



# Oregon

Tina Kotek, Governor

## Board of Dentistry

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**Date:** November 3, 2025

**TO:** Committee on Ways and Means Co-Chairs: Senator Kate Lieber and Representative Tawna Sanchez

**FROM:** Stephen Prisby, OBD Executive Director

### **SUBJECT: 2025-27 Agency Reduction Options**

The authority and responsibilities of the Board are contained in Oregon Revised Statutes Chapter 679 (Dentists and Dental Therapists), Chapter 680.010 to 680.205 (Dental Hygienists), and Oregon Administrative Rules, Chapter 818. These statutes charge the Board of Dentistry with the responsibility to regulate the practice of dentistry, dental therapy and dental hygiene by enforcing the standards of practice established in statute and rule. The statutes define the practice of dentistry, dental therapy and dental hygiene and require that any person practicing either of those professions do so only while holding a license duly issued by the Board. The statutes require that the Board examine and license dentists, dental therapists, dental instructors and dental hygienists; establish and enforce regulations regarding sedation in dental offices; investigate complaints regarding the practice of dentistry, dental therapy and dental hygiene; discipline licensees found to have violated the provisions of the Dental Practice Act; regulate and monitor continuing education requirements for licensees; and establish training, examination and certification standards for dental auxiliaries.

The Oregon Board of Dentistry (OBD) approaches developing and prioritizing reduction options by doing so with the least impact on staff and licensees. The OBD is an Other Funds agency with most of its funding (90%) coming from applicants for licensure and licensees. The remaining revenue comes in from misc sources including civil penalties, data requests, interest and special permits.

The OBD has 7 Full Time Employees and reductions to the budget were challenging to identify and ultimately recommend. The recommendations presented have been reviewed closely and it is believed will allow the OBD to continue to fulfill its mission and support all of Oregon effectively with Oregonians not experiencing any decrease in measurable or significant customer service. The OBD Budget for 2025 - 2027 is \$4,725,139. **A 5% reduction is \$236,257.**

#### **1. Reduction Options for the OBD:**

\$94,844 Transition Office Manager to Interim Executive Director position.

\$35,965 Leave Office Manager position unfilled for 9 months

\$8,564 Eliminate Out of State Travel

\$17,384 Reduce Training

\$16,500 Reduce In State travel

\$63,000 Reduce Attorney General Support

**Total \$236,257 – 5% reduction achieved**

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

**No New or Expanded Programs**

The OBD has not implemented any new programs in the past 4 years. The OBD has been effective in streamlining and prioritizing work to adapt to ever increasing workload demands and limits on resources.

**OBD Proposed Reductions**

The OBD's Office Manager will transition to be the Interim Executive Director for a period of approximately 9 months. This transition will leverage the existing OBD resources and leave an unfilled position which will create substantial savings and contribute to the proposed reduction goal.

The Office Manager position will remain vacant for 9 months and the interim executive director will absorb most of the work, along with other staff, during a nine-month period. Historically it is the slowest period of the budget biennium for the office during winter and into a short legislative session. The Board will shift priorities and work to accomplish this reduction.

The elimination of out-of-state travel will prevent the board members and director from interacting in person with other state board members and regulators. This is unfortunate but it is a reduction that is understandable due to the budget circumstances. The information can be disseminated in other ways and should not impact the OBD's mission or service to Oregonians.

The reduction of training is unfortunate but it is a reduction that is understandable due to the budget circumstances. The information can be disseminated in other ways and should not impact the OBD's mission or service to Oregonians.

The reduction of state travel is unfortunate but it is a reduction that is understandable due to the budget circumstances. Board Members will still have the option to meet in person for meetings or connect electronically. The information can be disseminated in other ways and should not impact the OBD's mission or service to Oregonians.

The DOJ assigned Attorney to the OBD has only been assigned to the OBD for a few years. At this point many important decisions and DOJ advice have been issued (and paid for). The OBD typically only disciplines about 24 licensees per year, and no cases have gone to a contested case hearing in over 5 years. The reduced use of the attorney seems reasonable and prudent to align with the reduction options needed for the OBD.

**November 3, 2025**

**The OBD is responding to a request from LFO on three questions. Note due to the timing of the requests, the Director had limited time to engage with the Board in a public meeting or discuss with the professional associations, licensees or consumers on the proposed reductions.**

**Reduction Options for the OBD:**

\$94,844 Transition Office Manager to Interim Executive Director position.

\$35,965 Leave Office Manager position unfilled for 9 months

\$8,564 Eliminate Out of State Travel

\$17,384 Reduce Training

\$16,500 Reduce In State travel

\$63,000 Reduce Attorney General Support

**Total \$236,257 – 5% reduction achieved**

1. Please describe, in sufficient detail, the criteria used to select the reduction options that are included on your list.

**Answer** The reductions were initially selected to minimize the service level of our work and impact on our Licensees and consumers. The reduction options were refined based on criteria designed to minimize disruption to core services, maintain compliance with regulatory obligations, and limit negative impacts on our Licensees and consumers. Each option was evaluated for its operational feasibility, cost-effectiveness, and potential effect on service quality and stakeholder satisfaction. Priority was given to measures that could achieve the required reductions while preserving essential functions and maintaining the overall integrity and reliability of our services.

2. What process did the agency use to evaluate the proposed reductions against the criteria and what partners were engaged?

**Answer** Internally the Director assessed the resources available and made decisions in consultation with OBD staff and DAS staff. The agency used an internal, collaborative process to evaluate the proposed reductions against the established criteria. The Director led the assessment by reviewing available financial and operational resources and analyzing potential impacts on core functions. Input was sought from key staff within the OBD and DAS to ensure that decisions were informed by both program-specific and administrative perspectives. Throughout the evaluation, emphasis was placed on maintaining critical services and ensuring that reductions would not affect essential functions such as investigations, licensing, or board functions or meetings. This process allowed the agency to identify reduction options that were both feasible and consistent with the agency's mission and service obligations.

3. What is the agency's plan to minimize the operational or programmatic impact of the reductions?

**Answer** We continue to streamline and review outdated or cumbersome work processes. We are a small board and can change direction quickly as needed. To minimize operational and programmatic impacts from the reductions, the agency is implementing a continuous improvement approach focused on efficiency, adaptability, and service preservation. We are actively streamlining internal processes, eliminating outdated or redundant procedures, and leveraging technology to improve workflow efficiency. We are able to adjust priorities and reallocate resources quickly in response to emerging needs. Our focus is on maintaining essential functions—particularly licensing, investigations, and board operations—while ensuring that service quality and regulatory compliance remain unaffected. Regular reviews and staff input will help identify additional opportunities for process improvement and operational resilience.

Sincerely,  
Stephen Prisby  
OBD Executive Director

OBD																
2025-27 Biennium																
2025-27 LAB					-	-	4,725,139	-	-	-	4,725,139					
Detail of Reductions to 2025-27 Legislatively Adopted Budget																
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Priority (ranked most to least preferred)		Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Gov. Reduction Target Yes / No	One-Time Yes / No	Describe the reduction and associated impact on services and outcomes. Please identify the source of Other Funds reductions.
Dept	Prgm/ Div															
											\$ -					
	834	OBD	834 000	OBD Office Manager transition to Interim Executive Director			(94,844)				\$ (94,844)	521		no	yes	Transition Office Manager to Interim ED role #0000521. The OBD's Office Manager will transition to be the Interim Executive Director for a period of approximately 9 months. This transition will leverage the existing OBD resources and leave an unfilled position which will create substantial savings and contribute to the proposed reduction goal. The OBD is a small OF agency and all revenue is available to fund all agency operations.
	834	OBD	834 000	OBD Office Manager Vacancy for 9 months			(35,965)				\$ (35,965)	524		no	yes	Leave Office Manager unfilled for 9 months #0000524 The Office Manager position will remain vacant for 9 months and the interim executive director will absorb most of the work, along with other staff, during a nine-month period. Historically it is the slowest period of the budget biennium for the office during winter and into a short legislative session. The Board will shift priorities and work to accomplish this reduction. The OBD is a small OF agency and all revenue is available to fund all agency operations.
											\$ -					
	834	OBD	834 000	OBD Out-of-State Travel			(8,564)				\$ (8,564)			no	yes	No out of state travel The elimination of out-of-state travel will prevent the board members and director from interacting in person with other state board members and regulators. This is unfortunate but it is a reduction that is understandable due to the budget circumstances. The information can be disseminated in other ways and should not impact the OBD's mission or service to Oregonians. The OBD is a small OF agency and all revenue is available to fund all agency operations. The OBD's is a small OF agency and all revenue is available to fund all agency operations.
	834	OBD	834 000	OBD Training			(17,384)				\$ (17,384)			no	yes	Reduce Training No impact on OF revenue source. The reduction of training is unfortunate but it is a reduction that is understandable due to the budget circumstances. The information can be disseminated in other ways and should not impact the OBD's mission or service to Oregonians.The OBD is a small OF agency and all revenue is

## 2025-27 Biennium

Detail of Reductions to 2025-27 Legislatively Adopted Budget									
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1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
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A854 LFO Form V.R

OBD																
2025-27 Biennium																
2025-27 LAB				-	-	4,725,139	-	-	-	4,725,139						
Detail of Reductions to 2025-27 Legislatively Adopted Budget																
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Priority (ranked most to least preferred)		Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Gov. Reduction Target Yes / No	One-Time Yes / No	Describe the reduction and associated impact on services and outcomes. Please identify the source of Other Funds reductions.
Dept	Prgm/ Div															
Target (5%)					-	-	(236,257)									
Difference					-	-	(0)									

A834 Reduction Exercise

LAB	2.50%	2.50%	5%
4,725,139.00	118,128.48	118,128.48	236,256.95
PS -Office Mgr vacancy	(94,844.00)		(94,844.00) #0000524 MMS X0806 STEP 8 - 9 months
PS - ED Hire at STEP 1	(35,965.00)		(35,965.00) #0000521 MEAH Z7588 STEP 10 to STEP 1
In State Travel		(16,500.00)	(16,500.00) travel for staff and board members
Training		(17,383.95)	(17,383.95) training for staff and board members
Out of State Travel		(8,564.00)	(8,564.00) travel for board and exec dir out of state
AG		(63,000.00)	(63,000.00) attorney general support

(12,680.53)	12,680.53	-	Target Zero
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Office Mgr 9 months savings

9 month vacancy	94,844.00
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Executive Director LAB STEP 10 - Hire at STEP 1	
9 months STEP 10	174,104.00
VAP	(20,000.00)
9 months STEP 1	(118,139.00)
Savings	35,965.00

Office Manager  
#0000524 MMS X0806 STEP 8

Estimate											
Step:	8	Months	FTE	0.38	Fund Splits		0.0000	0.0000	1.0000	0.0000	1.0000
Acct	Account Description				Rates	General Funds	Lottery Funds	Other Funds	Federal Funds	All Funds	
3110	Class/Undass Sal. and Per Diem				6.791	0	0	61.119	0	61.119	
3210	Empl. Ret. Bd Assessments				3	0	0	27	0	27	
3220	Public Employees' Retire Cont				0.2104	0	0	12.859	0	12.859	
3230	Social Security Taxes				0.0765	0	0	4.676	0	4.676	
3241	Paid Family Medical Leave Insuran				0.004	0	0	244	0	244	
3250	Worker's Comp. Assess. (WCD)				1.74	0	0	16	0	16	
3270	Flexible Benefits				1.767	0	0	15.903	0	15.903	
Total OPE					5518	0	0	33.725	0	33.725	
Total Personal Services						0	0	94.844	0	94.844	

Executive Director  
\*0000521 MEAH Z7588 STEP 10 to STEP 1

Estimate												
Step:	1	Months	0	FTE	0.38	Fund Splits		0.0000	0.0000	1.0000	0.0000	1.0000
Acct	Account Description					Rates	General Funds	Lottery Funds	Other Funds	Federal Funds	All Funds	All Funds
3110	Class/Undass Sal. and Per Diem					8.799	0	0	79.164	0	79.164	79.164
3210	Empl. Ret. Bd Assessments					3	0	27	0	0	27	27
3220	Public Employees' Retire Cont					0.2104	0	0	16.656	0	16.656	16.656
3230	Social Security Taxes					0.0765	0	0	6.056	0	6.056	6.056
3241	Paid Family Medical Leave Insuran					0.004	0	0	317	0	317	317
3250	Worker's Comp. Assess. (WCD)					1.74	0	0	16	0	16	16
3270	Flexible Benefits					1.767	0	0	15.903	0	15.903	15.903
Total OPE						4923	0	0	38.975	0	38.975	38.975
Total Personal Services						0	0	0	118.139	0	118.139	118.139

Estimate												
Step:	1	Months	0	FTE	0.38							
Acct	Account Description		Rates	General Funds	Lottery Funds	Other Funds	Federal Funds	All Funds				
3110	Class/Undass Sal. and Per Diem		13.611	0	0	122.517	0	122.517				
3210	Empl. Ret. Bd Assessments		3	0	0	27	0	27				
3220	Public Employees' Retire Cont		0.2104	0	0	25.778	0	25.778				
3230	Social Security Taxes		0.0765	0	0	9.373	0	9.373				
3241	Paid Family Medical Leave Insuran		0.004	0	0	496	0	496				
3250	Worker's Comp. Assess. (WCD)		1.74	0	0	16	0	16				
3270	Flexible Benefits		1.767	0	0	15.903	0	15.903				
	Total OPE		4211	0	0	51,587	0	51,587				
	Total Personal Services		0	0	0	174,104	0	174,104				

OR0205173 VA Balance 188 hrs \$ 20,000.00