is being proposed to ensure continuity of licensees' and applicants' access to the online licensing system, given that the current licensing vendor's contract is expiring. It anticipates that the new database and system will be administered on an ongoing basis to minimize disruption and maintain consistent processing of licensing applications.

Consultation

3. Who is completing this REIS?

Chad Dresselhaus, Executive Director

4. Who is responsible for tracking equity outcomes? What method(s) are they using to track outcomes?

Responsibility for tracking equity outcomes is shared across agency leadership and agency staff under the Board's oversight. Agency staff monitor trends and progress throughout the year through program and operational planning.

Agency staff will use the new licensing database to track equity outcomes using performance measures aligned with licensing, inspection, enforcement, and complaint resolution. Methods include:

- *Reviewing complaint volume and categories, inspection findings (including deficiency rates), and enforcement outcomes and timelines.*
- *Monitoring investigation and inquiry response/turnaround times.*
- *Identifying patterns by geography and service type, and comparing outcomes across relevant demographic indicators where data are available (e.g., race/ethnicity and language access status or other tracked variables).*
- *Using themes from constituent/community input, including public comments and advisory groups, to interpret trends and identify barriers.*
- *Documenting findings in recurring reports and using results to inform corrective actions, outreach improvements, and updates to guidance or training.*

5. Does your agency have a DEIB practitioner (Yes or no)?

No

- If yes, describe how you collaborated with them on this REIS.
- If they were not involved in the development of this REIS, please explain why. Describe what you did instead to incorporate equity expertise and community input (e.g. listening sessions, advisory review, analysis of existing community feedback, partnering with trusted community partners, etc.).

6. Did you collaborate with your agency's data analysts, community engagement managers, outreach managers, and/or others that regularly interact with underserved and marginalized communities on this REIS? (Yes, no, or not applicable)

No

- If yes, describe how you collaborated with them on this REIS.
- If they were not involved in the development of this REIS, please explain why. Describe what you did instead to incorporate equity expertise and community input (e.g. listening sessions, advisory review, analysis of existing community feedback, partnering with trusted community partners, etc.).

Agency data analysts, community engagement managers, and outreach managers were not directly involved in the development of this REIS because this REIS was developed as a necessity and primarily functions as an internal tracking mechanism for monitoring and accountability. As a result, the initial

work focused on internal processes, documentation, and establishing how equity outcomes will be monitored within the agency's licensing system.

That said, our agency remains mindful of input from licensees and applicants. We will incorporate relevant comments and recommendations received through licensing interactions (including submissions, inquiries, complaints, and public-facing feedback) as we evaluate database vendors and implement customizations. During vendor selection and configuration, we will use this feedback to inform requirements related to access, usability, language needs, complaint/issue workflows, and reporting so the internal tracking system reflects the real experiences of underserved and marginalized communities where data are available.

Community Engagement and Data

7. Identify the specific racial groups and communities that may be impacted by this POP, both directly and indirectly. In your answer, include responses to the following questions:

- a. How did you identify these impacted groups?

Racial groups and communities that may be impacted by this POP were identified using qualitative methods rather than quantitative, disaggregated outcome data. Specifically, we reviewed program knowledge and how the POP affects licensing and complaint workflows (for example, access to the online licensing system, usability of required steps, and how issues are handled). We also incorporated input from engagement activities and constituent/advisory discussions, including themes raised by licensees/applicants and community partners about barriers that may disproportionately affect certain communities (such as language access needs, limited familiarity with the licensing process, digital access constraints, and awareness of complaint or appeal pathways). Where available, we considered existing written materials reflecting prior community feedback (e.g., public comments, correspondence, complaint themes, and outreach observations) to identify communities most likely to experience direct or indirect impacts from the POP's implementation.

- b. What data are you using to validate your assessment? If possible, use outreach and engagement feedback to gather information and insight.

We are validating our assessment using qualitative data sources, including:

- *Outreach and engagement feedback received from licensees/applicants and community constituents (e.g., themes and concerns raised through meetings, listening sessions, or direct engagement).*
 - *Public-facing input such as public comments and questions submitted during engagement activities or program communications, summarized by recurring themes.*
 - *Advisory group or constituent input (where applicable), including observations about barriers to accessing the licensing system and understanding requirements.*
 - *Program/complaint interaction insights, including recurring issues identified by agency staff who process inquiries, complaints, and requests for assistance, used to understand where communities may experience difficulties.*
 - *Written materials and prior communications that reflect community concerns or identified barriers (e.g., guidance documents, outreach summaries, or community partner reports). We use these inputs to identify likely direct and indirect impacts and to validate which communities could be affected by how the POP is implemented (e.g., access, usability, language access needs, and complaint-resolution workflows).*
- c. If possible, disaggregate the data by race, ethnicity, geography, income level, and other relevant characteristics. If disaggregated data is not available, please describe why.

Disaggregated data (by race, ethnicity, geography, income level, and other relevant characteristics) was not available for this POP assessment because the REIS/POP tracking approach we are using is not based on structured, quantifiable demographic outcome metrics. In particular, we do not have a dataset that records these demographic characteristics in a way that can be reliably linked to licensing/inspection/enforcement/complaint outcomes, and therefore we cannot disaggregate outcomes by those variables.

Instead, we validate our assessment using qualitative outreach and engagement feedback, including themes identified through interactions with licensees/applicants and community constituents, as well as observations and recurring issue patterns from program and complaint-resolution processes. As part of vendor selection and database customization, we will remain mindful of

opportunities to capture relevant characteristics where appropriate and feasible, to support more targeted equity monitoring in future implementations.

- d. How are communities impacted by this POP? What are the disproportionate impacts? Please be specific.

Communities may be impacted by this POP both directly and indirectly through how licensing applications are submitted and processed, how inspections and enforcement actions are tracked, and how complaints and inquiries are handled through the online system.

Direct impacts may include:

- *Differences in the ability to successfully complete licensing steps in the online system (e.g., usability, technical access, and language access), which may affect application progress and outcomes.*
- *Unequal access to timely support when issues arise (e.g., understanding requirements, navigating the complaint process, or receiving responses for inquiries).*

Indirect impacts may include:

- *Disparities in how quickly problems are identified and resolved (e.g., inspection findings, enforcement timelines, investigation response times) because the licensing database governs how data are recorded, tracked, and acted upon.*
- *Potential barriers to seeking redress if communities experience difficulty locating, understanding, or navigating complaint/appeal pathways.*

Likely disproportionate impacts (based on outreach and engagement feedback/themes) may be experienced by:

- *Communities with language access needs, who may face challenges understanding requirements and navigating forms or system messages.*
- *Communities with limited familiarity with the licensing process, who may experience greater difficulty meeting procedural requirements without assistance.*

- *Communities facing digital access or technical constraints, who may be more likely to encounter submission or system usability barriers.*
- a. *Communities that rely on the complaint-resolution process to address barriers, who may be disproportionately affected if response/turnaround times, guidance clarity, or support pathways are insufficient.*

As part of implementation, we will use ongoing outreach feedback and themes from licensees/applicants to identify where these impacts are occurring and to inform corrective actions, outreach improvements, and guidance/training updates.

8. How did you ensure multiple perspectives were part of the decision-making process for this POP? In your answer, include responses to the following questions:

- a. Identify how you have or are planning to engage multiple perspectives and impacted groups to provide feedback on this POP (e.g. program design, budget, policy decisions, etc.). Please give specific examples.

We ensured multiple perspectives were part of the decision-making process for this POP by engaging impacted groups and internal constituents with day-to-day knowledge of how the licensing system operates and how communities experience the licensing process.

Specific engagement steps include:

- *Program and operational agency staff review: Licensing operations, inspection/enforcement staff, and complaint-resolution staff reviewed evaluation criteria to ensure the procedures accurately reflect real workflows and support consistent processing. This included confirming what data elements and performance measures should be tracked in the database.*
- *Data/IT/records and database vendor planning input: Agency staff responsible for system administration and reporting (e.g., IT/database/records functions and program management) provided input on feasibility, data fields, system capabilities, and implementation steps to ensure the selected licensing database could be implemented reliably.*
- *Community and licensee input through outreach and feedback channels: We incorporated feedback from licensees/applicants and community constituents*

obtained through existing outreach and engagement channels (e.g., public comment, advisory/constituent discussions, and direct engagement). We used this feedback to inform requirements and customizations related to access, usability, and clarity of processes for submitting inquiries/complaints and receiving responses.

- *Incorporation of feedback themes into implementation planning: We reviewed recurring themes from outreach/engagement (such as barriers to understanding requirements, language access needs, and confusion about complaint pathways) and used them to guide updates to guidance materials, training content, and database/customization requirements tied to the POP.*

This approach ensured that both internal operational perspectives (how implementation of the new licensing database will be executed) and external user/community perspectives (how the new licensing database affects access and experiences) will be integral to the selection of the database vendor.

- b. If community engagement is not part of your approach, please explain why and what you did instead to incorporate community perspectives. In your response, describe the following: the decision-making process used to determine engagement was not feasible or appropriate, the specific barriers (beyond general time or capacity), and how you mitigated the risk of missing community input (e.g. using existing feedback, partnering with trusted organizations, review from advisory bodies, etc.).

Impacts and Accountability

9. If this POP is not funded, please describe the following:

- a. Which racial or ethnic communities would be most impacted.

If this POP were not funded, the racial or ethnic communities most likely to be most impacted would be those that – based on prior outreach and engagement feedback – experience greater barriers in accessing and navigating the online licensing system and related complaint/inquiry processes. Specifically, communities that may have increased difficulty due to language access needs, limited familiarity with licensing requirements and procedures, limited access to or comfort with online systems, and barriers to timely assistance when issues

arise would be most impacted. As a result, these communities could experience greater delays and inconsistency in licensing processing, reduced clarity on next steps, and less effective resolution of inquiries and complaints, compared with communities with fewer barriers to accessing program information and services.

- b. How disparities would likely persist or worsen.

If this POP were not funded, existing disparities would likely persist and, in some cases, worsen because the agency would have less ability to ensure consistent tracking and management of licensing, inspection, enforcement, and complaint-resolution processes through the online system. Without the licensing database, agency staff may rely more heavily on ad hoc decision-making and uneven documentation, which can reduce the consistency of how issues are identified, handled, and communicated.

Based on outreach and engagement themes, communities already facing barriers – such as language access needs, limited familiarity with licensing requirements, and challenges navigating online systems – may experience longer delays, reduced clarity on next steps, and slower or less effective resolution of inquiries and complaints. In addition, without a structured performance-measure approach, it would be harder to identify patterns of differential experiences across communities and to implement timely corrective actions, outreach improvements, and guidance or training updates. As a result, disparities in access to timely processing and in the effectiveness of complaint-resolution and support pathways could continue or expand.

- 10. Who will be monitoring racial equity outcomes over time for this POP?

Racial equity outcomes over time for this POP will be monitored by agency leadership and agency staff under the Board's oversight. Agency staff will review trends and progress throughout the year as part of program and operational planning, using the licensing database and defined performance measures to track outcomes and inform corrective actions, outreach improvements, and guidance or training updates.

- a. How will progress be reported?

Progress will be reported through recurring agency reporting and oversight updates. Agency staff will compile results from the new licensing database

against the defined performance measures, summarize trends over time, and share findings with leadership/Board oversight on a regular schedule. Findings will also be used to inform corrective actions and updates to outreach, guidance, and training as needed.

b. How will leadership be informed of equity impacts?

Leadership will be informed of equity impacts through regular reporting cycles based on the performance measures tracked in the new licensing database. Agency staff will summarize trends and themes (including where patterns suggest potential differential experiences), highlight any emerging barriers identified through complaints, inquiries, and outreach feedback, and present findings to leadership/Board oversight to support timely corrective actions.

c. How will the community be involved in monitoring outcomes?

The community will be involved in monitoring outcomes through ongoing feedback and engagement mechanisms that help identify barriers and validate whether corrective actions are improving experiences. Specifically, agency staff will incorporate recurring input from licensees/applicants and community constituents gathered through public comment, advisory/constituent group discussions, and other engagement channels. Themes from this feedback – along with agency staff observations from licensing and complaint interactions – will be reviewed as part of outcome monitoring to inform adjustments to guidance, outreach, and system/customization priorities. Where applicable, the agency will share high-level monitoring findings and respond to community-identified issues through the same engagement pathways to demonstrate follow-through.



***Subject: Diversity, Equity, and Inclusion (DEI) Plan Update Letter
for the Oregon Mortuary & Cemetery Board (OMCB)***

The Oregon Mortuary & Cemetery Board (OMCB) is submitting this letter in response to the DEI plan requirement. Our agency is currently updating/developing its DEI plan for Board approval. The updated DEI plan is anticipated to be finalized in 2027 with collaboration from our Board and agency partners. Until the updated plan is adopted, we are implementing ongoing actions to reduce and remove barriers to licensing and to improve equitable access to our services.

Our previous DEI plan was incorporated into our agency's Strategic Plan, which is included as part of this submission. We have also included our DEI plan progress report for 2026, which documents progress to date and informs the development of the updated DEI plan. The Strategic Plan continues to guide our DEI commitments and related work through the interim period. Consistent with these commitments, our agency continues to actively remove barriers to licensing by strengthening and refining licensing processes, improving accessibility and support for applicants, and using feedback and internal review to identify and address barriers and remaining inequities.

To complete the updated DEI plan in 2027, we will be engaging in a structured planning process that includes reviewing relevant internal and external input, assessing licensing-related barriers and inequities, and developing proposed actions, goals, and accountability measures. The proposed draft will be presented to our Board for review and approval and will be coordinated with agency partners throughout the process. Our target is to finalize the updated DEI plan for Board approval by December of 2027, with implementation beginning promptly thereafter.

In the interim, we remain committed to the following actions:

- Continuing barrier-reduction work within licensing processes and procedures.
- Maintaining ongoing efforts to improve accessibility and support for applicants, licensees, and constituents.
- Continuing to gather and consider feedback and internal review findings to inform improvements.

If you have any questions, please feel free to contact me.

Thank you.

Cordially,

Chad Dresselhaus

Chad Dresselhaus
Executive Director

Oregon Mortuary & Cemetery Board's Strategic Plan 2024-2025

I. Overview of Agency Mission

The mission of the Oregon Mortuary & Cemetery Board (OMCB) is to protect public health, safety and welfare by fairly and efficiently performing its licensing, inspection and enforcement duties; by promoting professional behavior and standards in all facets of the Oregon death care industry; and, by maintaining constructive relationships with licensees, those they serve and others with an interest in the Board's activities.

II. Goals of Strategic Plan

To develop a Strategic Plan incorporating DEI and Affirmative Action initiatives and strategies in alignment with the State's DEI Action and Affirmative Action Plans that will guide the agency's important work for the next 3-5 years.

III. Primary Focus Areas

a. Continue to Expand Community Education, Outreach & Inclusive Communication

i. Application Methods:

1. Updating our website to include pertinent and applicable information.
2. Continuing to send out informational email blasts.
3. Presenting relevant information via presentations to diverse audiences.

b. Continue to Strengthen Collaboration with Appropriate Partners

i. Application Methods:

1. Continuing to communicate, schedule meetings, and collaborate with other state agencies that impact our agency, licensees and the public.
2. Continuing to have a proactive relationship and dialogue with the MHCC Funeral Service Program.
3. Continuing to have a proactive relationship and dialogue with the state associations.
4. Identifying and reaching out to community organizations that represent historically marginalized communities.



- i. Developing and distributing a survey that will initiate a discussion regarding specific cultural/ethnic/religious practices and customs to better educate licensed industry professionals and for these communities to become better educated about a funeral service practitioner and embalmer’s scope of practice and to identify in advance cultural/ethnic/religious practices and customs that are not allowed in Oregon – by having these conversations in advance, reasonable alternatives/accommodations can be identified and planned.
 - ii. The results of these surveys will be shared with licensees and the public in an informational and engaging manner for all parties involved.
- c. **Continue to Remove Barriers to Licensure Through Administrative Rulemaking and Legislation/Encourage Diversification of the Industry’s Workforce**
 - i. **Application Methods:**
 - 1. Through recent administrative rulemaking, the following changes were made:
 - i. Removal of the requirement of a certified copy of an applicant’s birth certificate.
 - ii. Allowing a valid US federal or state-issued photo ID.
 - iii. Broadening the educational requirement to “a college or university accredited by an agency recognized by the US Department of Education or equivalent.”
 - iv. Changed referenced pronouns to gender-neutral designations.

Receiving and documenting feedback from applicants as well as communicating with the MHCC Funeral Service Program’s Director played significant roles in assisting our agency to remove these barriers.

While our agency was recently able to remove significant licensing barriers through administrative rulemaking, it is vitally important that we are continually mindful of what other licensing challenges still exist and how to eliminate them whenever possible.

Our agency will continue to remove barriers to licensure by engaging with applicants (both new and reciprocal), current licensees, and community partners to determine what requirements are preventing individuals – especially those from historically marginalized communities – from becoming licensed industry professionals.



d. Seeking Opportunities to Clarify the Licensing Process and Reduce the Processing Time to Licensure

i. Application Methods:

1. Reviewing and evaluating the current licensing process and determining where there may be confusion and providing clarification to applicants via our website.
2. Continuing to look for ways to streamline and expedite the current licensure and renewal processes.

IV. Future Engagement Approach

- a. Identify an appropriate means to help guide committee member selections, facilitate committee conversations and inform best practices for outreach to additional community partners – this will be completed by procuring a subject matter expert and collaborating with other state agencies who are working through the same process.
- b. Create a Strategic Planning Committee to develop this plan through in person and virtual meetings.
- c. Engage additional constituents and stakeholders through interviews, online surveys, and/or in person and virtual meetings.

V. Expected Strategic Plan Components and Strategy Areas

- a. Mission
- b. Vision
- c. Core Values
- d. Strategic Priorities/Goals
- e. Incorporate Diversity, Equity, and Inclusion (DEI) & Affirmative Action Plans
- f. Outcome Measures

Review: DEI Plan Progress Report (2026)

Respondent

77 Anonymous

11:12

Time to complete

This update is on behalf of which agency? *

- ☐ 100 – *OregonDepartmentofHumanServices(ODHS)*
- ☐ 104 – *OfficeofthePublicRecordsAdvocate(OPRA)*
- ☐ 107 - Department of Administrative Services (DAS)
- ☐ 108 - Mental Health Regulatory Agency (MHRA)
- ☐ 109 - Oregon Department of Aviation (ODAV)
- ☐ 114 - Office of the Long Term Care Ombudsman (OLTCO)
- ☐ 115 - Employment Relations Board (ERB)
- ☐ 119 - Oregon Board of Tax Practitioners (OBTP)
- ☐ 120 - Board of Accountancy (BOA)
- ☐ 123 - Business Oregon (BIZ)
- ☐ 124 - Board of Licensed Social Workers (BLSW)
- ☐ 131 - Oregon Advocacy Commissions Office (OACO)
- ☐ 141 - Department of State Lands (DSL)
- ☐ 150 - Department of Revenue (DOR)
- ☐ 177 - Oregon State Lottery (OSL)
- ☐ 199 - Oregon Government Ethics Commission (OGEC)
- ☐ 213 - Criminal Justice Commission (CJC)
- ☐ 248 - Oregon Military Department (OMD)
- ☐ 250 - Oregon State Marine Board (OSMB)
- ☐ 255 - Board of Parole and Post-Prison Supervision (BOPPPS)
- ☐ 257 - Oregon State Police (OSP)
- ☐ 258 - Oregon Department of Emergency Management (OEM)
- ☐ 259 - Department of Public Safety Standards and Training (DPSST)
- ☐ 260 - Oregon State Fire Marshal (OSFM)
- ☐ 274 - Oregon Department of Veterans' Affairs (ODVA)
- ☐ 291 - Department of Corrections (DOC)
- ☐ 330 - Oregon Department of Energy (ODOE)
- ☐ 340 - Department of Environmental Quality (DEQ)

- ☐ 399 - Psychiatric Security Review Board (PSRB)
- ☐ 404 - Oregon Public Defense Services (OPDS)
- ☐ 415 - Oregon Youth Authority (OYA)
- ☐ 440 - Department of Consumer and Business Services (DCBS)
- ☐ 443 - Oregon Health Authority (OHA)
- ☐ 459 - Public Employees Retirement System (PERS)
- ☐ 471 - Oregon Employment Department (OED)
- ☐ 525 - Higher Education Coordinating Commission
- ☐ 543 - Oregon State Library
- ☐ 581 - Department of Education
- ☐ 584 - Teacher Standards & Practices Commission
- ☐ 585 - Commission for the Blind
- ☐ 588 - Department of Early Learning and Care
- ☐ 603 - Oregon Department of Agriculture
- ☐ 604 - Oregon Fine Fescue Commission
- ☐ 604 - Oregon Tall Fescue Commission
- ☐ 605 - Oregon Beef Council
- ☐ 611 - Oregon Raspberry & Blackberry Commission
- ☐ 617 - Oregon Dairy Products Commission
- ☐ 623 - Oregon Hazelnut Commission
- ☐ 624 - Oregon Alfalfa Seed Commission
- ☐ 628 - Oregon Forest Resources Institute
- ☐ 629 - Department of Forestry
- ☐ 630 - Elliott State Research Forest Authority
- ☐ 632 - Department of Geology and Mineral Industries
- ☐ 634 - Oregon Parks & Recreation Department
- ☐ 635 - Oregon Department of Fish & Wildlife
- ☐ 642 - Oregon Mint Commission
- ☐ 643 - Oregon Hop Commission

- ☐ 644 - Oregon Sheep Commission
- ☐ 645 - Oregon Dungeness Crab Commission
- ☐ 646 - Oregon Salmon Commission
- ☐ 647 - Oregon Processed Vegetable Commission
- ☐ 656 - Oregon Trawl Commission
- ☐ 657 - Oregon Ryegrass Growers Seed Commission
- ☐ 658 - Oregon Potato Commission
- ☐ 660 - Department of Land Conservation and Development
- ☐ 662 - Land Use Board of Appeals
- ☐ 664 - Oregon Clover Seed Commission
- ☐ 668 - Oregon Strawberry Commission
- ☐ 669 - Oregon Sweet Cherry Commission
- ☐ 670 - Oregon Blueberry Commission
- ☐ 678 - Oregon Wheat Commission
- ☐ 690 - Water Resources Department
- ☐ 691 - Oregon Watershed Enhancement Board
- ☐ 730 - Oregon Department of Transportation
- ☐ 733 - Travel Information Council
- ☐ 811 - Oregon Board of Chiropractic Examiners
- ☒ 833417 - Oregon Mortuary and Cemetery Board
- ☐ 833418 - Oregon Board of Naturopathic Medicine
- ☐ 833420 - Occupational Therapy Licensing Board
- ☐ 833426 - Oregon Board of Medical Imaging
- ☐ 833428 - Board of Examiners for Speech-Language Pathology and Audiology
- ☐ 833429 - Oregon Veterinary Medical Examining Board
- ☐ 834 - Oregon Board of Dentistry
- ☐ 839 - Bureau of Labor and Industries
- ☐ 845 - Oregon Liquor and Cannabis Commission
- ☐ 847 - Oregon Medical Board

- ☐ 851 - Board of Nursing
- ☐ 855 - Board of Pharmacy
- ☐ 860 - Public Utility Commission
- ☐ 862 - Oregon Racing Commission
- ☐ 914 - Housing and Community Services Department
- ☐ 915 - Construction Contractors Board
- ☐ 919 - Real Estate Agency
- ☐ 951 - Oregon Film and Video Office
- ☐ 952 - Oregon Utility Notification Center
- ☐ 963 - Oregon Board of Optometry
- ☐ 964 - State Board of Architect Examiners
- ☐ 965 - State Landscape Architects Board
- ☐ 966 - State Board of Examiners for Engineering and Land Surveying
- ☐ 967 - State Board of Geologist Examiners
- ☐ 968 - Oregon Board of Massage Therapists
- ☐ 969 - Oregon Board of Physical Therapy
- ☐ 971 - Oregon Corrections Enterprises
- ☐ 972 - Oregon Albacore Commission
- ☐ 973 - State Landscape Contractors Board
- ☐ 974 - Appraiser Certification and Licensure Board
- ☐ 976 - Oregon Tourism Commission
- ☐ 977 - Oregon Wine Board
- ☐ 978 - Oregon Patient Safety Commission

Who is filling out this form? *

Score / 0 pts

Chad Dresselhaus

Does your agency have a DEI plan that is currently being implemented? *

Score / 0 pts

- ☐ Yes
- ☒ No

Please describe why your agency does not have a current DEI plan that is being implemented. *

Score / 0 pts

Our agency intended to include a discussion on developing a DEI plan during the strategic planning session. However, because the session was conducted jointly with the Oregon Funeral Directors Association (OFDA), there wasn't sufficient time to give this important topic the attention it deserves. Our agency remains committed to the principals of diversity, equity, and inclusion and will work with its Board Officers to identify an appropriate opportunity for the Board to discuss and advance this important initiative.

Summary of 2027-29 Biennium Budget

**Health Related Licensing Boards
Mortuary and Cemetery Board
2027-29 Biennium**

**Agency Request Budget
Cross Reference Number: 83300-017-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2025-27 Leg Adopted Budget	7	7.00	3,562,677	-	-	3,562,677	-	-	-
2025-27 Emergency Boards	-	-	94,055	-	-	94,055	-	-	-
2025-27 Leg Approved Budget	7	7.00	3,656,732	-	-	3,656,732	-	-	-
2027-29 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	131,758	-	-	131,758	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2027-29 Base Budget	7	7.00	3,788,490	-	-	3,788,490	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Non-PICS Personal Service Increase/(Decrease)	-	-	1,249	-	-	1,249	-	-	-
Subtotal	-	-	1,249	-	-	1,249	-	-	-
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)	-	-	100,074	-	-	100,074	-	-	-
State Gov't & Services Charges Increase/(Decrease)			49,032	-	-	49,032	-	-	-
Subtotal	-	-	149,106	-	-	149,106	-	-	-

Summary of 2027-29 Biennium Budget

**Health Related Licensing Boards
Mortuary and Cemetery Board
2027-29 Biennium**

**Agency Request Budget
Cross Reference Number: 83300-017-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2027-29 Current Service Level	7	7.00	3,938,845	-	-	3,938,845	-	-	-

Summary of 2027-29 Biennium Budget

**Health Related Licensing Boards
Mortuary and Cemetery Board
2027-29 Biennium**

**Agency Request Budget
Cross Reference Number: 83300-017-00-00-00000**

<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: 2027-29 Current Service Level	7	7.00	3,938,845	-	-	3,938,845	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2027-29 Current Service Level	7	7.00	3,938,845	-	-	3,938,845	-	-	-
080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
100 - Fee Increase	-	-	-	-	-	-	-	-	-
101 - Licensing Database Replacement	-	-	200,000	-	-	200,000	-	-	-
Subtotal Policy Packages	-	-	200,000	-	-	200,000	-	-	-
Total 2027-29 Agency Request Budget	7	7.00	4,138,845	-	-	4,138,845	-	-	-
Percentage Change From 2025-27 Leg Approved Budget	-	-	13.18%	-	-	13.18%	-	-	-
Percentage Change From 2027-29 Current Service Level	-	-	5.08%	-	-	5.08%	-	-	-

Program Prioritization for 2027-29

Agency Name: Oregon Mortuary & Cemetery Board (OMCB)																											
2027-29 Biennium																			Agency Number: 833								
Program 1																											
Program/Division Priorities for 2027-29 Biennium																											
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22						
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request							
Agcy	Prgm/ Div																										
833	417	OMCB	Licensing & Examination, Compliance, Administration & Policy, and Education	Inspections, Investigations, Customer Service, Best Practices, Resolution of Complaints	3			4,138,845				\$ 4,138,845	7	7.00	N	N	S	ORS 692.300	n/a	n/a							
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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. Requirement Code

- C Institutional
- D Debt Service
- FM al - Mandatory
- FO e to participate, certain requirements exist)
- S Statutory

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

Document criteria used to prioritize activities:

The Board's programs affect those who have suffered a loss, those who make final arrangements and those who provide death care merchandise and services. It is the Board's responsibility to license and regulate the practice of individuals and facilities engaged in the care, preparation, processing, transportation and final disposition of human remains; to educate the general public; and advise on relevant issues of public policy.

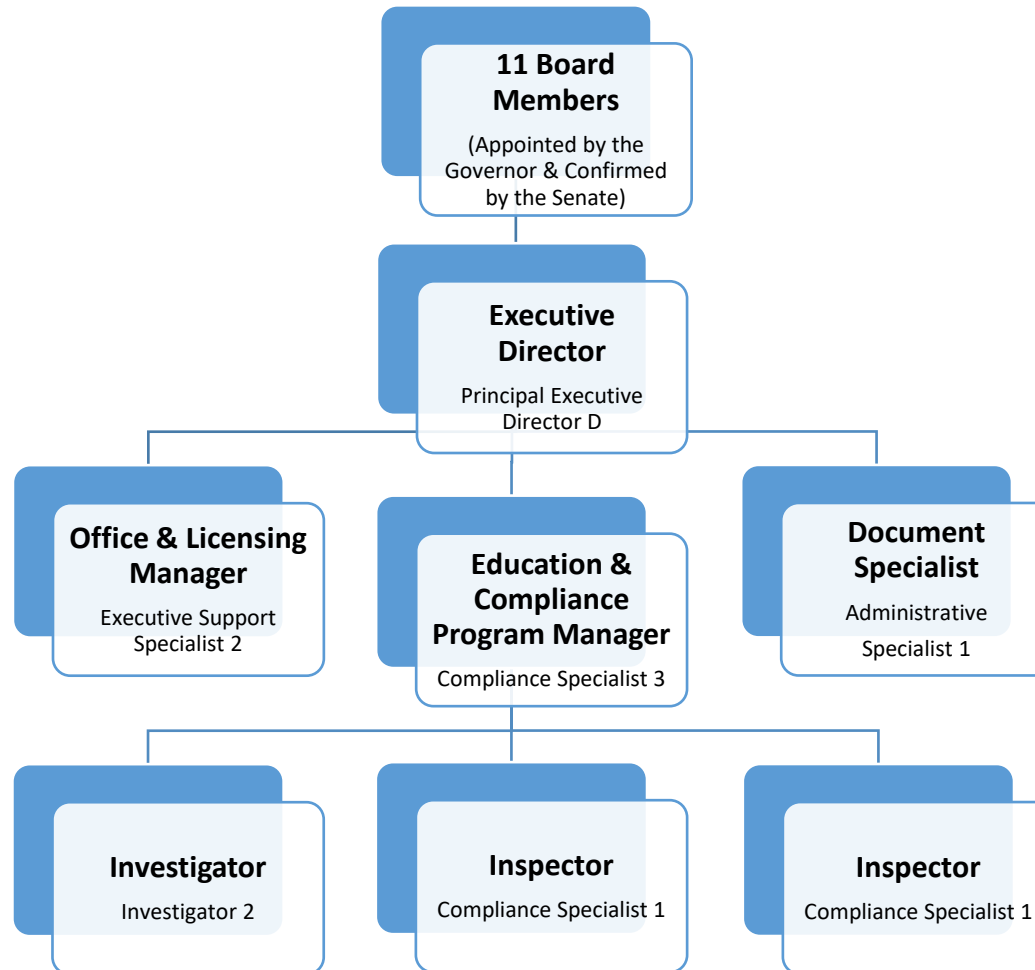
The mission of the Oregon Mortuary & Cemetery Board (OMCB) is to protect public health, safety and welfare by fairly and efficiently performing its licensing, inspection, education and enforcement duties; by promoting professional behavior and standards in all facets of the Oregon death care industry; and, by maintaining constructive relationships with licensees, those they serve and others with an interest in the Board's activities.

OMCB also provides administration for the Indigent Disposition Program (IDP) Fund, which reimburses funeral establishments & immediate disposition companies for services/merchandise related to the final disposition of indigent decedents.

Activity or Program	Describe Reduction	Amount and Fund Type	Rank and Justification
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2023-25 AND 2025-27)	OTHER FUNDS	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
1. Compliance	Eliminating a Compliance Specialist 1 (Inspector) position will reduce inspection capacity and staffing coverage. As a result, the number of completed inspections will decrease, increasing the risk of not completing inspections for all licensed facilities at least once every two years. This will adversely affect achievement of KPM #1.	\$253,076	Compliance inspections activity affected by eliminating Compliance Specialist 1 (Inspector) position.
2. Indigent Disposition Program (IDP)	Eliminating the Administrative Specialist 2 will significantly delay IDP reimbursement processing and payment to funeral establishments for indigent decedent disposition services, which will adversely affect timely reimbursement service delivery.	\$243,553	IDP reimbursement processing and payment activity affected by eliminating Administrative Specialist 2 — more detrimental due to expected delays and secondary impacts from workload reallocations.
Total		\$496,629	



Organizational Chart for 2027-29



Health Related Licensing Boards**Agency Number: 83300****Agencywide Program Unit Summary
2027-29 Biennium****Version: V - 01 - Agency Request Budget**

Summary Cross Reference Number	Cross Reference Description	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
017-00-00-00000	Mortuary and Cemetery Board						
	Other Funds	3,137,435	3,562,677	3,656,732	4,138,845	-	-
018-00-00-00000	Naturopathic Medicine						
	Other Funds	1,213,284	1,183,835	1,213,199	1,414,975	-	-
020-00-00-00000	Occupational Therapy Licensing						
	Other Funds	738,104	801,490	818,164	976,222	-	-
026-00-00-00000	Medical Imaging						
	Other Funds	1,548,485	1,847,695	1,891,497	2,112,321	-	-
028-00-00-00000	Speech-Language Path. and Audio.						
	Other Funds	1,148,901	1,349,603	1,376,976	1,609,844	-	-
029-00-00-00000	Veterinary Medical Examiners						
	Other Funds	1,773,727	1,948,744	2,007,202	2,296,507	-	-
TOTAL AGENCY							
	Other Funds	9,559,936	10,694,044	10,963,770	12,548,714	-	-

 _____ Agency Request
 2027-29 Biennium

 _____ Governor's Budget
 Page _____

 _____ Legislatively Adopted
 Agencywide Program Unit Summary - BPR010

Detail of Fee, License, or Assessment Revenue Increase

Proposed For Increase/Establishment

Purpose or Type of Fee, License or Assessment	Who Pays	2025-27 Estimated Revenue	2027-29 Agency Request	2027-29 Governor's Budget	2027-29 Legislatively Adopted	Explanation
Initial Cemetery Application	Death care licensee	1500	2700			Board direction due to budget shortfall in 27-29
Cemetery Change of Owner	Death care licensee	300	540			Board direction due to budget shortfall in 27-29
Certificate of Removal Regist.	Death care licensee	60	108			Board direction due to budget shortfall in 27-29
Initial Combo FSP/EMB Applicant	Death care licensee	5760	21312			Board direction due to budget shortfall in 27-29
Combo FSP/EMB Renewal	Death care licensee	108160	199296			Board direction due to budget shortfall in 27-29
Crematory Initial Applicant	Death care licensee	150	270			Board direction due to budget shortfall in 27-29
Crematory Change of Owner	Death care licensee	300	540			Board direction due to budget shortfall in 27-29
Initial Embalmer Application	Death care licensee	6400	11520			Board direction due to budget shortfall in 27-29
Embalmer Apprentice Appl	Death care licensee	3500	6210			Board direction due to budget shortfall in 27-29
Embalmer Apprentice Renewal	Death care licensee	1625	3105			Board direction due to budget shortfall in 27-29
Embalmer License by Reciprocity	Death care licensee	1280	288			Board direction due to budget shortfall in 27-29
Embalmer Renewal	Death care licensee	1920	576			Board direction due to budget shortfall in 27-29
Facility License Reissued	Death care licensee	250	450			Board direction due to budget shortfall in 27-29
Facility Establishment Initial	Death care licensee	1050	1890			Board direction due to budget shortfall in 27-29
Facility Change of Owner	Death care licensee	1350	2430			Board direction due to budget shortfall in 27-29
Facility Establishment Renewal	Death care licensee	122500	220500			Board direction due to budget shortfall in 27-29
FSP Apprentice Application	Death care licensee	5000	6750			Board direction due to budget shortfall in 27-29
FSP Apprentice Renewal	Death care licensee	1875	3375			Board direction due to budget shortfall in 27-29
FSP Apprentice Transfer	Death care licensee	800	1440			Board direction due to budget shortfall in 27-29
FSP Initial Application	Death care licensee	8000	9216			Board direction due to budget shortfall in 27-29

FSP License by Reciprocity	Death care licensee	2240	1440			Board direction due to budget shortfall in 27-29
FSP Renewal	Death care licensee	28320	52416			Board direction due to budget shortfall in 27-29
Immediate Disposition Co. Renewal	Death care licensee	11200	20160			Board direction due to budget shortfall in 27-29
IDC Change of Owner	Death care licensee	150	270			Board direction due to budget shortfall in 27-29
IDC Initial Application	Death care licensee	300	540			Board direction due to budget shortfall in 27-29
Intern Permit Application	Death care licensee	1000	2250			Board direction due to budget shortfall in 27-29
Preneed Salesperson Initial Appl	Death care licensee	15450	24300			Board direction due to budget shortfall in 27-29
Preneed Renewal	Death care licensee	5400	10080			Board direction due to budget shortfall in 27-29
Change of Principal Fee	Death care licensee	18000	32400			Board direction due to budget shortfall in 27-29
Reinstatement Fee	Death care licensee	6800	12240			Board direction due to budget shortfall in 27-29
Embalmer Apprentice Transfer	Death care licensee	700	1260			Board direction due to budget shortfall in 27-29
Location Change	Death care licensee	1500	2700			Board direction due to budget shortfall in 27-29
DCC Exam	Death care licensee	200	360			Board direction due to budget shortfall in 27-29
DCC Application	Death care licensee	320	576			Board direction due to budget shortfall in 27-29
ADF Initial Application	Death care licensee	600	810			Board direction due to budget shortfall in 27-29
		363960	654318			

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

**Health Related Licensing Boards
2027-29 Biennium**

Agency Number: 83300

Cross Reference Number: 83300-000-00-00-00000

<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	6,812,274	7,885,965	7,885,965	9,832,080	-	-
Non-business Lic. and Fees	2,572,510	2,779,940	2,779,940	2,632,480	-	-
Charges for Services	-	25	25	-	-	-
Fines and Forfeitures	840,701	280,750	280,750	426,442	-	-
Interest Income	593,363	223,421	223,421	420,828	-	-
Other Revenues	226,406	138,375	138,375	147,723	-	-
Tsfr To Oregon Health Authority	(125,801)	(109,000)	(109,000)	(188,460)	-	-
Total Other Funds	\$10,919,453	\$11,199,476	\$11,199,476	\$13,271,093	-	-

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

Health Related Licensing Boards
2027-29 Biennium

Agency Number: 83300

Cross Reference Number: 83300-017-00-00-00000

<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	588,564	765,315	765,315	1,266,030	-	-
Non-business Lic. and Fees	2,570,760	2,777,940	2,777,940	2,624,730	-	-
Charges for Services	-	25	25	-	-	-
Fines and Forfeitures	203,476	30,000	30,000	150,000	-	-
Interest Income	194,122	14,000	14,000	198,500	-	-
Other Revenues	1,543	300	300	-	-	-
Total Other Funds	\$3,558,465	\$3,587,580	\$3,587,580	\$4,239,260	-	-

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

**Health Related Licensing Boards
2027-29 Biennium**

Agency Number: 83300

Cross Reference Number: 83300-018-00-00-00000

<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	1,136,108	1,133,200	1,133,200	1,498,020	-	-
Non-business Lic. and Fees	1,750	2,000	2,000	7,750	-	-
Fines and Forfeitures	57,023	81,750	81,750	65,000	-	-
Interest Income	28,903	41,421	41,421	30,000	-	-
Other Revenues	10,658	12,000	12,000	15,500	-	-
Tsfr To Oregon Health Authority	(83,397)	(63,000)	(63,000)	(92,460)	-	-
Total Other Funds	\$1,151,045	\$1,207,371	\$1,207,371	\$1,523,810	-	-

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

**Health Related Licensing Boards
2027-29 Biennium**

Agency Number: 83300

Cross Reference Number: 83300-020-00-00-00000

<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	748,300	723,965	723,965	917,130	-	-
Fines and Forfeitures	17,500	-	-	1,000	-	-
Interest Income	46,606	15,000	15,000	40,000	-	-
Other Revenues	27,625	26,075	26,075	26,875	-	-
Tsfr To Oregon Health Authority	(9,472)	(10,000)	(10,000)	(20,000)	-	-
Total Other Funds	\$830,559	\$755,040	\$755,040	\$965,005	-	-

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

**Health Related Licensing Boards
2027-29 Biennium**

Agency Number: 83300

Cross Reference Number: 83300-026-00-00-00000

<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	1,882,247	1,745,280	1,745,280	1,745,280	-	-
Fines and Forfeitures	480,849	144,000	144,000	144,000	-	-
Interest Income	173,456	23,000	23,000	23,000	-	-
Other Revenues	182,187	98,000	98,000	98,000	-	-
Tsfr To Oregon Health Authority	(21,644)	(20,000)	(20,000)	(44,000)	-	-
Total Other Funds	\$2,697,095	\$1,990,280	\$1,990,280	\$1,966,280	-	-

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

Health Related Licensing Boards
2027-29 Biennium

Agency Number: 83300

Cross Reference Number: 83300-028-00-00-00000

<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	1,138,285	1,540,350	1,540,350	1,645,237	-	-
Fines and Forfeitures	23,195	5,000	5,000	25,000	-	-
Interest Income	73,131	80,000	80,000	75,000	-	-
Tsfr To Oregon Health Authority	(11,288)	(16,000)	(16,000)	(32,000)	-	-
Total Other Funds	\$1,223,323	\$1,609,350	\$1,609,350	\$1,713,237	-	-

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

**Health Related Licensing Boards
2027-29 Biennium**

Agency Number: 83300

Cross Reference Number: 83300-029-00-00-00000

<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	1,318,770	1,977,855	1,977,855	2,760,383	-	-
Fines and Forfeitures	58,658	20,000	20,000	41,442	-	-
Interest Income	77,145	50,000	50,000	54,328	-	-
Other Revenues	4,393	2,000	2,000	7,348	-	-
Total Other Funds	\$1,458,966	\$2,049,855	\$2,049,855	\$2,863,501	-	-

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Program Unit Executive Summary

In 1921, the Funeral Directors and Embalmers Board was created. The name of the agency changed in 1983 to the State Mortuary Board. The Board's name was changed again in 1985 to the State Mortuary and Cemetery Board – after a significant incident in Lincoln City that is explained in more detail below under “Increased Regulation”.

The Lincoln City incident had a profound impact on the community, the death care industry, the state of Oregon and this agency.

As a result of this incident, the agency's focus became consumer protection.

During the 1985 legislative session, the Death Laws Task Force (comprised of Lincoln City residents, industry representatives & legislators) was formed and most of the laws relating to death care were rewritten.

In accordance with ORS 692.302, the Oregon Mortuary & Cemetery Board (OMCB) may adopt and enforce rules for the protection of the public health, safety and welfare relating to the following:

- The licensing of or issuance of certificates of authority for funeral service practitioners, embalmers, death care consultants, funeral establishments, crematoriums, cemeteries and other facilities for final disposition of human remains.
- The registration of trainees/apprentices.
- The practice of funeral service practitioners, embalmers and death care consultants, and the operation of funeral establishments, immediate disposition companies, crematoriums, cemeteries and other facilities for final disposition of human remains.
- Sanitary conditions of funeral establishments, crematoriums, cemeteries, other facilities for final disposition of human remains and any location at which human remains are stored, temporarily held or processed prior to final disposition.

Budget and Performance Graphic

Biennium	Legislatively Approved Budget	Number of Licensees	Number of Inspections Completed	Number of Cases Presented to the Board	Number of IDP Applications Processed
2017-19	\$2,191,749	2,113	305	144	798
2019-21	\$2,405,424	2,127	432	108	1,003
2021-23	\$2,915,294	1,764	729	130	1,058
2023-25	\$3,215,327	1,711	722	138	1,339
2025-27	\$3,656,732	1,657 (YTD)	319 (YTD)	99 (YTD)	737 (for 2025)
2027-29	\$4,138,845 (ARB)	1,991 (projected)	-	-	-

Program Unit Narrative

The Board's programs affect those who have suffered a loss, those who make final arrangements and those who provide death care merchandise and services. It is the Board's responsibility to license and regulate the practice of individuals and facilities engaged in the care, preparation, processing, transportation and final disposition of human remains. The Board's licensees include funeral service practitioners (funeral directors), embalmers, apprentices, interns, death care consultants, funeral establishments, crematoriums, cemeteries and other facilities for final disposition of human remains. The Board is comprised of eleven members appointed by the Governor and confirmed by the Senate: one must be a funeral service practitioner; two must be representatives of an immediate disposition company or licensed funeral establishment, and one must be a licensed embalmer; three must be representatives of cemeteries (for-profit, nonprofit & city/county/special district); one must be a representative of a crematorium or other facility for final disposition of human remains; four must be representatives of the public (one must represent a recognized senior citizen organization).

According to the [Office of Economic Analysis](#), approximately 87,368 deaths will occur in Oregon during the 2027-29 biennium. Death care services are provided by approximately 1,660 practitioners and facilities throughout the state.

The Board protects the public and the industry by promoting and enforcing compliance with statutes and rules established for that purpose primarily through education. Engaging in certain death care activities without a license is the only crime within the Board's jurisdiction.

For budgetary purposes, the Board is considered a single program unit. For practical purposes, the Board's principal activities are organized into four sections, which all contain an educational aspect:

1. **Licensing & Examination;**
2. **Compliance;**
3. **Administration & Policy,** and
4. **Education.**

Licensing & Examination	Compliance	Administration & Policy	Education
The Board licenses both death care professional and facilities. Individual licenses include: apprentice/trainee, combination (funeral service practitioner & embalmer), death care consultant, embalmer, funeral service practitioner, intern & preneed salesperson. Facilities include: alternative disposition company, cemetery authority, crematory authority, funeral establishment, immediate	Inspection: ORS 692.320 requires that the Board inspect <i>“at least once every two years, the premises and records of funeral establishments, cemeteries, crematoriums, immediate disposition companies and other facilities used for the final disposition of human remains and any other location at which human remains may be stored, temporarily held or processed prior to final disposition.”</i> The Board takes a preventative approach to compliance – by educating licensees in order to prevent violations. With the exception of egregious or repeated violations, deficiencies noted during routine inspections rarely lead to formal disciplinary action. Complaint & Background Investigation:	The Board's administrative functions are carried out by the Executive Director with the assistance from staff. Principal functions include program and project planning, development, management and evaluation; budget preparation and presentation; performance measurement; legislative coordination; rulemaking; personnel recruitment, management and retention;	The Board serves as an informational resource for the public relating to death care options, other agencies, organizations, the media, as well as licensees. Education is also one of the principal aims of the Board's inspection process. Inspectors welcome questions and provide on-site technical assistance, as well as explain the regulatory basis for any noted deficiencies. Finally, the Board

disposition company & removal company (Washington). The Board also administers a funeral service practitioner (FSP) and death care consultant (DCC) law examinations at least twice each year.	ORS 676.165 requires that the Board to conduct an investigation upon receipt of a complaint by any person against a licensee or applicant. The Board may also initiate an investigation upon its own motion. Though complaint investigations are mandatory, the Board's sanctioning authority is discretionary. The Board conducts criminal background checks on a variety of individual license applicants and principals of licensed facilities. The Board may deny a license application for conviction of a crime bearing a demonstrable relationship to funeral service and/or embalming practice, or the operation of funeral establishments, crematories, cemeteries & immediate disposition companies. The Board may also deny an application for any misrepresentation in obtaining a license.	contracting and purchasing; receipt and expenditure control; accounting oversight; information systems and database management; meeting planning and facilitation; public relations; and maintaining critical partnerships and collaborative relationships.	provides apprenticeship registration for prospective funeral service practitioners and embalmers, and also provides the law examinations for licensure for funeral service practitioners and death care consultants.
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Historical Background

A little more than a generation ago, funeral service was primarily provided by small, locally owned businesses. At the time, funeral homes offered what have since become known as “traditional” merchandise and services, which were often sold in a package tied to the cost of the casket. Earth burial or entombment was the preferred method of disposition. Although it was not uncommon for an individual to purchase a cemetery plot in advance or put funds for funeral expenses, funeral arrangements were, more often than not, made at or near the time of death.

Since then, five identifiable developments have altered the death care industry's landscape:

1. Consolidation

In the late 1960s, a handful of growing corporations (known as consolidators) began acquiring a significant number of funeral establishments, cemeteries, crematories and related businesses throughout the US, which included Oregon. It is not uncommon for a seller to continue working at the location – typically in a management position – and for the existing staff to remain. Consolidators endeavor to improve profitability by streamlining processes, utilizing customized computer software, and leveraging economies of scale.

Despite many years of consolidation, according to [Funeralwise.com](https://www.funeralwise.com), “the industry still primarily consist of small, independent, family-owned operations. Together, the four largest funeral service operators are estimated to own 15% to 20% of approximately 23,000 funeral homes in the United States. However, they only own about 1,000 of the 20,000+ US cemeteries, although many of these cemeteries may be inactive and unavailable for acquisition. Industry analysts estimate that the top six operators collectively control only 25% to 30% of the funeral services in North America.”

2. Preneed Sales

Along with consolidation came the aggressive marketing of prearranged (prepaid) funeral and cemetery plans. As the large corporations increased their efforts to capture the market for the future, many independently owned establishments – typically accustomed to reliance on "at need" business – were

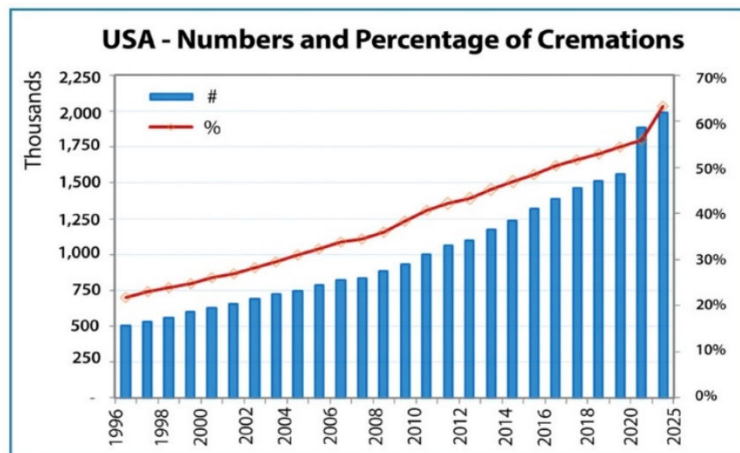
compelled to follow this model in order to remain competitive. Between 1993 and 2006, the amount of Oregon preneed trust funds on deposit more than doubled from \$47.8 million to \$96.4 million, despite continual trust fund distributions for services rendered. These figures do not include prearrangements funded through insurance policies. Although the amount paid for preneed insurance in Oregon is unknown, it is guesstimated that a majority of all prearrangements are funded through insurance.

3. Cremation Rate

As evidenced by the information provided below by the Cremation Association of North America (CANA) [2021 Annual Statistics Report](#), the nationwide cremation rate continues to increase. According to CANA, in 2020, the US cremation rate was 56.1% – which reflects a 1.5% increase since 2019.

For 2020, Oregon’s cremation rate was 79.5%, which was the third highest in the US – only Nevada (81.6%) and Maine (80.2%) were higher. There is still significant regional variation, with much higher cremation rates on the West Coast – both Washington (79.3%) and Colorado (75.1%) also rank in the top 10 in the US.

Interestingly, according to CANA, between 2015 and 2019, deaths have increased on average 35,000 year over year. In 2020, the US death numbers increased by nearly 500,000. Of those deaths, 321,000 resulted in cremation.



Annual Growth Rate – Five Year Average USA	
Year	% Cremated
2005	32.4%
2010	40.8%
2015	48.6%
2020	56.1%
% Change 2005 - 2010	8.4%
% Change 2010 - 2015	7.8%
% Change 2015 - 2020	7.5%
Annual Growth Rate per year over 2014-2019	1.50%

4. Alternative Providers

One of the hallmarks of the consolidation era was price fluctuation. Along with these fluctuations came the increasing preference for cremation and growing demand for a low-cost alternative to the cremation services offered by traditional funeral homes. Direct cremation is a form of final disposition without embalming, formal viewing, visitation or ceremony with the body present. It is typically performed using a simple cremation container, rather than an expensive casket. Though cremated remains (ashes) can be inurned and buried or entombed in a cemetery, families may also choose from a variety of other options at little or no cost. Funeral homes that specialize in low-cost direct cremation do not need the extensive equipment, facilities or staff required to conduct a traditional funeral. Since alternative providers are able to significantly reduce their overhead expenses, their prices are often

lower than full-service funeral homes.

5. Increased Regulation

- **Omsberg Incident** (Oregon-specific)

In 1984, Lincoln City police discovered fifteen decomposing bodies in funeral director Dale Omsberg's garage. Twice as many were later found in mass graves at Omsberg's nearby cemetery. Most had been entrusted to Omsberg for cremation. As news of the atrocity emerged, survivors who had already received ashes back from Omsberg demanded to know what actually became of their loved one's remains. Unfortunately, there was no paper trail for law enforcement officials to follow. Some remains were never identified; others were never found.

The families who trusted Omsberg suffered enormous heartache. In response to the tragedy, a task force composed of victims, industry leaders and government officials proposed major reforms that were passed during the 1985 legislative session (1985 SB 876). Still unique today, those reforms called for a combined regulatory scheme at a time when other states were regulating the various segments of the industry separately, if at all. In addition to funeral directors, embalmers and funeral homes, the new State Mortuary and Cemetery Board was assigned responsibility for licensing and regulating the activities of cemeteries, mausoleums, crematories and immediate disposition companies. The Board was also given a statutory mandate to conduct random inspections of all licensed facilities. Above and beyond consumer protection, the Legislature's intent was to ensure that human remains are treated with dignity. All licensed facilities are now required to maintain detailed, accurate and permanent records documenting the handling of human remains at every step from the place of death to the place of final disposition.

Although it may not be possible to quantifiably determine how the Omsberg reforms have prevented future issues, it can be said that while other states have encountered a number of distressing situations related to the handling of human remains, Oregon has not had another incident like the one in Lincoln City.

- **Kern Incident** (Oregon-specific)

Under Oregon law, a consumer who pays for final arrangements in advance by means of a trust contract may cancel and obtain a refund of principal and interest at any time before death. The funeral home or cemetery that sold the contract is not entitled to claim the trust money until after the beneficiary dies and the merchandise and services included in the contract have been provided.

The Kern case is the financial equivalent of the 1984 Omsberg incident. In 1996, SCI sold a number of Medford death care facilities to an Oregon corporation formed by the Kern family from California. At the time of the sale, SCI improperly transferred preneed trust funds in the amount of \$4.3 million to an account under David Kern's control at U.S. Bank in Medford. U.S. Bank later allowed Mr. Kern to withdraw those trust funds. Mr. Kern also failed to deposit more than \$1 million in trust payments received after he began operating the Medford facilities. In 1998, the Board learned that the \$5.3 million within Mr. Kern's control was not deposited into trust and that he spent the money for a variety of unlawful purposes. The Board later learned that SCI improperly retained additional trust funds estimated at \$1 million. This failure to properly trust a total of about \$6.3 million affected more than 4,000 families in the Medford area. In September of 2000, after two years in bankruptcy court, a complex settlement agreement designed to replenish trust funds and otherwise protect consumers was executed. The Board was the driving force in this major

consumer protection effort. In May of 2002, the parties to the settlement agreement entered into an amendment for the principal purpose of resolving disputes concerning a number of trust contracts not accounted for in the initial settlement agreement. The Board also played a pivotal role in criminal proceedings against Mr. Kern who was sentenced to 18 months in prison in December of 2002.

Like Omsberg, it was apparent from the Kern case that major regulatory reforms were needed. In June of 2000, the Board took the lead in promoting reform by obtaining a \$4,000 Public Policy Dispute Resolution grant leading to the formation of a taskforce composed of preneed trust stakeholders. The ultimate product of that collaborative effort was HB 2809 which passed during the 2001 legislative session and became effective on January 1, 2002. In addition to transferring responsibility for preneed trust regulation from the Secretary of State to the Department of Consumer and Business Services (DCBS), the new law contained comprehensive reforms designed to enhance consumer protection without dramatic fee increases.

- **The Funeral Rule (FTC)**

The Federal Trade Commission established the Funeral Rule on April 30, 1984, which provides certain protections for consumers of funeral services. As authorized by [ORS 692.180\(1\)\(h\)](#), the Board can impose disciplinary action for violations of regulations adopted by the Federal Trade Commission relating to funeral industry practices.

6. **Death Care Sales**

The death care industry controls resources essential for the final disposition of human remains. Like any other commercial enterprise, success depends upon the sale of merchandise and services for a profit. However, unlike ordinary customers, death care consumers are often compelled to make an array of unusual, emotional and costly purchase decisions in the midst of coping with the confusing and painful loss of a loved one. Because the means, motive and opportunity for exploitation are inherent in the nature of many death care transactions, providers have a special duty to observe strict standards of professional conduct. Vulnerable consumers are natural prey for the unscrupulous and opportunistic.

In order to promote professional standards, those entering funeral service in Oregon must have an associate degree, must successfully complete a one-year apprenticeship and must pass a law examination demonstrating sufficient knowledge of relevant death care laws and rules to begin practice.

Funeral arrangements can be made either at need (at the time of death) or preneed (before death). Consumers are most vulnerable after a recent loss. In recognition of the pressing need and distress of the bereaved, only licensed funeral service practitioners and supervised apprentices may conduct at need funeral arrangements. The Board issues a preneed salesperson registration to those who intend to engage in preneed trust sales. Funeral service practitioners, embalmers and apprentices are not required to obtain a separate registration in order to engage in preneed trust sales.

Agency Initiatives & Accomplishments

The Board continues to operate as a fiscally responsible agency in order to meet its mission. The Board has also shifted its philosophy from a reactionary (sometimes punitive) stance to a proactive one that focuses on education as the fundamental means of ensuring compliance. Continuing to provide education and perform inspections will remain the two most essential tools for protecting the public. This is the core of OMCB's mission and strategic goals and will be assessed through improved ratings on customer satisfaction surveys, feedback from industry partners, as well as reductions in documented compliance issues.

Board staff continues to work on reviewing and updating a number of agency processes and has most recently focused on enhancing and improving the entire inspection process. With an even stronger emphasis on education as part of the inspection process, the Board also expects to see a reduction in the number of incidents or compliance issues noted during future inspections.

The Board continues to focus on improving relationships with stakeholders and developing partnerships with stakeholders, industry association and other agencies in order to appropriately prepare for longer term issues facing the state as far as land use, air quality and natural resources, emergency response, and cultural diversity. OMCB is vital in presenting the death care industry's interest and participation in these statewide conversations and planning efforts.

The Board also continues to work collaboratively with stakeholders and other interested individuals to address and evaluate the Indigent Disposition Program (IDP) Fund, which OMCB began administering in the 15-17 biennium.

In addition to successful passage of [HB 2120](#) during the 2021 regular session, which increased the death filing fee from \$20 to \$30 – thus ensuring that the IDP Fund will remain sustainable through 2026 – an advisory committee will be established in the near future to thoroughly review the Indigent Disposition Program in its entirety.

The IDP Fund advisory committee's recommendations will be presented to the Board, who will take them under consideration.

Licensing

The Board currently issues the following 13 license types:

	Individual Licenses
1	<i>Apprentice/Trainee (Funeral Service Practitioner, Embalmer or Both)</i>
2	<i>Combination (Funeral Service Practitioner & Embalmer)</i>
3	<i>Death Care Consultant</i>
4	<i>Embalmer</i>
5	<i>Funeral Service Practitioner (Funeral Director)</i>
6	<i>Intern</i>
7	<i>Preneed Salesperson</i>

	Facility Licenses
1	<i>Alternative Disposition Company</i>
2	<i>Cemetery Authority</i>
3	<i>Crematory Authority</i>
4	<i>Funeral Establishment</i>
5	<i>Immediate Disposition Company</i>
6	<i>Removal Company (Washington)</i>

Types of Licenses Issued	July 1, 2013- June 30, 2015	July 1, 2015- June 30, 2017	July 1, 2017- June 30, 2019	July 1, 2019- June 30, 2021	July 1, 2021- June 30, 2023	July 1, 2023- June 30, 2025	July 1, 2025- June 30, 2027 (as of July 2026)
Initial Individual Licenses: Apprentice/Trainee, Combination, Death Care Consultant, Embalmer, Funeral Service Practitioner, Intern & Preneed Salesperson	476	375	349	280	333	368	142
Initial Facility Licenses: Alternative Disposition Company, Cemetery Authority, Crematory Authority, Funeral Establishment, Immediate Disposition Company & Removal Company (Washington)	65	65	39	80	44	40	31
Individual Renewals: Apprentice/Trainee, Combination, Death Care Consultant, Embalmer, Funeral Service Practitioner & Preneed Salesperson	1,260	1,101	1,121	835	866	905	742
Facility Renewals: Alternative Disposition Company, Cemetery Authority, Crematory Authority, Funeral Establishment, Immediate Disposition Company	726	753	748	729	695	745	0*
Total Licenses Issued	2,527	2,294	2,257	1,924	1,938	2,058	915

*Facility licenses expire on January 1 of odd-numbered years. As a result, this number will increase starting November 2026, when facilities are eligible to begin renewing their licenses.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Health Related Licensing Boards

Cross Reference Name: Mortuary and Cemetery Board

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

Cross Reference Number: 83300-017-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	247	-	-	-	247
Social Security Taxes	-	-	19	-	-	-	19
Mass Transit Tax	-	-	983	-	-	-	983
Total Personal Services	-	-	\$1,249	-	-	-	\$1,249
Total Expenditures							
Total Expenditures	-	-	1,249	-	-	-	1,249
Total Expenditures	-	-	\$1,249	-	-	-	\$1,249
Ending Balance							
Ending Balance	-	-	(1,249)	-	-	-	(1,249)
Total Ending Balance	-	-	(\$1,249)	-	-	-	(\$1,249)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Health Related Licensing Boards
Pkg: 031 - Standard Inflation

Cross Reference Name: Mortuary and Cemetery Board
Cross Reference Number: 83300-017-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	5,140	-	-	-	5,140
Out of State Travel	-	-	176	-	-	-	176
Employee Training	-	-	534	-	-	-	534
Office Expenses	-	-	1,434	-	-	-	1,434
Telecommunications	-	-	1,494	-	-	-	1,494
State Gov. Service Charges	-	-	49,032	-	-	-	49,032
Data Processing	-	-	1,352	-	-	-	1,352
Publicity and Publications	-	-	78	-	-	-	78
Professional Services	-	-	1,469	-	-	-	1,469
IT Professional Services	-	-	9,438	-	-	-	9,438
Attorney General	-	-	11,642	-	-	-	11,642
Employee Recruitment and Develop	-	-	65	-	-	-	65
Dues and Subscriptions	-	-	200	-	-	-	200
Facilities Rental and Taxes	-	-	8,223	-	-	-	8,223
Agency Program Related S and S	-	-	29,452	-	-	-	29,452
Other Services and Supplies	-	-	6,592	-	-	-	6,592
Expendable Prop 250 - 5000	-	-	539	-	-	-	539
IT Expendable Property	-	-	583	-	-	-	583
Total Services & Supplies	-	-	\$127,443	-	-	-	\$127,443
Total Expenditures							
Total Expenditures	-	-	127,443	-	-	-	127,443
Total Expenditures	-	-	\$127,443	-	-	-	\$127,443

____ Agency Request
2027-29 Biennium

____ Governor's Budget
Page _____

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Health Related Licensing Boards
Pkg: 031 - Standard Inflation

Cross Reference Name: Mortuary and Cemetery Board
Cross Reference Number: 83300-017-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(127,443)	-	-	-	(127,443)
Total Ending Balance	-	-	(\$127,443)	-	-	-	(\$127,443)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Health Related Licensing Boards
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Mortuary and Cemetery Board
Cross Reference Number: 83300-017-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Other Services and Supplies	-	-	21,663	-	-	-	21,663
Total Services & Supplies	-	-	\$21,663	-	-	-	\$21,663
Total Expenditures							
Total Expenditures	-	-	21,663	-	-	-	21,663
Total Expenditures	-	-	\$21,663	-	-	-	\$21,663
Ending Balance							
Ending Balance	-	-	(21,663)	-	-	-	(21,663)
Total Ending Balance	-	-	(\$21,663)	-	-	-	(\$21,663)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Health Related Licensing Boards
Pkg: 100 - Fee Increase

Cross Reference Name: Mortuary and Cemetery Board
Cross Reference Number: 83300-017-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Business Lic and Fees	-	-	689,734	-	-	-	689,734
Total Revenues	-	-	\$689,734	-	-	-	\$689,734
Ending Balance							
Ending Balance	-	-	689,734	-	-	-	689,734
Total Ending Balance	-	-	\$689,734	-	-	-	\$689,734

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Health Related Licensing Boards
Pkg: 101 - Licensing Database Replacement

Cross Reference Name: Mortuary and Cemetery Board
Cross Reference Number: 83300-017-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Professional Services	-	-	200,000	-	-	-	200,000
Total Services & Supplies	-	-	\$200,000	-	-	-	\$200,000
Total Expenditures							
Total Expenditures	-	-	200,000	-	-	-	200,000
Total Expenditures	-	-	\$200,000	-	-	-	\$200,000
Ending Balance							
Ending Balance	-	-	(200,000)	-	-	-	(200,000)
Total Ending Balance	-	-	(\$200,000)	-	-	-	(\$200,000)

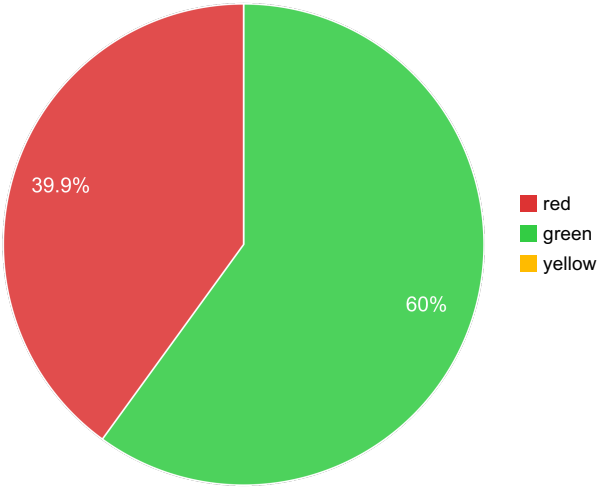
Mortuary and Cemetery Board

Annual Performance Progress Report

Reporting Year 2025

Published: 10/3/2025 8:24:32 AM

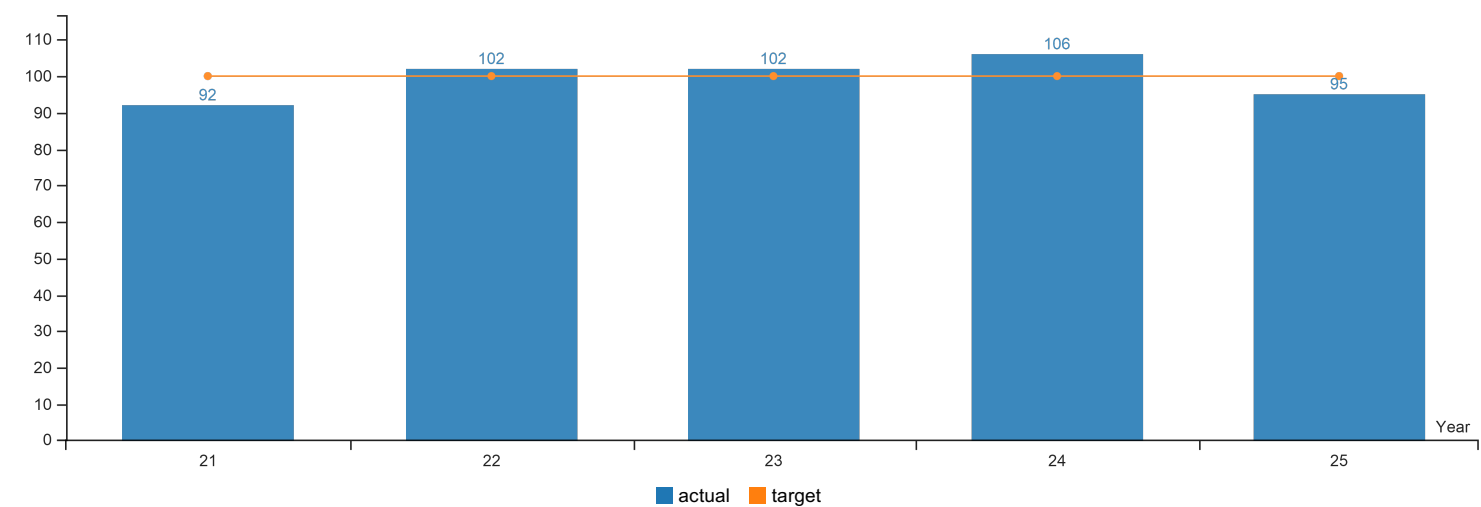
KPM #	Approved Key Performance Measures (KPMs)
1	Facility Inspection - Percent of licensed facilities inspected not less than once per biennium.
2	Complaint Investigation - Percent of investigative reports completed within six months of a complaint from any person against a licensee.
3	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
4	Best Practices - Percent of total best practices met by the Board.
5	Timely Resolution of Complaints - Percent of cases closed within 9 months.



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

KPM #1	Facility Inspection - Percent of licensed facilities inspected not less than once per biennium.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
Inspections Completed					
Actual	92%	102%	102%	106%	95%
Target	100%	100%	100%	100%	100%

How Are We Doing

Pursuant to statutory requirements, our agency is legislatively mandated to inspect the premises and records of all licensed facilities at least once every two years (a biennium). As of the current biennium, the agency regulates a total of 732 licensed facilities across the state. To maintain compliance with this requirement, inspectors must complete a minimum of 366 facility inspections per year, totaling 732 inspections over each two-year biennial period.

Inspection Activity: July 1, 2023 – June 30, 2024

During the first year of the current biennium, the agency completed a total of 385 facility inspections, broken down as follows:

- 378 random biennial inspections
- 7 biennial inspections conducted as part of a licensing action

This represents an inspection completion rate of 105%, exceeding the minimum requirement for the data collection period.

Inspection Activity: July 1, 2024 – June 30, 2025

In the second year of the biennium, the agency completed a total of 347 facility inspections, including:

- 327 random biennial inspections

- 20 biennial inspections conducted as part of a licensing action

This corresponds to an inspection completion rate of 95%, which is slightly below the annual target but still contributed meaningfully to biennial compliance.

Biennium Summary and Compliance Determination

Although the inspection rate for the July 1, 2024 – June 30, 2025 period was 95%, the combined total of full biennial inspections conducted over the two-year period was 732 inspections – 100% of licensed facilities. This total includes both random inspections and inspections conducted as part of licensing actions.

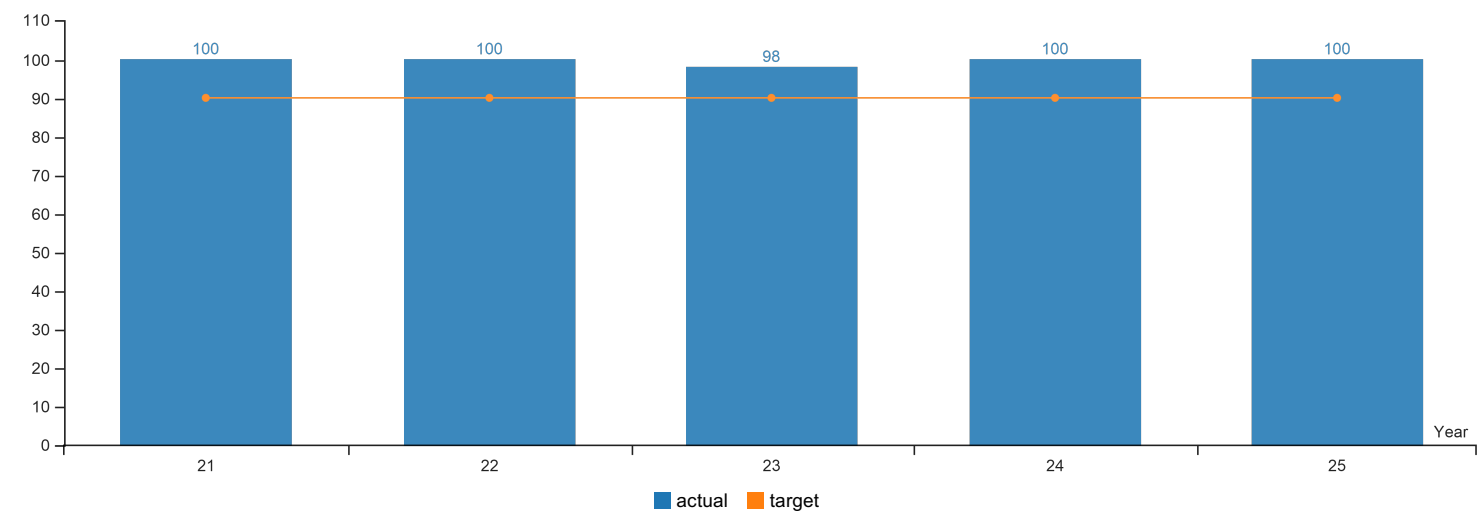
Accordingly, the agency has fully met its statutory obligation to inspect each licensed facility at least once per biennium, thereby maintaining full compliance with inspection mandates for the reporting period covering July 1, 2023 through June 30, 2025.

Factors Affecting Results

Our agency is primarily conducting/completing these inspections on-site – virtual inspections remain a viable option when there are scheduling conflicts and/or unfavorable weather/travel conditions. Since 2022, we have consistently achieved or exceeded our inspection performance benchmark, with completion rates ranging from 100% to 106%.

KPM #2	Complaint Investigation - Percent of investigative reports completed within six months of a complaint from any person against a licensee.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
Complaint Investigation					
Actual	100%	100%	98%	100%	100%
Target	90%	90%	90%	90%	90%

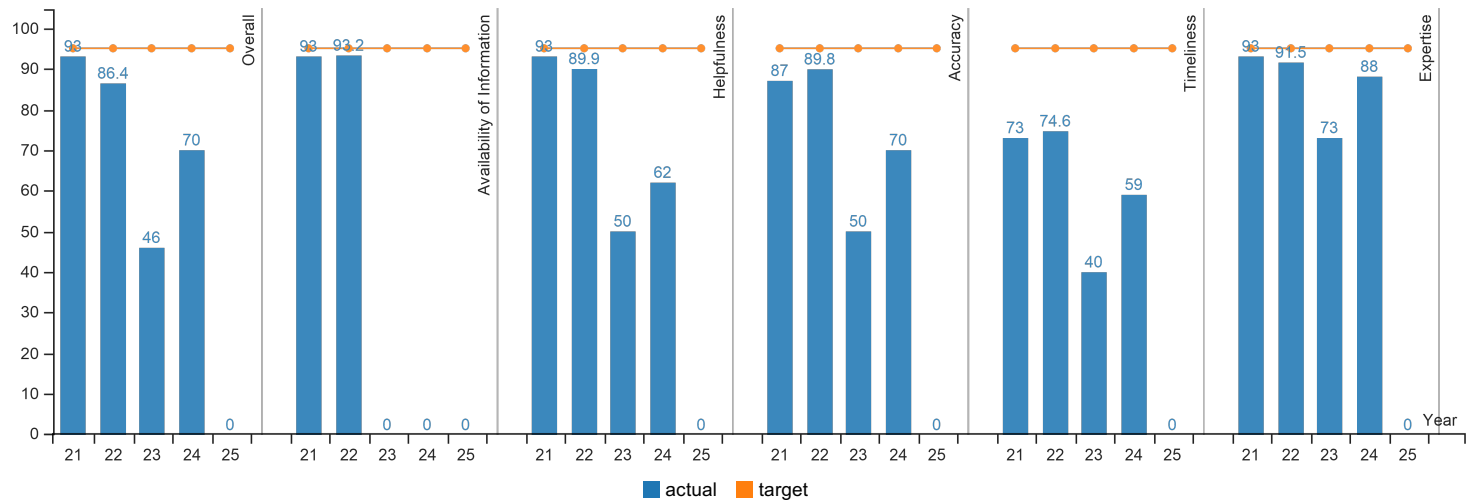
How Are We Doing

For the reporting period of July 1, 2024, through June 30, 2025, our agency opened 60 cases — a 59% decrease from the previous year (a reduction of 86 cases). This significant decline strongly suggests that our educational outreach efforts are positively impacting licensee operations. Additionally, all investigative reports during this period were completed within six months of each complaint, resulting in a 100% on-time completion rate.

Factors Affecting Results

With the exception of 2020 and 2023, our agency has maintained a 100% investigative report completion rate over the past nine years.

KPM #3	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
	Data Collection Period: Jan 01 - Dec 30



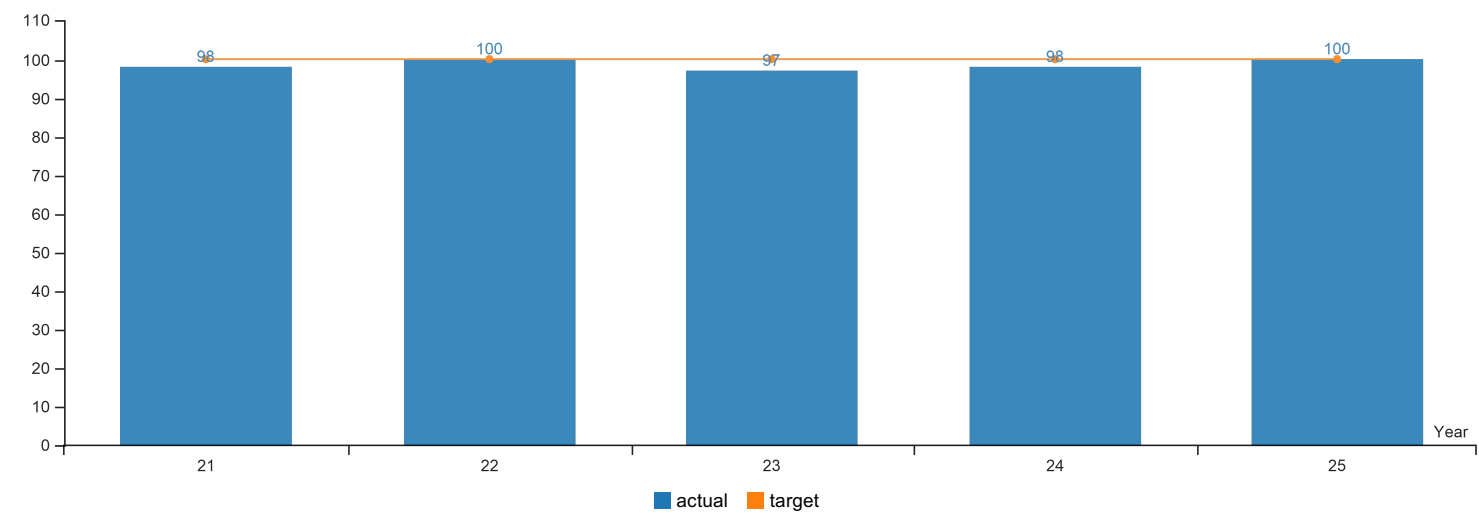
Report Year	2021	2022	2023	2024	2025
Overall					
Actual	93%	86.40%	46%	70%	
Target	95%	95%	95%	95%	95%
Availability of Information					
Actual	93%	93.20%			
Target	95%	95%	95%	95%	95%
Helpfulness					
Actual	93%	89.90%	50%	62%	
Target	95%	95%	95%	95%	95%
Accuracy					
Actual	87%	89.80%	50%	70%	
Target	95%	95%	95%	95%	95%
Timeliness					
Actual	73%	74.60%	40%	59%	
Target	95%	95%	95%	95%	95%
Expertise					
Actual	93%	91.50%	73%	88%	
Target	95%	95%	95%	95%	95%

Our agency's customer service survey platform was transferred from omcb.oregonsurveys.com to Google Docs in 2023. The staff member responsible for accessing and tracking the survey left the agency in late July 2025, and we are currently unable to retrieve the survey results. Once access to the data is restored, we will update this report accordingly and provide the relevant information.

Factors Affecting Results

KPM #4	Best Practices - Percent of total best practices met by the Board.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
BEST PRACTICES					
Actual	98%	100%	97%	98%	100%
Target	100%	100%	100%	100%	100%

How Are We Doing

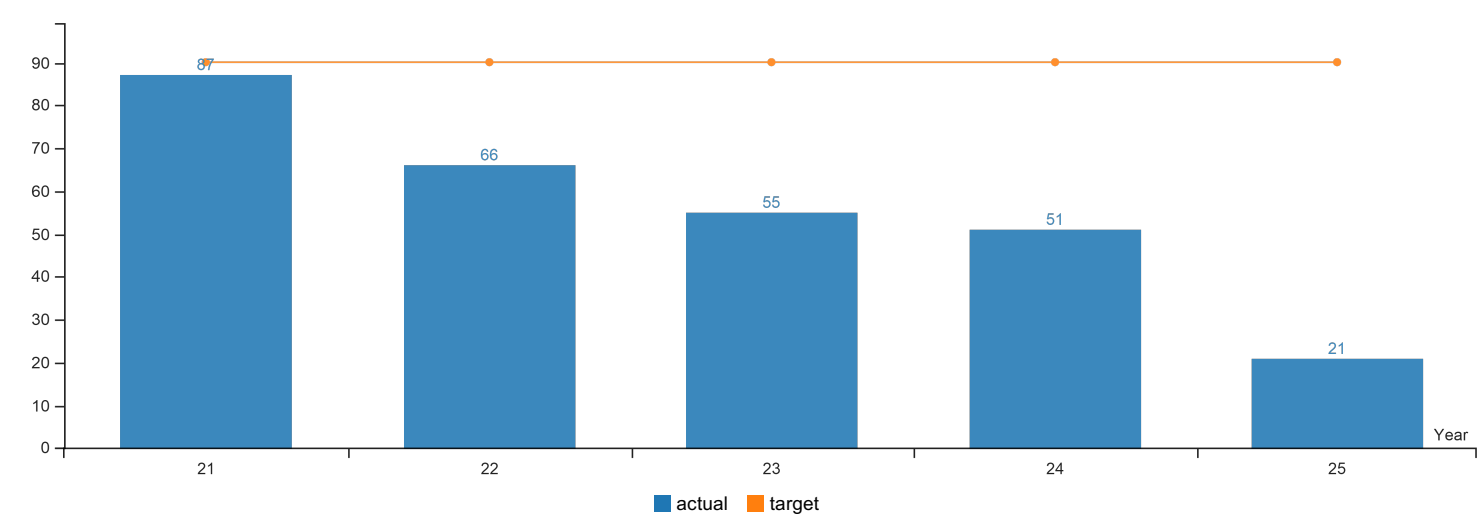
The Best Practices Self-Assessment Evaluation is available on every Board Member’s iPad and is reviewed during each board meeting. Board Members are encouraged to ask questions and raise any issues or concerns throughout the year to ensure they are addressed promptly. During the July 8, 2025, general session board meeting, nine of the ten Board Members who served between July 1, 2024, and June 30, 2025, completed the Best Practices voting slip, resulting in a 100% score.

Factors Affecting Results

By reviewing the Best Practices Self-Assessment Evaluation during each board meeting, all questions, issues, and concerns are addressed promptly and thoroughly. This ensures that Board Members clearly understand the agency’s expectations and can effectively assess whether those expectations are being met.

KPM #5	Timely Resolution of Complaints - Percent of cases closed within 9 months.
	Data Collection Period: Jan 01 - Jan 01

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
Timely Resolution of Complaints					
Actual	87%	66%	55%	51%	21%
Target	90%	90%	90%	90%	90%

How Are We Doing

For the reporting period of January 1, 2024, through January 1, 2025, our agency opened 48 cases – a 41.5% decrease from the previous year, representing a reduction of 34 cases. This significant decline strongly suggests that our educational outreach efforts are positively impacting licensee operations. Of these cases, 10 were closed within nine months of receiving the complaint, resulting in a completion rate of 21%.

Factors Affecting Results

During this tracking period, the agency's Executive Director was on a leave of absence from late July 2024 through early November 2024. In the Executive Director's absence, the individual responsible for closing cases had to collaborate closely with other agency staff to maintain agency operations. As a result, their capacity to focus on case closures was significantly reduced.



Affirmative Action Plan

2025 -2027 Biennium

Oregon Mortuary & Cemetery Board (OMCB)

Chad Dresselhaus, Executive Director
800 NE Oregon Street, Suite 430
Portland, Oregon 97232

Agency Overview

In 1921, the Funeral Directors and Embalmers Board was created. The name of the agency changed in 1983 to the State Mortuary Board. The Board's name was changed again in 1985 to the State Mortuary and Cemetery Board – after a significant incident in Lincoln City that is explained in more detail below under “Increased Regulation”.

The Lincoln City incident had a profound impact on the community, the death care industry, the state of Oregon and this agency.

As a result of this incident, the agency's focus became consumer protection.

During the 1985 legislative session, the Death Laws Task Force (comprised of Lincoln City residents, industry representatives & legislators) was formed and most of the laws relating to death care were rewritten.

In accordance with ORS 692.302, the Oregon Mortuary & Cemetery Board (OMCB) may adopt and enforce rules for the protection of the public health, safety and welfare relating to the following:

- The licensing of or issuance of certificates of authority for funeral service practitioners, embalmers, death care consultants, funeral establishments, crematoriums, cemeteries and other facilities for final disposition of human remains.
- The registration of trainees/apprentices.
- The practice of funeral service practitioners, embalmers and death care consultants, and the operation of funeral establishments, immediate disposition companies, crematoriums, cemeteries and other facilities for final disposition of human remains.
- Sanitary conditions of funeral establishments, crematoriums, cemeteries, other facilities for final disposition of human remains and any location at which human remains are stored, temporarily held or processed prior to final disposition.

Program Unit Narrative

The Board's programs affect those who have suffered a loss, those who make final arrangements and those who provide death care merchandise and services. It is the Board's responsibility to license and regulate the practice of individuals and facilities engaged in the care, preparation, processing, transportation and final disposition of human remains. The Board's licensees include funeral service practitioners (funeral directors), embalmers, apprentices, interns, death care consultants, funeral establishments, crematoriums, cemeteries and other facilities for final disposition of human remains. The Board is comprised of eleven members appointed by the Governor and confirmed by the Senate: one must be a funeral service practitioner; two must be representatives of an immediate disposition company or licensed funeral establishment, and one must be a licensed embalmer; three must be representatives of cemeteries (for-profit, nonprofit & city/county/special district); one must be a representative of a crematorium or other facility for final disposition of human remains; four must be representatives of the public (one must represent a recognized senior citizen organization).

According to the [Office of Economic Analysis](#), approximately 92,493 deaths will occur in Oregon during the 2025-27 biennium. Death care services are provided by approximately 2,300 practitioners and facilities throughout the state.

The Board protects the public and the industry by promoting and enforcing compliance with statutes and rules established for that purpose primarily through education. Engaging in certain death care activities without a license is the only crime within the Board's jurisdiction.

For budgetary purposes, the Board is considered a single program unit. For practical purposes, the Board's principal activities are organized into four sections, which all contain an educational aspect:

1. **Licensing & Examination;**
2. **Compliance;**
3. **Administration & Policy, and**
4. **Education.**

Licensing & Examination	Compliance	Administration & Policy	Education
The Board licenses both death care professional and facilities. Individual licenses include: apprentice/trainee, combination (funeral service practitioner & embalmer), death care consultant, embalmer, funeral service practitioner, intern & preneed salesperson. Facilities include: alternative disposition company, cemetery authority, crematory authority, funeral establishment, immediate disposition company & removal company (Washington). The Board also administers a funeral service practitioner (FSP) and death care consultant (DCC) law examinations at least twice each year.	Inspection: ORS 692.320 requires that the Board inspect <i>“at least once every two years, the premises and records of funeral establishments, cemeteries, crematoriums, immediate disposition companies and other facilities used for the final disposition of human remains and any other location at which human remains may be stored, temporarily held or processed prior to final disposition.”</i> The Board takes a preventative approach to compliance – by educating licensees in order to prevent violations. With the exception of egregious or repeated violations, deficiencies noted during routine inspections rarely lead to formal disciplinary action. Complaint & Background Investigation: ORS 676.165 requires that the Board to conduct an investigation upon receipt of a complaint by any person against a licensee or applicant. The Board may also initiate an investigation upon its own motion. Though complaint investigations are mandatory, the Board’s sanctioning authority is discretionary. The Board conducts criminal background checks on a variety of individual license applicants and principals of licensed facilities. The Board may deny a license application for conviction of a crime bearing a demonstrable relationship to funeral service and/or embalming practice, or the operation of funeral establishments, crematoriums, cemeteries & immediate disposition companies. The Board may also deny an application for any misrepresentation in obtaining a license.	The Board’s administrative functions are carried out by the Executive Director with the assistance from staff. Principal functions include program and project planning, development, management and evaluation; budget preparation and presentation; performance measurement; legislative coordination; rulemaking; personnel recruitment, management and retention; contracting and purchasing; receipt and expenditure control; accounting oversight; information systems and database management; meeting planning and facilitation; public relations; and maintaining critical partnerships and collaborative relationships.	The Board serves as an informational resource for the public relating to death care options, other agencies, organizations, the media, as well as licensees. Education is also one of the principal aims of the Board’s inspection process. Inspectors welcome questions and provide on-site technical assistance, as well as explain the regulatory basis for any noted deficiencies. Finally, the Board provides apprenticeship registration for prospective funeral service practitioners and embalmers, and also provides the law examinations for licensure for funeral service practitioners and death care consultants.

Agency Mission & Objectives

The Board's programs affect those who have suffered a loss, those who make final arrangements and those who provide death care merchandise and services. It is the Board's responsibility to license and regulate the practice of individuals and facilities engaged in the care, preparation, processing, transportation and final disposition of human remains; to educate the general public; and advise on relevant issues of public policy.

The mission of the Oregon Mortuary & Cemetery Board (OMCB) is to protect public health, safety and welfare by fairly and efficiently performing its licensing, inspection, education and enforcement duties; by promoting professional behavior and standards in all facets of the Oregon death care industry; and, by maintaining constructive relationships with licensees, those they serve and others with an interest in the Board's activities.

In accordance with the Administrative Procedures Act (ORS 183), the Board may take disciplinary action for violations of the following relevant laws and rules:

- **ORS 692** (Funeral Service Practitioners; Embalmers; Death Care Consultants; Funeral Establishments; Cemetery and Crematory Operators);
- **OAR 830** (Mortuary and Cemetery Board);
- **ORS 97** (Rights and Duties Relating to Cemeteries, Human Bodies and Anatomical Gifts);
- **Code of Federal Regulations (CFR), Title 16, Part 453** (The Funeral Rule);
- **ORS 432** (Vital Statistics); and
- **ORS 676** (Health Professions Generally).

When the Board determines that a violation has occurred, it may suspend or revoke a license or refuse to issue or renew a license. Although the Board lacks authority to award compensatory (actual) damages, it may impose civil penalties up to \$1,000 per violation or negotiate voluntary settlement agreements.

Agency Employee Information

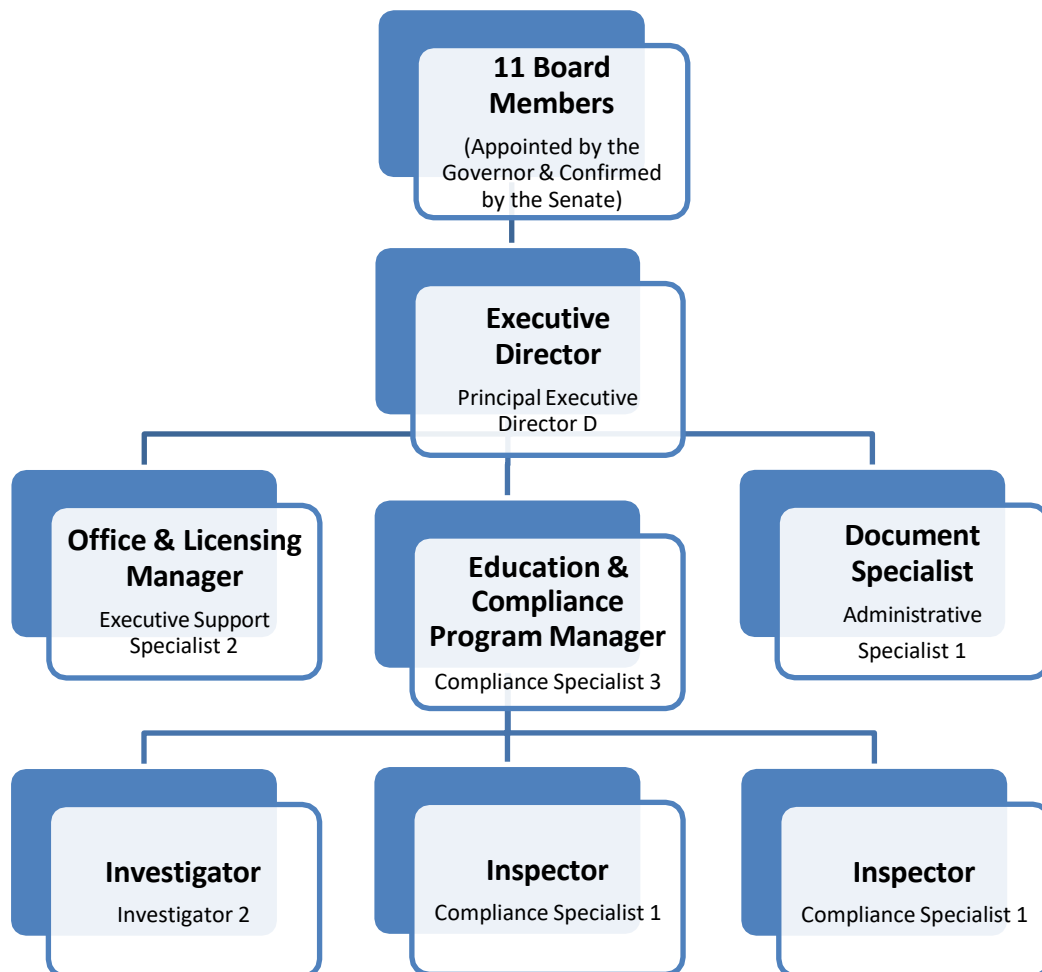
Agency Director & Affirmative Action Representative:

Chad Dresselhaus, Executive Director
800 NE Oregon Street, Suite 430
Portland, OR 97232
Phone Number: (971) 673-1502
Email: Chad.W.Dresselhaus@oregon.gov

Governor's Policy Advisor:

Jackie Yerby, Deputy Health Policy Advisor
Somerville Building
775 Court Street NE
Salem, OR 97301

OMCB's Organizational Chart for 2023-25



Oregon Mortuary & Cemetery Board (OMCB) Affirmative Action Statement

In early 2019, the Board contracted HR Services from the Department of Administrative Services (DAS). The majority of Board staff are also members of SEIU and are covered under section 5A of the most current contract between the union and the state.

It is the policy of the State of Oregon that employment without discrimination is recognized as and declared to be a civil right. The State of Oregon is committed to achieving a workforce that represents the diversity of Oregon community and is a leader in providing its citizens fair and equal employment opportunity.

Accordingly, the Board shall:

1. Maintain a policy of equal treatment and equality of opportunity in employment for all applicants and employees in its employment decisions, which include, but are not limited to, hiring, promotion, demotion, transfer, termination, layoff, training, compensation, benefits, and performance evaluations.
2. 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, marital status, national origin, political affiliation, disability, or any other reason prohibited by the law or policy of the state or federal government.
3. Adopt and disseminate a written copy of the Board Affirmative Action Policy that articulates the policy of the Board as well as describes the affirmative actions being taken by the agency to ensure equity of employment in a work environment that is free from discrimination.

Agency Affirmative Action Policy Statement

Consistent with the policies of the State of Oregon, OMCB is committed to:

- Maintaining a work force that represents and incorporates the diversity of Oregon's population beyond the majority culture,
- Providing fair and equal employment opportunities for all persons without bias, and
- Maintaining a workplace environment that encourages individual expression and inclusion and that is free from any form of harassment or intimidation on account of an individual's race, color, religion, beliefs, gender identity, assigned or identified sex, sexual orientation, national origin, age, marital status, social or economic status, or disability.

Additional Statement for Individuals with Disabilities

The Board will not discriminate or tolerate discrimination against any applicant or employee because of physical or mental disability in regards to any position for which the known applicant for employment is qualified.

The Board will take affirmative action to employ, advance in employment, and otherwise treat known qualified individuals with disabilities without regard to their physical or mental disabilities in all human resources selection and decision practices, such as: advertising, benefits, compensation, discipline (including probation, suspension, and/or termination for cause or layoff), employee facilities, performance evaluation, recruitment, social/recreational programs, and training. The Board also continues to administer these practices without regard to race, color, religion, gender, sexual orientation, national origin, age, marital status or disability. Additionally, all applicants and employees are protected from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under this policy.

Note: Our agency is currently working with the Office of Cultural Change to update OMCB's AA Plan.

Foundational aspects that are verified each year:

- All staff and Board members are provided a personal copy of the AAP for review and reference. The document is also accessible at all times on the agency shared electronic file system.
- The Board reviews and discusses the AAP in Public Session at least once during the plan term.
- Emails received from the Office of Diversity and Inclusions, or other similar publications from other agencies or stakeholder organizations (such as celebrations or events at Oregon Cemeteries) are forwarded to staff members.
- The Executive Director reviews all DI/AA materials, and the AA Representative will attend all DI/AA meetings in person or by telephone and disseminates relevant information.
- All staff meetings include a standing discussion item for "Wellness, Safety, Diversity & Inclusion", in which staff are encouraged to bring up and discuss anything that they have seen or experienced since the last meeting that they felt needed addressing in any of these areas. Combining diversity and inclusion with the idea of workplace safety and wellness has proven to be a successful approach.

Additional Statement for Members Uniform Services (ORS 659A.082)

The Board will not discriminate or tolerate discrimination, against any employee because they are a member of, apply to be a member of, perform, has performed, applied to perform or have an obligation to perform service in a uniformed service.

Support and Accountability

The OMCB is committed to providing a safe and supportive environment for all. Maintaining an environment that fosters inclusion and which is free from bias, discrimination and harassment is part of day-to-day operations and any concerns by any party should be immediately raised to the Executive Director for action. While this is the preferred method, the Board recognizes that there may be times when a party wishes to discuss any concerns confidentially with a party other than the Executive Director for any reason. In such cases, the party is encouraged to contact one or more of the following resources for support and assistance with resolving concerns as well as with contacting and working with external regulatory and advocacy organizations:

The agency's Board President
The agency's DAS Human Resources Partner
The agency's Governor's Office Policy Analyst
The Governor's Office of Diversity & Inclusion/Affirmative Action
The SEIU Union Representative
Any Personal Advocate

Helpful Resources

Bureau of Labor & Industries (BOLI)

800 NE Oregon Street, Suite 1045
Portland, OR 97232

Phone Number: (971) 673-0761

Website: <https://www.oregon.gov/boli/civil-rights/pages/default.aspx>

Department of Labor - Office of Federal Contract Compliance (OFCC)

Portland Area Office

620 SW Main Street, Suite 411

Portland, OR 97205

Phone Number: (503) 326-4112 | **Fax Number:** (503) 326-5746

Website: <https://www.dol.gov/agencies/ofccp/contact/district-area-offices#Oregon>

US Equal Employment Opportunity Commission

Seattle Field Office

Federal Office Building

909 First Avenue, Suite 400

Seattle, WA 98104-1061

Phone Number: 1 (800) 669-4000 | **Fax Number:** (206) 220-6911

Website: <https://www.eeoc.gov/field-office/seattle/location>

US Department of Justice, Civil Rights Division

950 Pennsylvania Avenue, NW

Washington, D.C. 20530-0001

Phone Number: 1 (855) 856-1247 or (202) 514-3847

Website: <https://civilrights.justice.gov/>

US Department of Health & Human Services, Office for Civil Rights Headquarters

200 Independence Avenue, SW

Washington, D.C. 20201

Phone Number: 1 (800) 368-1019

OMCB's Affirmative Action Goals & Objectives

Foundational Aspects of OMCB's Affirmative Action Goals & Objectives

- All staff and Board members are provided with a copy of the AAP for review and reference. The document is also accessible at all times on the agency shared electronic file system.
- The Board reviews and discusses the AAP in Public Session at least once on an annual basis.
- Correspondence received from the Office of Diversity, Equity, and Inclusion/Affirmative Action, and other similar publications from other agencies or stakeholder organizations are forwarded to staff members.
- The Executive Director reviews all appropriate materials and the AA Representative attends all AA meetings in person or by telephone and disseminates relevant information.
- All staff meetings include a standing discussion item for "Wellness, Safety, Diversity & Inclusion", during which staff members are encouraged to bring up and discuss anything that they have seen or experienced since the last meeting that they felt needed addressing in any of these areas. Combining diversity and inclusion with the idea of workplace safety and wellness has proven to be a successful approach.

Summary of Goals & Objectives for 2023-2025 biennium

- Continue to review, improve and implement all ongoing agency goals and practices.

- Effectively recruit and fill any openings consistent with the agency's affirmative action plan.
- Continue to explore specific opportunities to expand discussions of diversity, equity, and inclusion with licensees, stakeholders, and interested persons.
- Provide training opportunities relating to diversity, equity, and inclusion.
- Evaluate need for non-English written materials for stakeholders and interested persons (beyond providing translations when requested).

Status of 2023-2025 Goals & Objectives

2023 was another year of transition for our agency, which our Education & Compliance Manager vacated his position in early 2023. As expected, this change negatively impacted our efficiency & effectiveness, although the vacant staff position was filled by end of 2023.

The agency also had challenges created by regional wildfires, and the newly implemented licensing database which continues to have a number of challenges.

Our agency is fully-staffed and all staff members have been sufficiently trained as of the end of 2023, we will be able to better focus on and address the extremely important topics relating to diversity, equity, and inclusion.

Affirmative Action Goals & Objectives for 2025-2027

In addition to continuing towards accomplishing the goals & objectives identified for the 2023-2025 biennium, we will also be scheduling a board retreat to review the agency's current Affirmative Action Statement, the goals and objectives, and determine how we (as an agency) can better support, encourage and promote diversity, equity, and inclusion.

Once the retreat and follow-up have been completed, we will assemble a binder that includes all of the relevant agency's information/documentation relating to its Affirmative Action Statement. This will be made available to stakeholders and other interested persons, upon request.

The next step in this process will be to have a strategic planning session, that will include licensees, stakeholders, and interested persons to determine how our agency – in collaboration with others – can work together to ensure that diversity, equity, and inclusion continue to be at the forefront in all that we do.

OMCB's Leadership Evaluation

The Executive Director's annual evaluation generally takes place during a board meeting within the first quarter of each new year and the evaluation includes a comprehensive review of the Executive Director's effectiveness in achieving affirmative action objectives.

Health Related Licensing Boards

Summary Cross Reference Listing and Packages

2027-29 Biennium

Agency Number: 83300

BAM Analyst: Patton, Jealinda

Budget Coordinator: Kreztschmar, Madeline - (971)718-2512

<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>
017-00-00-00000	Mortuary and Cemetery Board	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
017-00-00-00000	Mortuary and Cemetery Board	021	0	Phase-in	Essential Packages
017-00-00-00000	Mortuary and Cemetery Board	022	0	Phase-out Pgm & One-time Costs	Essential Packages
017-00-00-00000	Mortuary and Cemetery Board	031	0	Standard Inflation	Essential Packages
017-00-00-00000	Mortuary and Cemetery Board	032	0	Above Standard Inflation	Essential Packages
017-00-00-00000	Mortuary and Cemetery Board	033	0	Exceptional Inflation	Essential Packages
017-00-00-00000	Mortuary and Cemetery Board	040	0	Mandated Caseload	Essential Packages
017-00-00-00000	Mortuary and Cemetery Board	050	0	Fundshifts	Essential Packages
017-00-00-00000	Mortuary and Cemetery Board	060	0	Technical Adjustments	Essential Packages
017-00-00-00000	Mortuary and Cemetery Board	070	0	Revenue Shortfalls	Policy Packages
017-00-00-00000	Mortuary and Cemetery Board	081	0	June 2026 Emergency Board	Policy Packages
017-00-00-00000	Mortuary and Cemetery Board	100	0	Fee Increase	Policy Packages
017-00-00-00000	Mortuary and Cemetery Board	101	0	Licensing Database Replacement	Policy Packages
018-00-00-00000	Naturopathic Medicine	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
018-00-00-00000	Naturopathic Medicine	021	0	Phase-in	Essential Packages
018-00-00-00000	Naturopathic Medicine	022	0	Phase-out Pgm & One-time Costs	Essential Packages
018-00-00-00000	Naturopathic Medicine	031	0	Standard Inflation	Essential Packages
018-00-00-00000	Naturopathic Medicine	032	0	Above Standard Inflation	Essential Packages
018-00-00-00000	Naturopathic Medicine	033	0	Exceptional Inflation	Essential Packages
018-00-00-00000	Naturopathic Medicine	040	0	Mandated Caseload	Essential Packages
018-00-00-00000	Naturopathic Medicine	050	0	Fundshifts	Essential Packages
018-00-00-00000	Naturopathic Medicine	060	0	Technical Adjustments	Essential Packages

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Summary Cross Reference Listing and Packages

BSU-003A

Health Related Licensing Boards

Policy Package List by Priority

2027-29 Biennium

Agency Number: 83300

BAM Analyst: Patton, Jealinda

Budget Coordinator: Kreztschmar, Madeline - (971)718-2512

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	070	Revenue Shortfalls	017-00-00-00000	Mortuary and Cemetery Board
			018-00-00-00000	Naturopathic Medicine
			020-00-00-00000	Occupational Therapy Licensing
			026-00-00-00000	Medical Imaging
			028-00-00-00000	Speech-Language Path. and Audio.
			029-00-00-00000	Veterinary Medical Examiners
	081	June 2026 Emergency Board	017-00-00-00000	Mortuary and Cemetery Board
			018-00-00-00000	Naturopathic Medicine
			020-00-00-00000	Occupational Therapy Licensing
			026-00-00-00000	Medical Imaging
			028-00-00-00000	Speech-Language Path. and Audio.
			029-00-00-00000	Veterinary Medical Examiners
	100	Fee Increase	017-00-00-00000	Mortuary and Cemetery Board
			018-00-00-00000	Naturopathic Medicine
			020-00-00-00000	Occupational Therapy Licensing
			028-00-00-00000	Speech-Language Path. and Audio.
			029-00-00-00000	Veterinary Medical Examiners
	101	Licensing Database Replacement	017-00-00-00000	Mortuary and Cemetery Board
			018-00-00-00000	Naturopathic Medicine
			020-00-00-00000	Occupational Therapy Licensing
			026-00-00-00000	Medical Imaging
			028-00-00-00000	Speech-Language Path. and Audio.
			029-00-00-00000	Veterinary Medical Examiners

Health Related Licensing Boards**Agency Number: 83300****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 83300-017-00-00-00000****Mortuary and Cemetery Board**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	1,722,123	1,722,129	-	1,722,129	2,182,865	2,182,865
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	6	-	-	-	194,864	194,864
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	1,722,129	1,722,129	-	1,722,129	2,377,729	2,377,729
TOTAL BEGINNING BALANCE	\$1,722,129	\$1,722,129	-	\$1,722,129	\$2,377,729	\$2,377,729
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	588,564	765,315	-	765,315	576,296	576,296
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	2,570,760	2,777,940	-	2,777,940	2,624,730	2,624,730
TOTAL LICENSES AND FEES						
3400 Other Funds Ltd	3,159,324	3,543,255	-	3,543,255	3,201,026	3,201,026
TOTAL LICENSES AND FEES	\$3,159,324	\$3,543,255	-	\$3,543,255	\$3,201,026	\$3,201,026
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	-	25	-	25	-	-

Health Related Licensing Boards**Agency Number: 83300****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 83300-017-00-00-00000****Mortuary and Cemetery Board**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	203,476	30,000	-	30,000	150,000	150,000
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	194,122	14,000	-	14,000	198,500	198,500
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	1,543	300	-	300	-	-
REVENUES						
3400 Other Funds Ltd	3,558,465	3,587,580	-	3,587,580	3,549,526	3,549,526
AVAILABLE REVENUES						
3400 Other Funds Ltd	5,280,594	5,309,709	-	5,309,709	5,927,255	5,927,255
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	1,158,670	1,330,608	86,654	1,417,262	1,494,528	1,494,528
3115 Board Member Stipend						
3400 Other Funds Ltd	40,968	-	-	-	-	-
3160 Temporary Appointments						

Health Related Licensing Boards**Agency Number: 83300****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 83300-017-00-00-00000****Mortuary and Cemetery Board**

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	9,871	5,045	-	5,045	5,045	5,292
3170 Overtime Payments						
3400 Other Funds Ltd	20,369	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	61	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	6,093	-	-	-	-	-
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	1,236,032	1,335,653	86,654	1,422,307	1,499,573	1,499,820
TOTAL SALARIES & WAGES	\$1,236,032	\$1,335,653	\$86,654	\$1,422,307	\$1,499,573	\$1,499,820
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	310	504	-	504	553	553
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	226,114	278,293	-	278,293	367,489	367,489
3221 Pension Obligation Bond						
3400 Other Funds Ltd	59,078	52,180	(3,014)	49,166	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	95,396	102,176	-	102,176	114,716	114,735
3241 Paid Family Medical Leave Insurance						

Health Related Licensing Boards**Agency Number: 83300****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 83300-017-00-00-00000****Mortuary and Cemetery Board**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	4,967	5,292	-	5,292	5,947	5,947
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	257	294	-	294	266	266
3260 Mass Transit Tax						
3400 Other Funds Ltd	7,079	8,014	-	8,014	8,014	8,997
3270 Flexible Benefits						
3400 Other Funds Ltd	250,959	296,856	11,018	307,874	309,120	309,120
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	644,160	743,609	8,004	751,613	806,105	807,107
TOTAL OTHER PAYROLL EXPENSES	\$644,160	\$743,609	\$8,004	\$751,613	\$806,105	\$807,107
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	1,880,192	2,079,262	94,658	2,173,920	2,305,678	2,306,927
TOTAL PERSONAL SERVICES	\$1,880,192	\$2,079,262	\$94,658	\$2,173,920	\$2,305,678	\$2,306,927
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	37,239	104,903	-	104,903	104,903	110,043
4125 Out of State Travel						
3400 Other Funds Ltd	1,788	3,599	-	3,599	3,599	3,775
4150 Employee Training						
3400 Other Funds Ltd	1,723	10,906	-	10,906	10,906	11,440

Health Related Licensing Boards**Agency Number: 83300****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 83300-017-00-00-00000****Mortuary and Cemetery Board**

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
4175 Office Expenses						
3400 Other Funds Ltd	27,336	29,257	-	29,257	29,257	30,691
4200 Telecommunications						
3400 Other Funds Ltd	33,541	30,481	-	30,481	30,481	31,975
4225 State Gov. Service Charges						
3400 Other Funds Ltd	78,417	100,268	-	100,268	100,268	149,300
4250 Data Processing						
3400 Other Funds Ltd	16,540	27,596	-	27,596	27,596	28,948
4275 Publicity and Publications						
3400 Other Funds Ltd	103	1,587	-	1,587	1,587	1,665
4300 Professional Services						
3400 Other Funds Ltd	15,103	15,796	-	15,796	15,796	17,265
4315 IT Professional Services						
3400 Other Funds Ltd	13,733	101,486	-	101,486	101,486	110,924
4325 Attorney General						
3400 Other Funds Ltd	169,151	125,185	-	125,185	125,185	136,827
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	-	1,334	-	1,334	1,334	1,399
4400 Dues and Subscriptions						
3400 Other Funds Ltd	9,602	4,084	-	4,084	4,084	4,284
4425 Facilities Rental and Taxes						

Health Related Licensing Boards**Agency Number: 83300****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 83300-017-00-00-00000****Mortuary and Cemetery Board**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	101,499	167,810	-	167,810	167,810	176,033
4475 Facilities Maintenance						
3400 Other Funds Ltd	213	-	-	-	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	593,250	601,071	-	601,071	601,071	630,523
4650 Other Services and Supplies						
3400 Other Funds Ltd	142,401	135,138	(603)	134,535	134,535	162,790
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	117	11,008	-	11,008	11,008	11,547
4715 IT Expendable Property						
3400 Other Funds Ltd	15,487	11,906	-	11,906	11,906	12,489
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,257,243	1,483,415	(603)	1,482,812	1,482,812	1,631,918
TOTAL SERVICES & SUPPLIES	\$1,257,243	\$1,483,415	(\$603)	\$1,482,812	\$1,482,812	\$1,631,918
EXPENDITURES						
3400 Other Funds Ltd	3,137,435	3,562,677	94,055	3,656,732	3,788,490	3,938,845
ENDING BALANCE						
3400 Other Funds Ltd	2,143,159	1,747,032	(94,055)	1,652,977	2,138,765	1,988,410
TOTAL ENDING BALANCE	\$2,143,159	\$1,747,032	(\$94,055)	\$1,652,977	\$2,138,765	\$1,988,410
AUTHORIZED POSITIONS						

Health Related Licensing Boards

Agency Number: 83300

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Mortuary and Cemetery Board

Version: V - 01 - Agency Request Budget
Cross Reference Number: 83300-017-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
8150 Class/Unclass Positions	7	7	-	7	7	7
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	7.00	7.00	-	7.00	7.00	7.00

Health Related Licensing Boards**Agency Number: 83300****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 83300-017-00-00-00000****Mortuary and Cemetery Board**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	2,182,865	-	2,182,865	-	2,182,865
0030 Beginning Balance Adjustment					
3400 Other Funds Ltd	194,864	-	194,864	-	194,864
TOTAL BEGINNING BALANCE					
3400 Other Funds Ltd	2,377,729	-	2,377,729	-	2,377,729
REVENUE CATEGORIES					
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	576,296	-	576,296	689,734	1,266,030
0210 Non-business Lic. and Fees					
3400 Other Funds Ltd	2,624,730	-	2,624,730	-	2,624,730
TOTAL LICENSES AND FEES					
3400 Other Funds Ltd	3,201,026	-	3,201,026	689,734	3,890,760
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	150,000	-	150,000	-	150,000
INTEREST EARNINGS					
0605 Interest Income					
3400 Other Funds Ltd	198,500	-	198,500	-	198,500
TOTAL REVENUES					
3400 Other Funds Ltd	3,549,526	-	3,549,526	689,734	4,239,260

Health Related Licensing Boards**Agency Number: 83300****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 83300-017-00-00-00000****Mortuary and Cemetery Board**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
AVAILABLE REVENUES					
3400 Other Funds Ltd	5,927,255	-	5,927,255	689,734	6,616,989
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	1,494,528	-	1,494,528	-	1,494,528
3160 Temporary Appointments					
3400 Other Funds Ltd	5,045	247	5,292	-	5,292
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	1,499,573	247	1,499,820	-	1,499,820
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	553	-	553	-	553
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	367,489	-	367,489	-	367,489
3230 Social Security Taxes					
3400 Other Funds Ltd	114,716	19	114,735	-	114,735
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	5,947	-	5,947	-	5,947
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	266	-	266	-	266
3260 Mass Transit Tax					

Health Related Licensing Boards**Agency Number: 83300****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 83300-017-00-00-00000****Mortuary and Cemetery Board**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	8,014	983	8,997	-	8,997
3270 Flexible Benefits					
3400 Other Funds Ltd	309,120	-	309,120	-	309,120
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	806,105	1,002	807,107	-	807,107
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	2,305,678	1,249	2,306,927	-	2,306,927
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	104,903	5,140	110,043	-	110,043
4125 Out of State Travel					
3400 Other Funds Ltd	3,599	176	3,775	-	3,775
4150 Employee Training					
3400 Other Funds Ltd	10,906	534	11,440	-	11,440
4175 Office Expenses					
3400 Other Funds Ltd	29,257	1,434	30,691	-	30,691
4200 Telecommunications					
3400 Other Funds Ltd	30,481	1,494	31,975	-	31,975
4225 State Gov. Service Charges					
3400 Other Funds Ltd	100,268	49,032	149,300	-	149,300
4250 Data Processing					
3400 Other Funds Ltd	27,596	1,352	28,948	-	28,948
4275 Publicity and Publications					

Health Related Licensing Boards**Agency Number: 83300****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 83300-017-00-00-00000****Mortuary and Cemetery Board**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	1,587	78	1,665	-	1,665
4300 Professional Services					
3400 Other Funds Ltd	15,796	1,469	17,265	-	17,265
4315 IT Professional Services					
3400 Other Funds Ltd	101,486	9,438	110,924	200,000	310,924
4325 Attorney General					
3400 Other Funds Ltd	125,185	11,642	136,827	-	136,827
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	1,334	65	1,399	-	1,399
4400 Dues and Subscriptions					
3400 Other Funds Ltd	4,084	200	4,284	-	4,284
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	167,810	8,223	176,033	-	176,033
4575 Agency Program Related S and S					
3400 Other Funds Ltd	601,071	29,452	630,523	-	630,523
4650 Other Services and Supplies					
3400 Other Funds Ltd	134,535	28,255	162,790	-	162,790
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	11,008	539	11,547	-	11,547
4715 IT Expendable Property					
3400 Other Funds Ltd	11,906	583	12,489	-	12,489
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	1,482,812	149,106	1,631,918	200,000	1,831,918

Health Related Licensing Boards

Agency Number: 83300

Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium
Mortuary and Cemetery Board

Version: V - 01 - Agency Request Budget
Cross Reference Number: 83300-017-00-00-00000

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
TOTAL EXPENDITURES					
3400 Other Funds Ltd	3,788,490	150,355	3,938,845	200,000	4,138,845
ENDING BALANCE					
3400 Other Funds Ltd	2,138,765	(150,355)	1,988,410	489,734	2,478,144
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	7	-	7	-	7
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	7.00	-	7.00	-	7.00

Health Related Licensing Boards

Agency Number 83300

BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

Cross Reference Number: 83300-017-00-00-00000

Mortuary and Cemetery Board

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3160 Temporary Appointments

3400 Other Funds Ltd	247	247	-	-
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OTHER PAYROLL EXPENSES

3230 Social Security Taxes

3400 Other Funds Ltd	19	19	-	-
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3260 Mass Transit Tax

3400 Other Funds Ltd	983	983	-	-
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OTHER PAYROLL EXPENSES

3400 Other Funds Ltd	1,002	1,002	-	-
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TOTAL OTHER PAYROLL EXPENSES

\$1,002	\$1,002	-	-
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PERSONAL SERVICES

3400 Other Funds Ltd	1,249	1,249	-	-
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TOTAL PERSONAL SERVICES

\$1,249	\$1,249	-	-
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SERVICES & SUPPLIES

4100 Instate Travel

3400 Other Funds Ltd	5,140	-	5,140	-
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4125 Out of State Travel

3400 Other Funds Ltd	176	-	176	-
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4150 Employee Training

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Detail Revenues & Expenditures - Essential Packages

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BDV004B

Health Related Licensing Boards

Agency Number 83300

BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

Cross Reference Number: 83300-017-00-00-00000

Mortuary and Cemetery Board

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
3400 Other Funds Ltd	534	-	534	-		
4175 Office Expenses						
3400 Other Funds Ltd	1,434	-	1,434	-		
4200 Telecommunications						
3400 Other Funds Ltd	1,494	-	1,494	-		
4225 State Gov. Service Charges						
3400 Other Funds Ltd	49,032	-	49,032	-		
4250 Data Processing						
3400 Other Funds Ltd	1,352	-	1,352	-		
4275 Publicity and Publications						
3400 Other Funds Ltd	78	-	78	-		
4300 Professional Services						
3400 Other Funds Ltd	1,469	-	1,469	-		
4315 IT Professional Services						
3400 Other Funds Ltd	9,438	-	9,438	-		
4325 Attorney General						
3400 Other Funds Ltd	11,642	-	11,642	-		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	65	-	65	-		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	200	-	200	-		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	8,223	-	8,223	-		

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Detail Revenues & Expenditures - Essential Packages

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BDV004B

Health Related Licensing Boards
Agency Number 83300
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2027-29 Biennium
Cross Reference Number: 83300-017-00-00-00000
Mortuary and Cemetery Board

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	29,452	-	29,452	-		
4650 Other Services and Supplies						
3400 Other Funds Ltd	28,255	-	6,592	21,663		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	539	-	539	-		
4715 IT Expendable Property						
3400 Other Funds Ltd	583	-	583	-		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	149,106	-	127,443	21,663		
TOTAL SERVICES & SUPPLIES	\$149,106	-	\$127,443	\$21,663		
EXPENDITURES						
3400 Other Funds Ltd	150,355	1,249	127,443	21,663		
TOTAL EXPENDITURES	\$150,355	\$1,249	\$127,443	\$21,663		
ENDING BALANCE						
3400 Other Funds Ltd	(150,355)	(1,249)	(127,443)	(21,663)		
TOTAL ENDING BALANCE	(\$150,355)	(\$1,249)	(\$127,443)	(\$21,663)		

PIC100 - Position Budget Report

Mortuary and Cemetery Board

2027-29 Biennium

Cross Reference Number: 83300-017-01-00-00000

Budget Preparation

Agency Request Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0000500	MEAH Z7589 HF	AGENCY HEAD 9	32X	PF	1	1.00	24	11	13817	SAL	-	-	331,608	-	331,608
										OPE	-	-	152,944	-	152,944
0000502	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	11	7322	SAL	-	-	175,728	-	175,728
										OPE	-	-	101,863	-	101,863
0000503	MMN X5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	11219	SAL	-	-	269,256	-	269,256
										OPE	-	-	132,512	-	132,512
0000504	MMC X0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	7237	SAL	-	-	173,688	-	173,688
										OPE	-	-	101,195	-	101,195
0000506	OAS C5232 AP	INVESTIGATOR 2	23	PF	1	1.00	24	11	8059	SAL	-	-	193,416	-	193,416
										OPE	-	-	107,659	-	107,659
0000507	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6968	SAL	-	-	167,232	-	167,232
										OPE	-	-	99,079	-	99,079
0000509	OAS C5232 AP	INVESTIGATOR 2	23	PF	1	1.00	24	9	7320	SAL	-	-	175,680	-	175,680
										OPE	-	-	101,848	-	101,848
0004301	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004302	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004303	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004304	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004305	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004306	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004307	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004308	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004309	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720

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PIC100 - Position Budget Report

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PIC100

PIC100 - Position Budget Report

Mortuary and Cemetery Board

2027-29 Biennium

Cross Reference Number: 83300-017-01-00-00000

Budget Preparation

Agency Request Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE						
											GF	LF	OF	FF	AF		
0004310	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	OPE	-	-	55	-	55		
										SAL	-	-	720	-	720		
0004311	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	OPE	-	-	55	-	55		
										SAL	-	-	720	-	720		
										OPE	-	-	55	-	55		
Total Salary											-	-	1,494,528	-	1,494,528		
Total OPE											-	-	797,705	-	797,705		
Total Personal Services						7	7.00						-	-	2,292,233	-	2,292,233