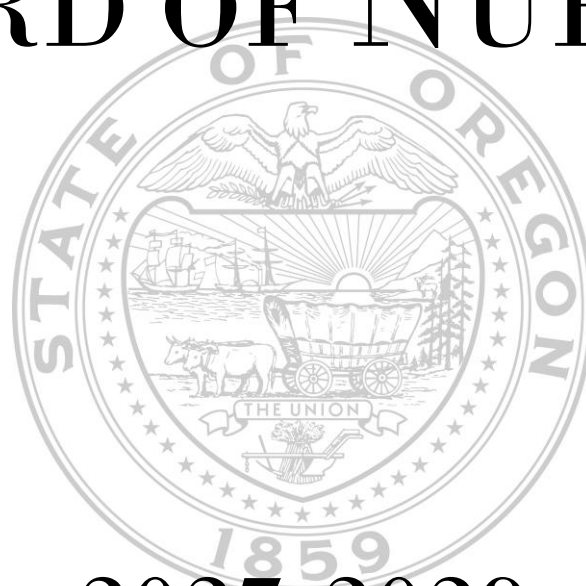


OREGON STATE BOARD OF NURSING



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 State Board of Nursing

AGENCY NAME

17938 SW Upper Boones Ferry Rd., Portland, OR 97224

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

HB 5023 A BUDGET REPORT and MEASURE SUMMARY

Carrier: Sen. Campos

Joint Committee On Ways and Means

Action Date: 05/23/25

Action: Do pass the A-Eng bill.

Senate Vote

Yeas: 8 - Bonham, Broadman, Campos, Frederick, Lieber, Manning Jr, McLane, Sollman

Nays: 2 - Anderson, Smith DB

Exc: 1 - Girod

House Vote

Yeas: 9 - Bowman, Breese-Iverson, Evans, Gomberg, Levy E, Ruiz, Sanchez, Smith G, Valderrama

Nays: 2 - Cate, Drazan

Exc: 1 - Owens

Prepared By: Jason Trombley, Department of Administrative Services

Reviewed By: MaryMichelle Sosne, Legislative Fiscal Office

Board of Nursing

2025-27

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	\$ 26,556,362	\$ 29,229,166	\$ 30,712,190	\$ 4,155,828	15.7%
Total	\$ 26,556,362	\$ 29,229,166	\$ 30,712,190	\$ 4,155,828	15.7%

Position Summary

Authorized Positions	61	61	64	3
Full-time Equivalent (FTE) positions	59.78	60.90	63.90	4.12

⁽¹⁾ Includes adjustments through January 2025

* Excludes Capital Construction expenditures

Summary of Revenue Changes

Funding for the Oregon State Board of Nursing is primarily supported through Other Funds revenues generated from examination, licensing, and renewal application fees. The Subcommittee recommendation includes a fee increase on all license types and is expected to add \$8,079,815 Other Funds revenue. The Board also receives matching federal revenue through the Oregon Department of Human Services (ODHS) for regulating the nursing assistant's program in Oregon in compliance with the Federal Omnibus Reconciliation Act of 1987. For the 2023-25 biennium, the Agency is expected to receive a net of \$1.7 million in matching revenue from ODHS. The recommended budget will leave an ending balance of approximately nine months of operating funds.

Summary of Human Services Subcommittee Action

The Oregon State Board of Nursing protects the public's health, safety, and well-being through the regulation of nursing practice and nursing education. The Board licenses Registered Nurses, Licensed Practical Nurses, Nurse Practitioners, Certified Registered Nurse Anesthetists, and Clinical Nurse Specialists. The Board also certifies Certified Nursing Assistants and Certified Medication Aides.

The Subcommittee recommended a budget of \$30,712,190 Other Funds expenditure limitation and 64 positions (63.90 FTE). This represents a 15.7% increase from the 2023-25 legislatively approved budget. The Subcommittee recommended the following packages:

- **Package 100: Fee Increases.** This package increases fees on examinations, new applications, renewals, reactivations, reinstatements, and endorsements. The increased fees will allow the Agency to raise enough revenue to adjust for cost inflation and continue current programs. This package increases Registered Nurse and Advanced Practical Registered Nurse fees by \$100 from \$145 to \$245, and

Licensed Practical Nurses by \$35 from \$145 to \$180. The Agency projects this will provide a sufficient ending balance without further fee increases until 2031-33. The Agency last increased fees in 2009. The fee increases will go into effect on July 1, 2025.

- Package 101: Personal Services. This package increases ongoing Other Funds expenditure limitation by \$787,135 to reclassify positions to better represent the positions' duties and better align with the Agency's manager-to-staff ratio. It establishes two permanent full-time investigator positions to complete more timely investigations and eliminates a fiscal analyst.
- Package 102: Special Payments. This package increases ongoing Other Funds expenditure limitation by \$150,000 to keep up with pass through money that is raised through a \$9 surcharge on license applications and renewals for the Oregon Nursing Advancement Fund.
- Package 103: Vendor Fees. This package increases ongoing Other Funds expenditure limitation by \$150,000 to account for inflation of vendor testing fees associated with nursing assistant and medication exams. The need for additional expenditure limitation has increased as the number of exams taken has increased.
- Package 801: LFO Adjustments. This package increases ongoing Other Funds expenditure limitation by \$395,889. This funding establishes one permanent full-time Investigator 3 position (1.00 FTE) to help reduce the average caseload from 100 to 50, and one permanent full-time Administrative Specialist position (1.00 FTE) to assist with subpoena requests.

Summary of Performance Measure Action

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

DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

Oregon State Board of Nursing
Jason Trombley – 971-719-3903

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 *	\$ -	\$ -	\$ 26,556,362	\$ -	\$ -	\$ -	\$ 26,556,362	61	59.78
2025-27 Current Service Level (CSL)*	\$ -	\$ -	\$ 29,229,166	\$ -	\$ -	\$ -	\$ 29,229,166	61	60.90
SUBCOMMITTEE ADJUSTMENTS (from CSL)									
SCR 85100-001 - Board Operations									
Package 101: Personal Services									
Personal Services	\$ -	\$ -	\$ 787,135	\$ -	\$ -	\$ -	\$ 787,135	1	1.00
Package 102: Special Payments									
Special Payments	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000		
Package 103: Vendor Fees									
Services and Supplies	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000		
Package 801: LFO Analyst Adjustments									
Personal Services	\$ -	\$ -	\$ 392,289	\$ -	\$ -	\$ -	\$ 392,289	2	2.00
Services and Supplies	\$ -	\$ -	\$ 3,600	\$ -	\$ -	\$ -	\$ 3,600		
TOTAL ADJUSTMENTS	\$ -	\$ -	\$ 1,483,024	\$ -	\$ -	\$ -	\$ 1,483,024	3	3.00
SUBCOMMITTEE RECOMMENDATION *	\$ -	\$ -	\$ 30,712,190	\$ -	\$ -	\$ -	\$ 30,712,190	64	63.90
% Change from 2023-25 Leg Approved Budget	0.0%	0.0%	15.7%	0.0%	0.0%	0.0%	15.7%	4.9%	6.9%
% Change from 2025-27 Current Service Level	0.0%	0.0%	5.1%	0.0%	0.0%	0.0%	5.1%	4.9%	4.9%

*Excludes Capital Construction Expenditures

Legislatively Approved 2025 - 2027 Key Performance Measures

Published: 5/20/2025 1:22:26 PM

Agency: Board of Nursing

Mission Statement:

The Oregon State Board of Nursing protects the public by regulating nursing education, licensure, and practice.

Legislatively Approved KPMs	Metrics	Agency Request	Last Reported Result	Target 2026	Target 2027
1. TIMELY RESOLUTION OF COMPLAINTS - Percent of cases investigated and referred to Board within 120 days of receipt of complaint.		Approved	27%	75%	75%
2. REDUCTION OF RECIDIVISM - Percent of disciplined licensees with a new complaint within three years of Board closing original case with a disciplinary action.		Approved	2%	1%	1%
3. CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as good or excellent: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	1) Accuracy	Approved	89%	95%	95%
	2) Availability of Information		82%	95%	95%
	3) Expertise		88%	95%	95%
	4) Helpfulness		83%	95%	95%
	5) Timeliness		84%	95%	95%
	6) Overall		86%	95%	95%
4. TIMELY LICENSING - Percent of licensing applications processed within five days.		Approved	100%	100%	100%
5. EFFECTIVE GOVERNANCE - Percent of total best practices met by the Board.		Approved	100%	100%	100%

LFO Recommendation:

The Legislative Fiscal Office recommends approval of the Key Performance Measures and targets as proposed.

The proposal includes the following technical change, KPM #4 has been updated from, “percent of licensing applications processed within target” to “percent of licensing applications processed within 5 days.” The technical adjustment clarifies the target but does not change the measurement of the KPM.

SubCommittee Action:

The Human Services Subcommittee approved the Key Performance Measures and targets, as presented.

**Oregon State Board of Nursing
2027-29 Agency Request Budget**

AGENCY SUMMARY

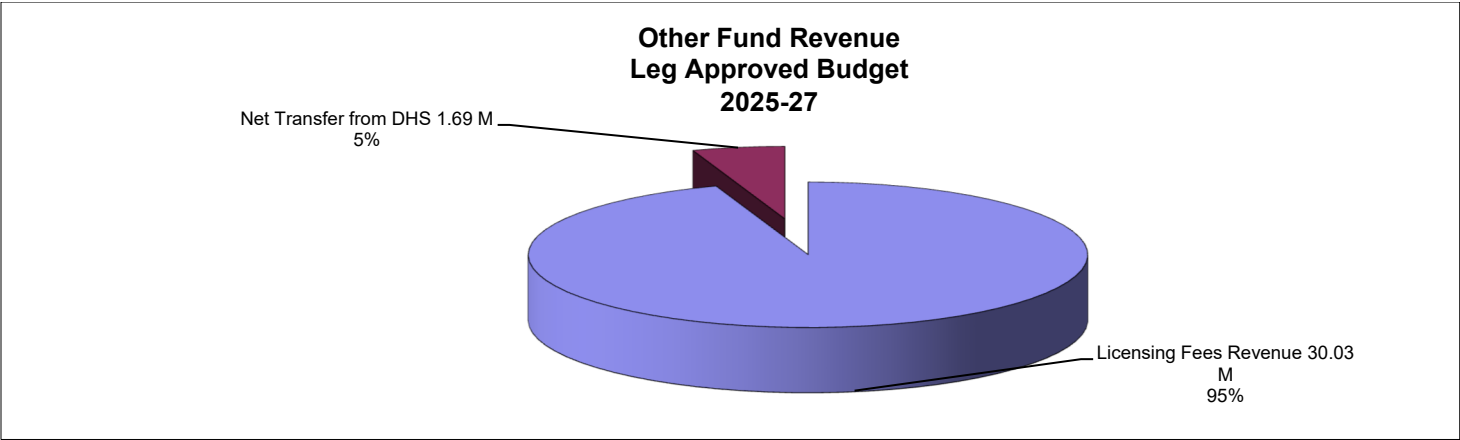
Agency Summary Narrative

The Oregon State Board of Nursing regulates the practice of nurses and nursing assistants to protect the public. It establishes standards for nursing practice, sets requirements for nursing education programs, and defines the minimum competencies needed to enter the professions it oversees. The Board also investigates and takes action when licensees violate the Nurse Practice Act.

Budget Summary:

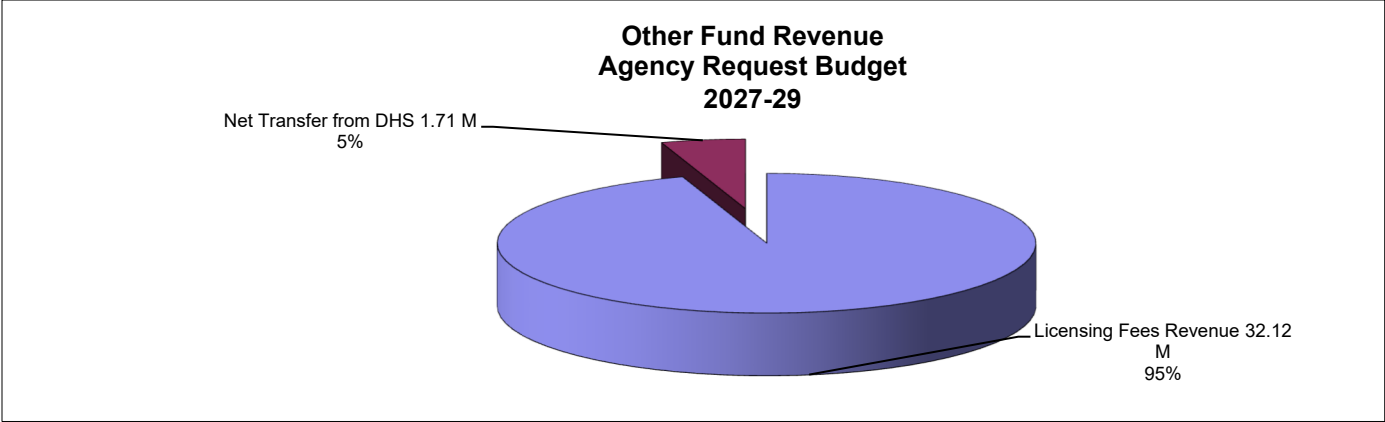
The Oregon State Board of Nursing is funded primarily through Other Funds, with about 95 percent of its revenue coming from examination, licensing, and renewal fees paid by registered nurses, licensed practical nurses, nurse practitioners, certified registered nurse anesthetists, clinical nurse specialists, certified nursing assistants, and certified medication aides. The Board also receives about 5 percent in federal matching funds through the Department of Human Services. Additional revenue comes from document sales, employer subscription fees, and civil penalty assessments. It is the Board’s policy to set fees as fairly and equitably as possible, and to ensure that fees do not exceed the cost of administering the programs they support.

In the 2025–27 Legislatively Adopted Budget, projected revenues combined with the 2023–25 ending balance were sufficient to cover ongoing costs, including salary roll-up and inflationary increases. The Board implemented fee increases in 2025–27 to cover rising costs and add new positions.

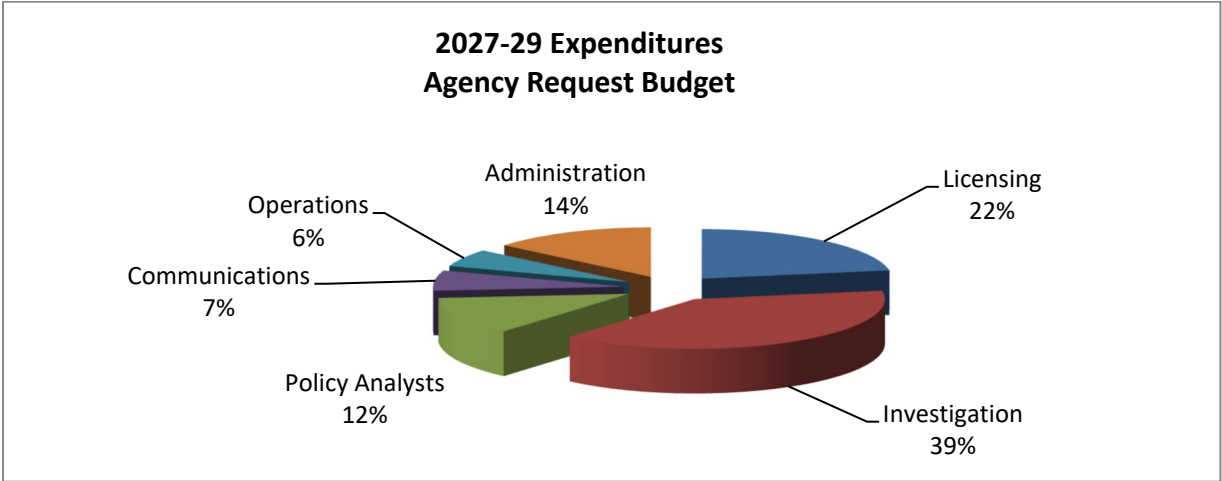


**Oregon State Board of Nursing
2027-29 Agency Request Budget**

In the 2027-29 Agency Request Budget, the estimated revenue and the operating reserve from 2025-27 are enough to cover the roll up costs of salary increases and inflation on the cost of goods.



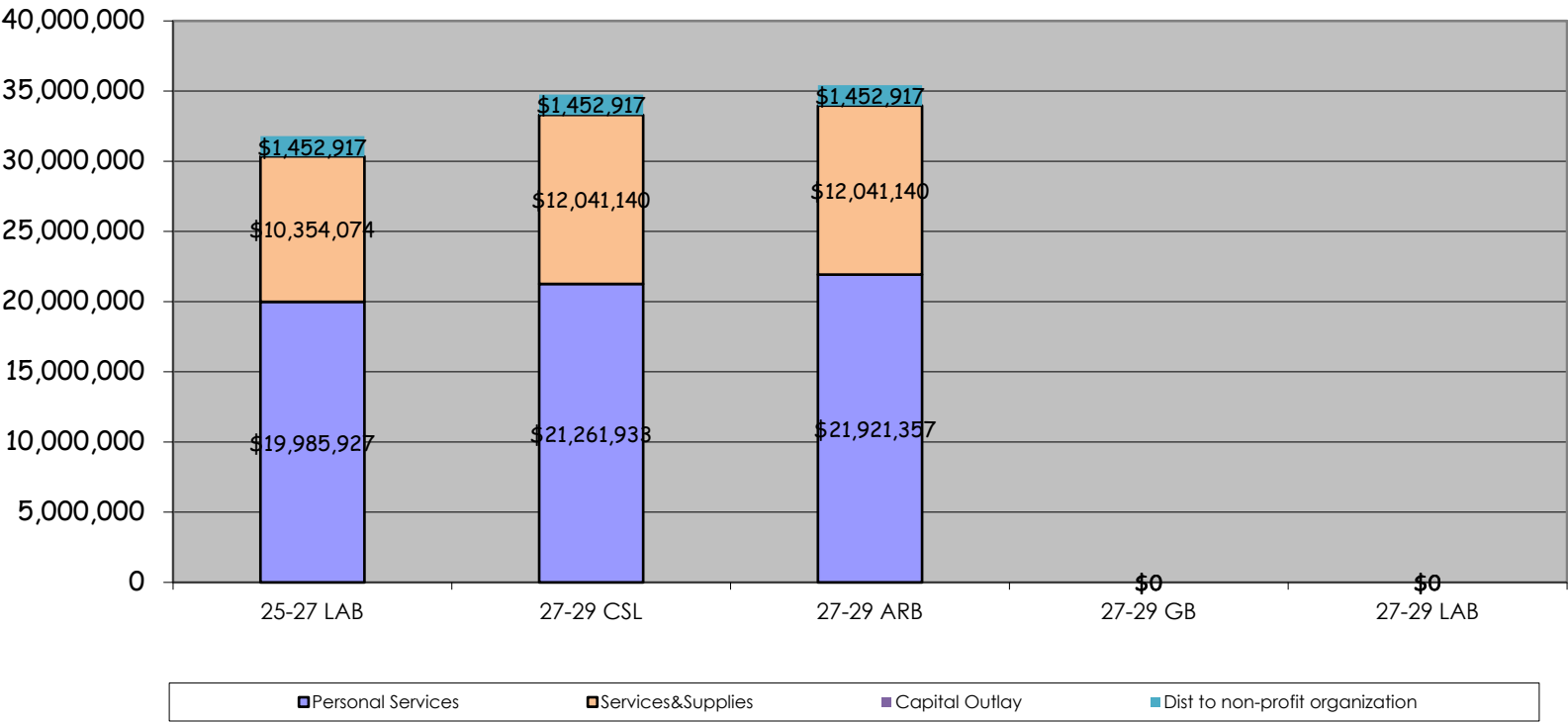
The budget is comprised of six organizational units: 1) Administration, 2) Nursing Policy Analysts, 3) Communications, 4) Operations, 5) Licensing, and 6) Investigations. The 2027-29 budgeted expenditures are shown below:



Oregon State Board of Nursing 2027-29 Agency Request Budget

The 2027-29 Agency Request Budget represents an 11.39% increase over the 2025-27 LAB. This estimated budget level provides sufficient revenue to establish a sufficient operating reserve for the agency, as recommended by the Department of Administrative Services.

Comparison of Expenditures
2025-27 to 2027-29



Oregon State Board of Nursing 2027-29 Agency Request Budget

Mission Statement & Statutory Authority

Mission Statement: The Oregon State Board of Nursing protects the public through regulatory excellence of education, licensure, and practice, and promoting nurse wellness.

Vision Statement

A safe and healthy public promoted through a healthy and diverse nursing workforce.

Statutory Authority: Oregon Revised Statute 678.010 to 678.448 and Oregon Administrative Rules 851-001-0000 to 851-070-0100.

Agency 2024 - 2027 Strategic Plan

With the mission and vision guiding the organization, the board has adopted the following strategic imperatives:

1. DEIA is critical at OSBN. Our DEIA committee will drive the implementation of a DEIA plan with key strategies for improvement.
 - a. Expand equitable access to OSBN services.
 - b. Increase partnerships with a diverse range of external organizations.
 - c. Engage in equitable and inclusive recruiting and hiring practices.
2. Customer Service and Communication: OSBN serves all Oregon citizens and providing excellent customer service is a critical imperative.
 - a. Improve our relationships with our customers.
 - b. Become a Trauma-informed agency.
 - c. Focus on Key Performance Measures.
3. Employee retention and recruitment: OSBN is focusing on retention and recruitment to increase staff wellbeing and to ensure the agency's succession plan is supported.
 - a. Complete an agency infrastructure needs assessment.
 - b. Improve recruitment and retention.



2024
2027

Oregon State Board of Nursing

Strategic Plan

Table of Contents

1. Overview
2. Mission and Vision
3. Values
4. Strategic Focus
5. Strategic Imperative #1
6. Strategic Imperative #2
7. Strategic Imperative #3
8. Phased Approach
9. Monitoring and Evaluating



Overview

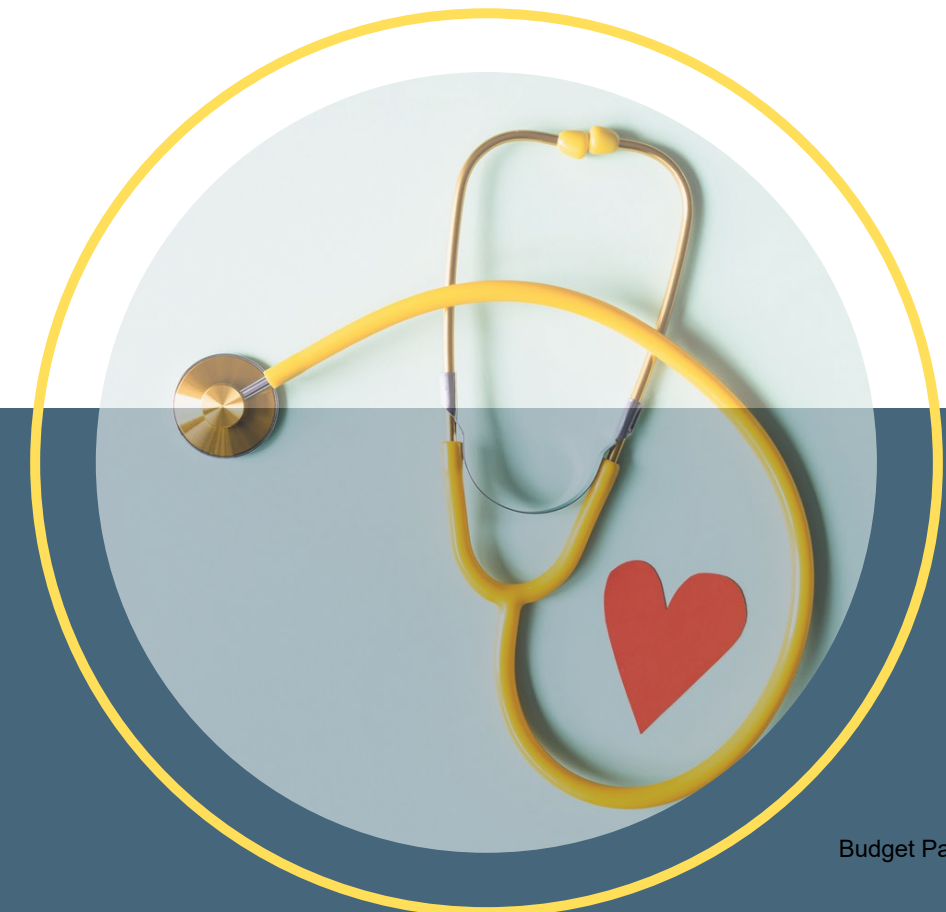
The Oregon State Board of Nursing (OSBN) was established in 1911. [The nine OSBN board members are appointed by the Governor](#) and include two public members, four registered nurses, one licensed practical nurse, one certified nursing assistant, and one nurse practitioner.

The four RN members represent various areas of nursing practice as follows: one nurse educator, one nurse administrator, and two direct-care non-supervisory nurses. They also represent a variety of geographic locations. Board members serve three-year terms. The OSBN is part of the executive branch of Oregon state government.

The OSBN meets regularly throughout the year, holding five in-person meetings and seven teleconferenced meetings. It may hold special meetings if necessary. Board meetings are open to the public. The OSBN employs a staff of about 50 who provide customer service and assist the Board in carrying out its mission.

The OSBN, with the help of its staff:

- Interprets the Oregon Nurse Practice Act;
- Evaluates and approves nursing education and nursing assistant training programs;
- Issues licenses and renewals;
- Investigates complaints and takes disciplinary action against licensees who violate the Oregon Nurse Practice Act;
- Maintains the nursing assistant registry and administers competency evaluations for nursing assistants; and,
- Provides testimony to the legislature and other organizations as needed.





OSBN Mission

The Oregon State Board of Nursing is committed to protecting the public through regulatory excellence and promoting the wellness of our nursing professionals.

OSBN Vision

A safe and healthy public promoted through a healthy and diverse nursing workforce.

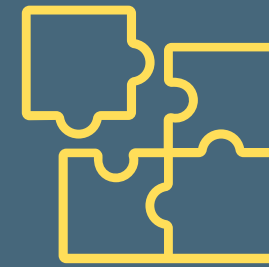
OSBN Values



Collaboration:
We are inclusive and respectfully accept and contribute valuable ideas to achieve goals



Innovation: We empower change through teamwork and transparency



Integrity: We inspire trust and excellence through professionalism and accountability



Simplicity:
We reduce barriers through clear communication and streamlined processes



Stewardship: We serve the public through responsive and effective use of financial, physical and people resources



Strategic Focus

This strategic plan lays out OSBN's imperatives for the next four years.

The imperatives are critical focus areas. Each imperative has supporting objectives and strategies that outline how OSBN will drive and measure improvement across the imperative areas.

Strategic Imperative #1

Diversity, Equity, Inclusion, and Accessibility

DEIA is critical at Oregon State Board of Nursing. Our DEIA Committee will drive the implementation of a DEIA plan with key strategies for improvement.

Objective 1: Increase access to OSBN services

Strategies:

- Improve language access services to our customer by phone.
- Provide multiple pathways and languages to submit complaints.
- With an intentional equity lens, add inclusive language to policies, procedures, and Nurse Practice Act.

Objective 2: Increase diversity of external partners

Strategies:

- Ensure diversity within Board Members.
- Ensure diversity within Rule Advisory Committees.

Objective 3: Recruiting and hiring

Strategies:

- With an intentional equity lens, add inclusive language on job postings.
- Review, update, and monitor hiring processes, including recruitment, interview procedures, and hiring outcomes.

Strategic Imperative #2

Customer Service and Communication

OSBN serves all Oregon citizens and providing excellent customer service is a critical imperative.

Objective 1: Improve our relationships with our customers

Strategies:

- Optimize customer service
 - Increase phone hours and Improve phone technology.
 - Improve language access.
 - Simplify application and complaint forms.

Objective 2: Become a Trauma-Informed Agency

Strategies:

- Implement ongoing training in trauma informed practices.
- Ensure application questions are trauma informed and free from stigmatizing language.

Objective 3: Focus on Key Performance Measures

Strategies:

- Maintain 2023 application timeliness performance as measured by time from complete license application to license determination.
- Overall Customer Satisfaction (good and excellent) – target 2% improvement each year over 2023.

Strategic Imperative #3

Employee Retention and Recruitment

OSBN is focusing on retention and recruitment to increase staff well being and to ensure the agency's succession plan is supported.

Objective 1: Complete an agency infrastructure needs assessment

Strategies:

- Identify opportunities to create growth and development pathways for staff and leaders.
- Identify areas of redundancy and inefficiency and streamline infrastructure.

Objective 2: Improve recruitment and retention

Strategies:

- Broaden recruiting strategies.
- Implement comprehensive onboarding and new employee training program.
- Design and implement a cross-training program.
- Develop pathways for staff and leader development and progression based on needs assessment.

Phased Approach

Phase 1: Clarity

Timeline: January 2024 - June 2024

What environmental factors must we consider, and what are the customer and partner's perceptions about Oregon and the agency?

Mission

Our purpose is not just a statement anymore; it's a collective call to action that each one of us plays a crucial role in.

Vision

What is the ideal future state we are trying to create?

Values

Our values are the internal fundamental beliefs that shape how we work together and serve our mission.

Phase 2: Focus and Action

Timeline: June 2024 - December 2025

Priorities

What must be accomplished over the planning horizon?

Goals

What collective action do we need to take to deliver on our priorities?

Metrics

How will we measure success?

Phase 3: Implement, Evaluate, and Measure

Timeline: January 2026- December 2027

Action Plan

What actions need to be taken by teams to achieve plan priorities?

Track Progress

How are we doing? This is not just a question but a call for each of us to take responsibility, adjust, or take different actions to ensure the success of our strategic plan.

Report

Share results and progress toward plan goals.

Monitoring and Evaluating

The OSBN strategic plan has a four-year horizon. OSBN leaders and committees will drive the work forward on each critical imperative.

Progress will be continuously monitored.

Reports will be developed and shared with Board and Community partners quarterly.

Imperatives and objectives will be evaluated yearly.



Oregon State Board of Nursing 2027-29 Agency Request Budget

Program Descriptions

Administration

The Board of Nursing is made up of nine members appointed by the Governor. The membership includes two public members, four Registered Nurses, one Licensed Practical Nurse, one Nurse Practitioner (representing all advanced practice nursing roles), and one Certified Nursing Assistant. The four RN members represent key areas of nursing practice: one nurse educator, one nurse administrator, and two direct-care, non-supervisory nurses. Board members also reflect a range of geographic regions across the state. Each member serves a three-year term. The Board meets six times a year and may hold special meetings as needed. All Board meetings are open to the public, and the meeting schedule is available on the Board's website.

The Administration section supports the Board's work and provides overall organizational leadership for the agency. Its responsibilities include streamlining internal processes to improve performance, identifying outdated statutes for potential legislative updates, and strengthening customer service and community outreach.

Nursing Policy Analysts

This section is responsible for Board-directed updates to administrative rules, policies, and interpretive statements. The team also leads a robust outreach program to educate nurses and stakeholders on the Nurse Practice Act, consults periodically with investigative staff, and approves educational programs for nurses and nursing assistants.

The Education Policy Analyst surveyed six RN and LPN programs and one APRN program in FY 2025 and six programs in FY 2026. The Nursing Assistant Program Policy Analyst approved or surveyed 34 nursing assistant or medication aide programs in FY 2025 and programs in FY 2026. In addition, policy staff delivered 51 educational outreach presentations to nursing programs and healthcare facilities in FY 2025 and 46 presentations in FY 2026.

The OSBN contracts with an independent vendor to administer nursing assistant and medication aide examinations. In FY 2025, 8,242 CNA exams and 214 CMA were administered. In FY 2026, the vendor administered 9,432 CNA exams and 345 CMA exams. This section also maintains the Nurse Aide Registry in compliance with the federal Omnibus Budget Reconciliation Act of 1987 (OBRA).

Communications

The OSBN Communications Manager leads the Board's public relations initiatives. Responsibilities include managing media relations, overseeing both internal and external websites, producing monthly news bulletins, and coordinating quarterly newsletters.

Oregon State Board of Nursing 2027-29 Agency Request Budget

Licensing

The Licensing department manages all licensing and certification activities for nurses, nursing assistants, and medication aides. Demographic information collected through these processes is shared with Oregon's Office of Health Policy and Research and other state agencies to support workforce analysis and ensure compliance with state law. This data is also used by other states and national organizations working to address nursing workforce challenges.

Licensing technicians assist the public and licensees by explaining licensure requirements and providing information about the agency. The Board currently licenses approximately 100,000 nurses and 23,000 nursing assistants. Law Enforcement Data System (LEDS) checks are conducted for all initial and renewal applications, and federal fingerprint background checks are required for all initial applicants. In FY 2026, the agency issued 21,190 new licenses requiring fingerprinting, including 10,734 endorsement applications from nurses and nursing assistants relocating to Oregon.

Operations

Led by the Operations and Fiscal Manager, the Operations department focuses on budgeting, accounting, purchasing, and contract management. This department also leads the Information Technology team, ensuring that all operational needs are met.

Investigations

The Investigations department reviews complaints alleging violations of the Oregon Nurse Practice Act and supports the Board in determining appropriate disciplinary action. Investigators prepare detailed case reports for the Board or for hearings, monitor licensees who are under disciplinary orders, and follow up on potential violations of the Nurse Practice Act. In FY 2026, the agency opened 1,207 cases involving nurses and nursing assistants.

Oregon State Board of Nursing 2027-29 Agency Request Budget

Criteria for 2027-29 Budget Development

The 2027-2029 biennial budget request reflects an Other Fund budget that stabilizes and enhances the agency's efforts to meet their mission and initiatives.

The specific objectives of the 2027-2029 budget development are as follows:

1. To ensure that all Board activities comply with both regulatory and legal requirements.
2. To maximize technology to improve customer service, respond to disciplinary issues in the most efficient manner possible, and ensure operational efficiency.
3. To ensure that the agency has an adequate operating reserve to meet salary and benefit increases in 2027-29 and to address unexpected financing issues as they arise during the biennium.

Assumptions made in budget development:

1. The overall budget increase at the Agency Request Budget level over LAB is 11.39%, contributed by a 9.68% increase in personal services and a 16.29% increase in Services & Supplies costs. The primary driver in the increased budget is inflation and new positions.
2. Revenues are expected to increase due to growth in the number of newly licensed nurses and those endorsing into the state. The Board will have sufficient funds to cover both the Agency Request Budget expenditures and a sufficient operating reserve amount.

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?** OSBN Chief of Staff, Kimberly Goddard
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?**

The Oregon State Board of Nursing's mission—to protect the public through the regulation of nursing education, licensure, and practice—directly supports racial equity by ensuring that all Oregonians receive safe and competent nursing care, regardless of race or background. Our regulatory oversight promotes consistent standards across all nursing programs and licensees, which helps reduce disparities in care quality experienced by communities of color. OSBN's commitment to evidence-based policy, public transparency, and community protection ensures that regulatory decisions consider the diverse populations served by the nursing workforce.

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

Regulatory systems may unintentionally reflect broader structural inequities—for example, differences in access to education, financial stability, or licensure preparation resources can disproportionately affect applicants of color. Stakeholder engagement is improving but remains a challenge; communities with less historical connection to regulatory agencies may be underrepresented in feedback processes. Finally, OSBN's statutory authority focuses heavily on safety and compliance, which can constrain opportunities for broader equity-driven initiatives.

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

Opportunities include increasing outreach to culturally specific organizations and strengthening partnerships with nursing education programs that serve underrepresented communities. The Board's position as a statewide regulator also provides a platform to promote equitable pathways

into nursing and support initiatives that reduce barriers to licensure. OSBN can further advance equity by embedding equity-focused assessments in policy reviews, disciplinary processes, and program approvals.

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

OSBN incorporates community voice through public board meetings, rulemaking comment periods, rule advisory committees, and direct engagement with professional associations and education programs. Feedback from community partners, educators, licensees, and culturally specific organizations helps inform regulatory updates and program approvals. OSBN also reviews community concerns raised through the complaint process and considers these patterns when evaluating potential disparities or identifying areas for policy improvement.

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

OSBN tracks indicators such as applicant and licensee demographics, education program outcomes, examination pass rates, and complaint/disciplinary trends. Additional measures include monitoring access to regulatory services, evaluating participation rates in public processes, and reviewing workforce diversity trends reported by education programs or statewide health workforce partners. OSBN is working toward more consistent demographic data collection to improve the precision of equity assessments.

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

While OSBN's current data sources are limited, available indicators suggest potential disparities in examination pass rates, entry into nursing programs, and financial or structural barriers that affect applicants from communities of color. National and statewide workforce data indicate lower representation of certain racial and ethnic groups in nursing compared to Oregon's population, which may reflect broader inequities in educational access and career pathways. OSBN continues to refine its data collection and analysis to more accurately identify and address these trends.

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.

POP 101 proposes adding 2.00 FTE Investigator 3 and 1.00 FTE Compliance Specialist 2 to the OSBN.

2. Why is the POP being proposed?

OSBN continues to experience increased complaints and subsequently higher caseloads. Growth in Oregon's nursing professional workforce and increased complexity of investigations have contributed to significant caseload pressures on existing investigative staff.

Current staffing levels are insufficient to allow for timely resolution of complaints or to maintain OSBN's internal standards for investigative quality and workload distribution. Delays in investigations and follow-up actions reduce the Board's ability to respond promptly to high-risk situations, impacting public safety and licensee accountability.

These positions are essential to meeting increasing regulatory workload demands, reducing investigation timelines, improving case resolution efficiency, and maintaining OSBN's commitment to public safety.

Consultation

3. Who is completing this REIS?

Chief of Staff, Kimberly Goddard

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

HR Manager, Kelly Stiles

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.).

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:

Not applicable

- a. How did you identify these impacted groups?
- b. What data are you using to validate your assessment? If possible, use outreach and engagement feedback to gather information and insight.
- 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.
- d. How are communities impacted by this POP? What are the disproportionate impacts? Please be specific.

Public safety for vulnerable populations would potentially be impacted.

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:

Not applicable

- 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.
- 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.

Not applicable

- b. How disparities would likely persist or worsen.

Public safety for vulnerable populations would potentially be impacted.

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

- a. How will progress be reported?

HR will monitor for outcomes in accordance with the agency DEIA plan.

- b. How will leadership be informed of equity impacts?

HR will meet regularly with leadership and with the DEIA committee to review progress.

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

OSBN's strategic plan highlights progress in DEIA hiring practices. This report is updated annually, presented to the Board, and posted on the OSBN website.

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.

POP 102 proposes adding two new positions to the Oregon State Board of Nursing: a Registered Nurse with long-term care (LTC) experience and an Advanced Practice Registered Nurse (APRN).

2. Why is the POP being proposed?

This expansion is intended to strengthen the Board's ability to regulate nursing practice across diverse care settings while ensuring that regulatory decisions reflect the needs, lived experiences, and health outcomes of Oregon's communities, especially those most impacted by inequities in health and access to care.

Consultation

3. Who is completing this REIS?

OSBN Chief of Staff, Kimberly Goddard

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

OSBN's HR Manager, Kelly Stiles

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.).

OSBN's Executive Director spoke directly with community partners about the need for LTC and APRN representation. The LTC position will bring additional insight into nursing care of vulnerable populations. The APRN position, based on current data, will bring additional insight into risk factors for SUD within the healthcare setting.

Community Engagement and Data

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:

- c. How did you identify these impacted groups?

Impacted groups were identified based on the scope of the Board of Nursing's mission. The LTC and APRN Board member roles were identified following review of workforce trends, complaints, active investigations, and disciplinary actions. A key component of the APRN addition is the 26.1% increase in nurse practitioner workforce between 2022 – 2024. Oregon's aging population is anticipated to increase LTC needs, growing the LTC workforce, and subsequently the need for LTC perspective reflected on the Board.

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

Internal: OSBN licensure data, complaint tracking, and case resolution.

External: Outreach to key agency partners and nursing professional organizations. Oregon Health Authority workforce data.

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

Not applicable

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

All Oregonians under the care of nurses and nursing assistants are impacted by the decisions of the Board of Nursing. Ensuring representation of the broader scope of nursing practice settings and roles is essential to ensuring fair and equitable decision making. No disproportionate impacts are anticipated from this POP.

- 7. 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.

The Executive Director discussed the need with partners across the state, including nursing professional associations and nursing workforce center. Perspectives were also gathered during OSBN Community outreach presentations, and during public Board meetings. OSBN will continue to work with partners as we recruit for Board Member applicants to fill these roles.

- 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

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

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

There is no anticipated impact to racial or ethnic communities.

The impacted communities would include those served by LTC or APRN's, which includes many underserved communities, elderly and vulnerable populations.

b. How disparities would likely persist or worsen.

Without Board representation of nursing in LTC settings, and broader understanding of the multiple APRN roles, the Board decision making related to these groups would lack these diverse perspectives. To ensure fair, just decision making regarding all license and certificate holders, broader membership will decrease the risk of disparities underlying Board decision making.

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

a. How will progress be reported?

Not applicable

b. How will leadership be informed of equity impacts?

Not applicable

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

Not applicable



Oregon State Board of Nursing Diversity, Equity,
Inclusion & Accessibility Action Plan

Oregon State Board of Nursing Diversity, Equity, Inclusion & Accessibility Action Plan

A Message to the Public, the OSBN Esteemed Board Members, and Employees from Executive Director Rachel Prusak, MSN, APRN, FNP

The Oregon State Board of Nursing (OSBN) has a unique opportunity to join other state agencies in DEIA efforts. By embracing Diversity, Equity, Inclusion, and Accessibility at OSBN, we can create a work environment that is not only more vibrant and inclusive but also more productive and fulfilling. This is not about virtue signaling or action plans on a shelf. DEIA is not about compromising or lowering our standard of excellence and reducing expectations from our workforce. On the contrary, it requires us to elevate our standards and practices to ensure we strategically afford all persons a fair and equitable opportunity for employment and advancement based on their knowledge, skills, and abilities.

DEIA is a concept that is already deeply embedded in our organizational values. It's a concept and a commitment to raising our standards to enhance customer service and improve internal and public-facing interactions, perceptions, outreach, and engagement efforts. By doing DEIA work well, we are not just meeting external expectations, but also aligning with our core values, reinforcing our commitment to diversity, equity, inclusion, and accessibility. This means leading by example in our offices and communities, ensuring we embrace differences, uphold the rights of all individuals, and, despite our differences, treat everyone with dignity and respect.

Integrity: We inspire trust and excellence through professionalism and accountability.

Collaboration: We are inclusive and respectfully accept and contribute valuable ideas to achieve goals.

Stewardship: We serve the public through responsiveness and effective use of financial, physical, and people resources.

Simplicity: We reduce barriers to clear communication and streamlined processes.

Innovation: We empower change in teamwork and transparency.

I am asking OSBN to reaffirm our commitment to these values and advance in our mission. Your role in this mission is crucial, and your contributions are highly valued. Together, we can make a significant difference in our organization and the communities we serve.

Sincerely,

Rachel Prusak, MSN, APRN, FNP Executive Director OSBN

Definitions

Diversity means honoring and including people of diverse backgrounds, identities, and experiences collectively and as individuals. It emphasizes the need for sharing power and increasing representation of communities that are systemically underrepresented and under-resourced. These differences are strengths that maximize the state's competitive advantage through innovation, effectiveness, and adaptability.

Equity acknowledges that not all people, or all communities, are starting from the same place due to historical and current systems of oppression. Equity is the effort to provide various levels of support based on an individual's or group's needs to achieve fairness in outcomes. Equity actionably empowers communities most impacted by systemic oppression and requires redistributing resources, power, and opportunity to those communities.

Inclusion is a state of belonging when persons of diverse backgrounds, experiences, and identities are valued, integrated, and welcomed equitably as decision-makers, collaborators, and colleagues. Inclusion is the environment that organizations create to allow these differences to thrive.

Accessibility is the practice of making information, activities, and environments sensible, meaningful, and usable for as many people as possible.



Mission, Vision, And Values

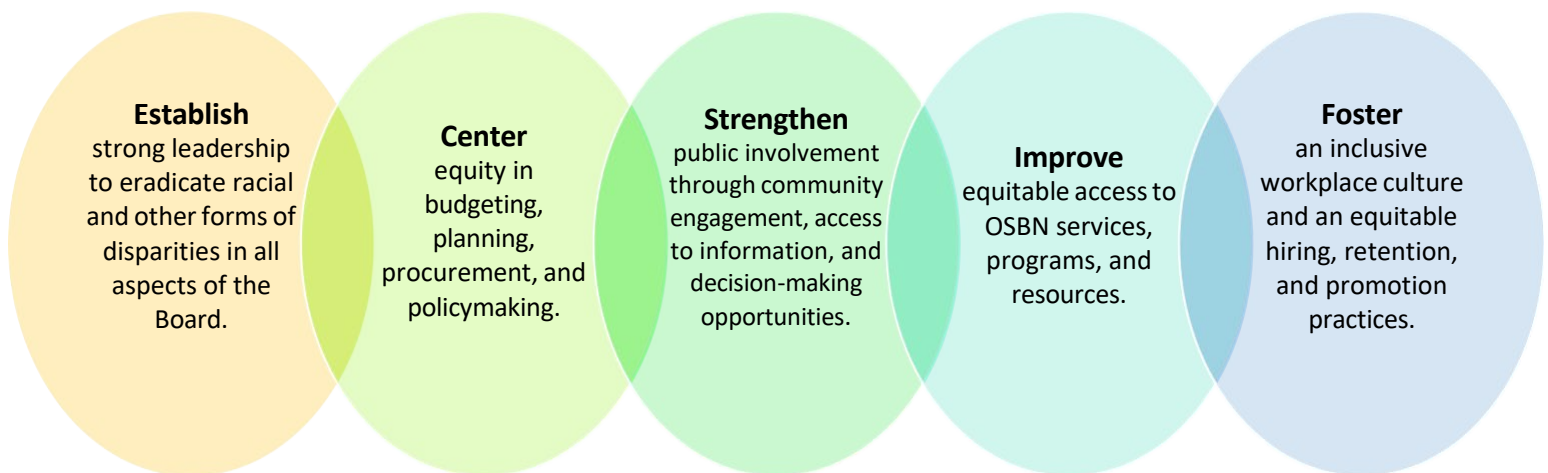
OSBN Mission: The Oregon State Board of Nursing is committed to protecting the public through *regulatory* excellence and promoting the wellness of *nursing professionals*.

OSBN Vision: A safe and healthy public promoted through a healthy and diverse nursing workforce.

OSBN Values: The Oregon State Board of Nursing values further the mission and shape the culture of the agency.

- **Integrity:** We inspire trust and excellence through professionalism and accountability.
- **Collaboration:** We are inclusive and respectfully accept and contribute valuable ideas to achieve goals.
- **Stewardship:** We serve the public through responsiveness and effective use of financial, physical, and people resources.
- **Simplicity:** We reduce barriers to clear communication and streamlined processes.
- **Innovation:** We empower change in teamwork and transparency.

Equity Goals



DEIA PLAN: Next Steps: The OSBN Executive Director gained clarity by connecting with the leadership team, the Office of Cultural Change within Department of Administrative Services, the OSBN Board and the OSBN Staff from January 2024 to May 2024. It is now time to focus and act. OSBN Board and Staff must adopt a statement of philosophy and create a DEIA committee.

- Adopt a Statement of Philosophy clearly explaining the board’s position on diversity, equity, inclusion, and accessibility outlining the value of the Board’s commitment to equitable processes for licensees, and the Board’s position against discrimination of any sort as a professional expectation.
 - **Timeline: September 2024**
- Create a DEIA committee and provide DEIA trainings topics such as anti-discrimination, health disparities and inequities, trauma-informed processes, and bias recognition, ensuring Board members and staff have understandings of how inequities relate to the patient safety mission of the Board.
 - **Timeline: September 2024**

Strategic Imperatives

Strategic Imperative 1: Increase Diversity of Board Members and External Partners:

Community engagement means collaborating with the community and building meaningful partnerships to inform decision-making. Engaging impacted communities ensures that OSBN plans are relevant, effective, and build on the existing solutions, ideas, and strengths that Oregon’s diverse communities have to offer. Fundamental to the role of the Board is the maintenance and strengthening of public trust in the practice of nursing and in professional self-regulation. **Actions:**

- Encourage diverse members of the public and licensees to apply for Board membership by partnering with state and local organizations representing communities that have been marginalized to identify potential appointees.
 - **Timeline: Yearly Vacancies**
- Encourage diverse members of the public and licensees to apply for Rule advisory committees by partnering with state and local organizations representing communities that have been marginalized to identify potential appointees.
 - **Timeline: Ongoing**

Strategic Initiative 2: Increase Access to OSBN Services: Collaborative and coordinated communication efforts are needed to reach people who have not been provided information sufficiently in the past. Services must be delivered equitably so that all Oregonians can access and benefit from the OSBN's work. **Actions:**

- Improve language access services on customer service phones.
 - **September: 2024**
- Provide multiple pathways and languages to submit complaints.
 - **December 2024**
- Publish articles in the quarterly *OSBN Sentinel* Publication featuring authors of diverse racial and ethnic communities and with a focus on DEIA in medical regulation, education, or patient care.
- **Timeline: December 2024**

Strategy 3: Recruiting & Hiring

OSBN promotes public service through intentional and purposeful recruitment, hiring, and retention of culturally and ethnically diverse staff, Board members, and committee members while ensuring a safe, inclusive, accessible, and belonging working environment for all. **Actions:**

- Promote equal employment opportunities and pay equity in the workplace.
 - **Timeline: June 2024**
- Review, update, and monitor hiring processes, including recruitment, interview procedures, and hiring outcomes.
 - **Timeline: December 2024**
- With an intentional equity lens, Review and update position descriptions and add inclusive language on job postings.
 - **Timeline: December 2024**

DEIA Action Plan: Implement, Evaluate, and Measure

Oregon State Board of Nursing will partner with the state office of Cultural Change to ensure alignment with enterprise efforts to promote diversity, equity, inclusion, and accessibility. This includes but is not limited to, ensuring all OSBN employees strive to be responsive to promote the ongoing practice of fostering an inclusive workplace culture in support of our agency's commitment to protecting the public.

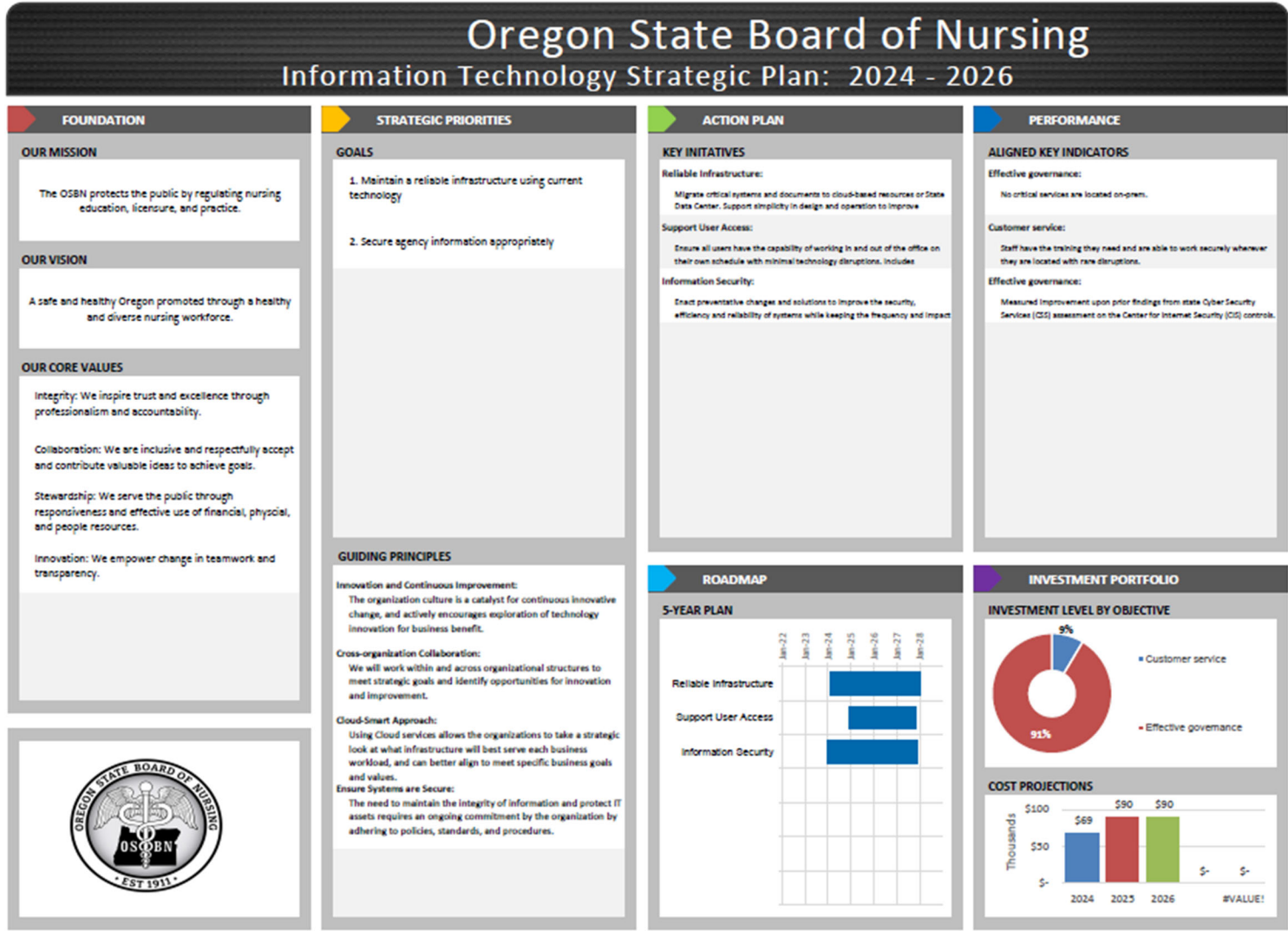
Oregon State Board of Nursing will also become a trauma informed agency. Empathy, Compassion, and Curiosity in Our Work of Equity, Diversity, Inclusion, and Accessibility. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities, and talent that our employees bring to their work represents a significant part of our culture, our reputation, and our achievement.

Oregon State Board of Nursing will gain an appreciation of the value our employees' differences in age, ability, race, ethnicity, family or marital status, gender identity or expression, language, national origin, political affiliation, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique and enrich our agency.

The Oregon State Board of Nursing is committed to increase our efforts to recruit, hire, train, develop, and support a workforce that reflects the diversity of our State. This commitment and ongoing practice will strengthen the agency and make us more effective in carrying out our mission.



Oregon State Board of Nursing 2027-29 Agency Request Budget



Summary of 2027-29 Biennium Budget

**Nursing, Board of
Nursing, Board of
2027-29 Biennium**

**Agency Request Budget
Cross Reference Number: 85100-000-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2025-27 Leg Adopted Budget	64	63.90	30,971,892	-	-	30,971,892	-	-	-
2025-27 Emergency Boards	-	-	821,026	-	-	821,026	-	-	-
2025-27 Leg Approved Budget	64	63.90	31,792,918	-	-	31,792,918	-	-	-
2027-29 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	1,332,597	-	-	1,332,597	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2027-29 Base Budget	64	63.90	33,125,515	-	-	33,125,515	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(70,739)	-	-	(70,739)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	14,148	-	-	14,148	-	-	-
Subtotal	-	-	(56,591)	-	-	(56,591)	-	-	-
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)	-	-	624,776	-	-	624,776	-	-	-
State Gov't & Services Charges Increase/(Decrease)			1,062,290	-	-	1,062,290	-	-	-

Summary of 2027-29 Biennium Budget

Nursing, Board of
Nursing, Board of
2027-29 Biennium

Agency Request Budget
Cross Reference Number: 85100-000-00-00-00000

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Subtotal	-	-	1,687,066	-	-	1,687,066	-	-	-
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	64	63.90	34,755,990	-	-	34,755,990	-	-	-

Summary of 2027-29 Biennium Budget

Nursing, Board of
Nursing, Board of
2027-29 Biennium

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070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2027-29 Current Service Level	64	63.90	34,755,990	-	-	34,755,990	-	-	-
080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - Agency Position Updates	2	2.10	648,658	-	-	648,658	-	-	-
102 - Board Member Increases	-	-	10,766	-	-	10,766	-	-	-
Subtotal Policy Packages	2	2.10	659,424	-	-	659,424	-	-	-
Total 2027-29 Agency Request Budget									
	66	66.00	35,415,414	-	-	35,415,414	-	-	-
Percentage Change From 2025-27 Leg Approved Budget									
	3.13%	3.29%	11.39%	-	-	11.39%	-	-	-
Percentage Change From 2027-29 Current Service Level									
	3.13%	3.29%	1.90%	-	-	1.90%	-	-	-

Summary of 2027-29 Biennium Budget

**Nursing, Board of
Board Operations
2027-29 Biennium**

**Agency Request Budget
Cross Reference Number: 85100-001-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
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Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
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021 - Phase-in	-	-	-	-	-	-	-	-	-
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Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	624,776	-	-	624,776	-	-	-
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Summary of 2027-29 Biennium Budget

**Nursing, Board of
Board Operations
2027-29 Biennium**

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<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	-	-	1,687,066	-	-	1,687,066	-	-	-
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	64	63.90	34,755,990	-	-	34,755,990	-	-	-

Summary of 2027-29 Biennium Budget

**Nursing, Board of
Board Operations
2027-29 Biennium**

**Agency Request Budget
Cross Reference Number: 85100-001-00-00-00000**

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080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
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Percentage Change From 2027-29 Current Service Level									
	3.13%	3.29%	1.90%	-	-	1.90%	-	-	-

Program Prioritization for 2027-29

[illegible]

7. Primary Purpose Program/Activity Exists

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

19. Legal Requirement Code

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

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

Document criteria used to prioritize activities:

**Oregon State Board of Nursing
2027-29 Agency Request Budget**

Reduction Options

10% Reduction Options (ORS 291.216)

Activity or Program	Describe Reduction	Amount and Fund Type									Rank and Justification
		GF	LF	OF	NL-OF	FF	NL-FF	Total Funds	Pos.	FTE	
1. Health Professionals' Services Program (HPSP)	Since the Board of Nursing successfully transferred all Nurse Monitoring Program participants to HPSP in July 2010, the number of participants has steadily declined. The number of participants as of July 25, 2022, is 49 (45 Board-referred and four self-referred).			\$ 1,150,000				\$ 1,150,000	-	-	With the transfer of NMP participants to the HPSP, the cost has more than doubled.
1A. Transfer participants to probation	The estimated cost of the program during 2023-2025 is \$1,109,760. The estimated cost per participant is \$12,904. Elimination of HPSP program participation would result in program participants being placed on probation. Two additional compliance monitors would need to be hired at a cost of approximately \$340,000 per biennium, resulting in an overall savings of \$769,760.							\$ -	-	-	
2. Services and Supplies cuts	Cuts of Services and Supplies expenditures			\$ 650,000				\$ 650,000	-	-	
3. Position Cuts	Elimination of OS1, ISS6, & Inv 3 positions			\$ 850,000				\$ 850,000	-	-	
4. Position Cuts	Elimination of HC Inv and two PSR4 positions			\$ 850,000				\$ 850,000	-	-	
Total		\$ -	\$ -	\$ 3,500,000	\$ -	\$ -	\$ -	\$ 3,500,000	-	-	

X Agency Request

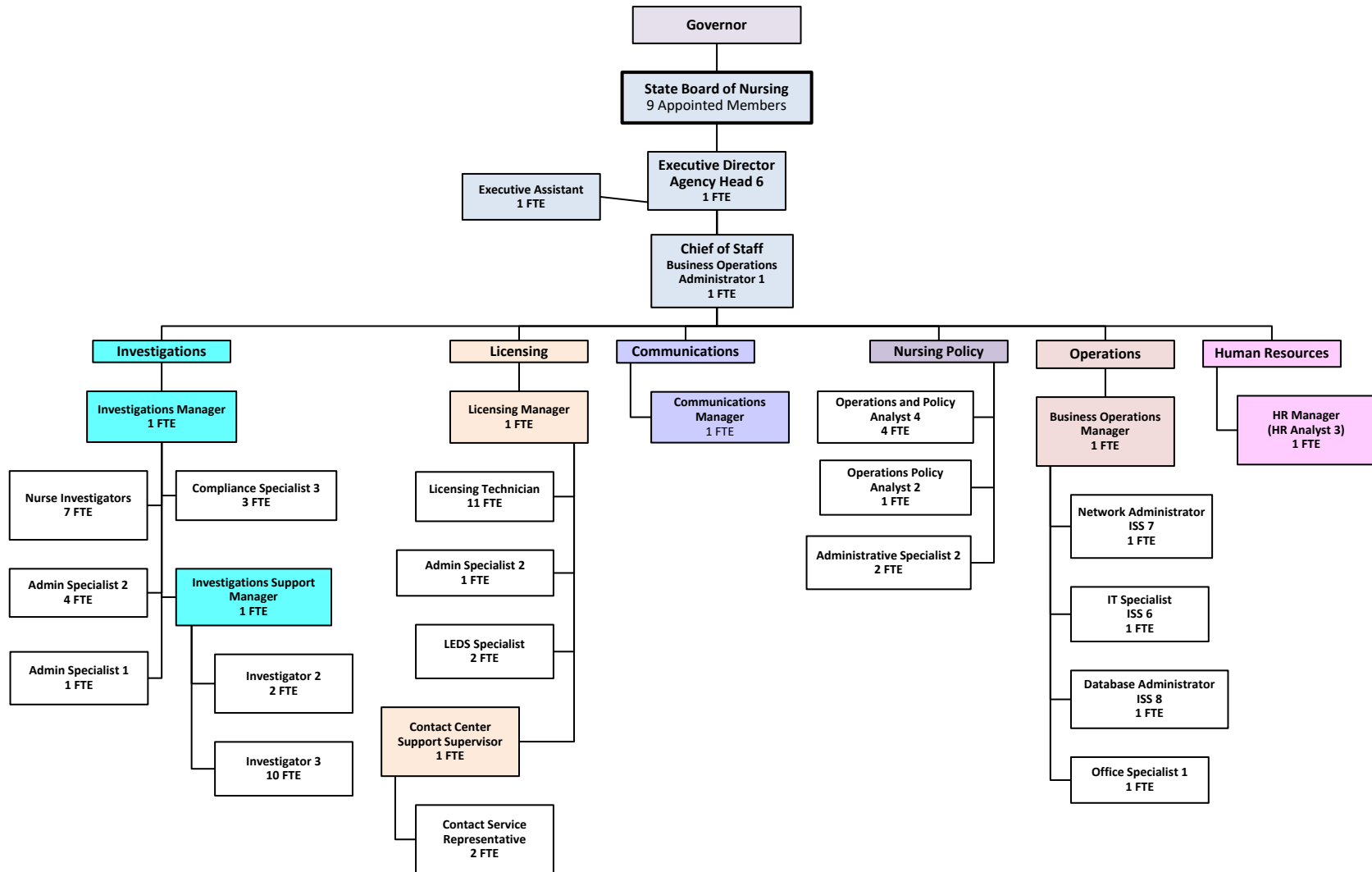
Governor's Recommended

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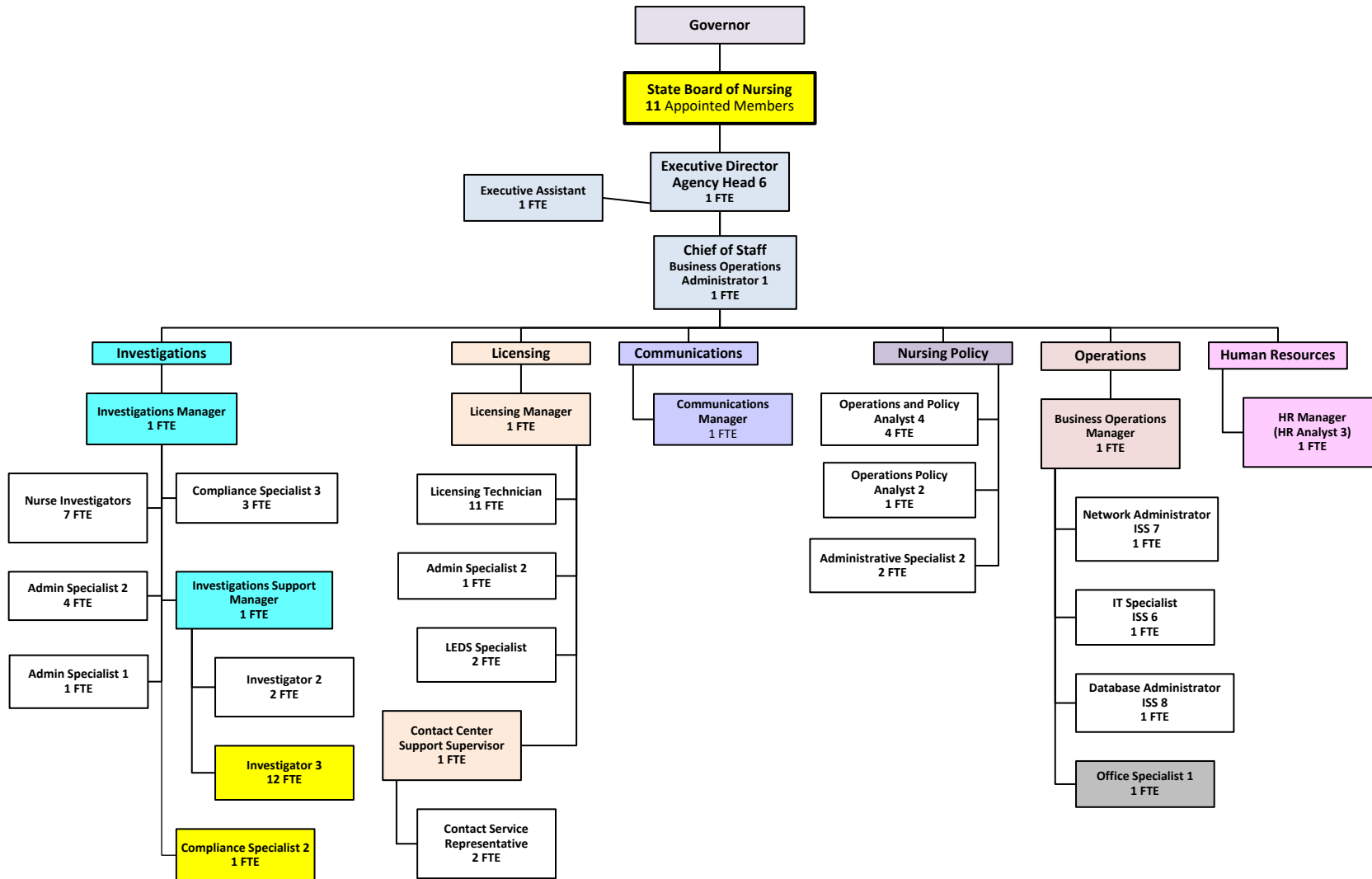
Oregon State Board of Nursing 2027-29 Agency Request Budget

Current Staffing Organization Chart (2025-27)



Oregon State Board of Nursing 2027-29 Agency Request Budget

Proposed Staffing Organization Chart (2027-2029)



X Agency Request

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Summary Cross Reference Number	Cross Reference Description	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
001-00-00-00000	Board Operations						
	Other Funds	26,173,176	30,971,892	31,792,918	35,415,414	-	-
TOTAL AGENCY							
	Other Funds	26,173,176	30,971,892	31,792,918	35,415,414	-	-

Oregon State Board of Nursing 2027-29 Agency Request Budget

REVENUES

Revenue Forecast Narrative

Revenue Sources

The Oregon State Board of Nursing is primarily supported (95%) by Other Fund revenues generated from examination, licensing and renewal application fees charged to registered nurses (RN), licensed practical nurses (LPN), nurse practitioners, certified registered nurse anesthetists (CRNA), clinical nurse specialists (CNS), certified nursing assistants (CNA), and certified medication aides (CMA). In addition, the Board receives federal matching revenue (5%) through the Department of Human Services. Additional sources include the sale of documents, employer subscription fees, and civil penalty fees.

Match Rates

The Board of Nursing has the statutory authority to regulate nursing assistants in Oregon in compliance with the Federal Omnibus Reconciliation Act of 1987 (OBRA). Funding for the CNA Program is received through an agreement with the Department of Human Services' Seniors and People with Disabilities Division. This consists of a Title XVIII (Medicare) grant, which requires no matching funds, and a Title XIX (Medicaid) grant that requires matching funds to be collected by the Board of Nursing. For the 2027-29 biennium, the matching rate for the CNA Program is 2:1 for Title XIX funding and the Title XVIII grant covers approximately 9% in related CNA program costs.

Match Funds from Seniors and People with Disabilities Division

The Board is expected to receive a net of \$1.71 million in matching revenue from the Seniors and People with Disabilities division of DHS.

Programs Funded

All agency programs are funded primarily through Other Funds revenues. Those program elements that serve a specific group of licensees are funded only through fees from that group.

General Limitations on Use

ORS 678.170 directs that all money received by the Board be used only for the administration and enforcement of ORS 678.010 to 678.445.

Basis for the 2027-2029 Estimates

The Board made the following assumptions in projecting the revenue estimates for the 2027-29 biennial budget:

- ◆ RN/LPN/APRN Licensure Fees
Licensure fee projections are based on the actual number of RN, LPN, and advanced practice licenses issued in the current biennium and the prior two biennia. A linear trend analysis was applied to the data and then adjusted for certain programmatic variables, resulting in an increase in base revenue for 2027-29 of 6.6%. The Oregon State Board of Nursing's major source of revenue is nurse licensure fees, and most of that amount (54%) comes from the renewal of licenses. The number of active nursing licenses has increased 60% over the last 10 years. On July 18, 2026, the number of registered and practical nurses was 99,841. The number of new applicants continues to grow dramatically each year. The number of advanced practice nurses also continues to grow; although the Board licenses approximately 12,338 advanced practice nurses,

Oregon State Board of Nursing 2027-29 Agency Request Budget

the revenues constitute less than 5% of agency license revenues. The Board is also collecting Prescription Drug Monitoring Program fund fees for advanced practitioners with prescriptive authority and is retaining 10% to cover administration costs. Since July 1, 2016, the Board has collected \$4 for each license renewal for workforce development needs; the Board transfers those funds to the Oregon Health Authority. As of July 1, 2026, that amount increased to \$8 for each license renewal. Since September 1, 2015, the Board has collected \$9 for each RN and LPN license renewal and exam application for the Nursing Advancement Fund; endorsement applications were added as of July 1, 2016.

◆ Nursing Assistant Certification Fees

Certification fee projections are based on the number of nursing assistant and medication aide certificates issued in the current and the prior two biennia, and projected activity. Examination fee projections are based on historical and projected licensure and certification activity. The number of active CNAs has increased slightly to 19,842. The Board expects to collect \$1.93 million in CNA revenue during the 2027-29 biennium and \$1.93 million during the 2029-31 biennium. The primary revenue generating factors for CNAs are renewal and examination fees.

◆ Civil Penalties

Revenue projections are based on historical data and projected activity. Approximately \$180,000 in civil penalty revenue is projected for this biennium. Revenue generated by civil penalties includes Board-directed discipline for practicing without a current license.

◆ Others

Revenue projections are based on historical data and projected activity.

Proposed Changes in Revenue Sources or Fees

None.

Proposals for Legislative Changes

None.

**Oregon State Board of Nursing
2027-29 Agency Request Budget**

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
License	Applicant	800,000	1,375,000	0	0	Increase in workforce data fee due to OHA updating rule 409-026-0130. Fee is revenue transfer from OSBN to OHA .

107BF08

☒ Agency Request

☐ Governor's Recommended

☐ Legislatively Adopted

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**Oregon State Board of Nursing
2027-29 Agency Request Budget**

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

Source	Fund	ORBITS Revenue Acct	2023-2025 Actual	2025-27 Legislatively Adopted	2025-27 Estimated	2027-29		
						Agency Request	Governor's	Legislatively Adopted
Business Licenses and Fees	OF	0205	22,543,563	28,296,846	30,020,657	29,943,042	0	0
Non-Business licenses and Fees	OF	0210	11,816	55,000	36,143	55,000	0	0
Charges for Services	OF	0410	2,633,497	2,296,500	2,558,629	3,316,500	0	0
Fines and Forfeitures	OF	0505	62,753	180,000	107,242	180,000	0	0
Transfer from DHS (SPD)	OF	1100	3,062,212	3,134,045	3,034,183	3,165,385	0	0
Transfer to DHS	OF	2100	(1,424,149)	(1,441,661)	(1,405,289)	(1,456,078)	(0)	(0)
Transfer to OHA	OF	2443	(1,011,542)	(800,000)	(807,414)	(1,375,000)	(0)	(0)
TOTAL			\$25,878,150	\$31,720,730	\$33,544,152	\$33,828,849	\$0	\$0

107BF07

☒ Agency Request

☐ Governor's Recommended

☐ Legislatively Adopted

Budget Page

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

**Nursing, Board of
2027-29 Biennium**

Agency Number: 85100

Cross Reference Number: 85100-000-00-00-00000

<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	22,543,563	28,296,846	28,296,846	29,943,042	-	-
Non-business Lic. and Fees	11,816	55,000	55,000	55,000	-	-
Charges for Services	2,633,497	2,296,500	2,296,500	3,316,500	-	-
Fines and Forfeitures	59,517	180,000	180,000	180,000	-	-
Other Revenues	3,236	-	-	-	-	-
Tsfr From Human Svcs, Dept of	3,062,212	3,134,045	3,134,045	3,165,385	-	-
Tsfr To Human Svcs, Dept of	(1,424,149)	(1,441,661)	(1,441,661)	(1,456,078)	-	-
Tsfr To Oregon Health Authority	(1,011,542)	(800,000)	(800,000)	(1,375,000)	-	-
Total Other Funds	\$25,878,150	\$31,720,730	\$31,720,730	\$33,828,849	-	-

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

**Nursing, Board of
2027-29 Biennium**

Agency Number: 85100

Cross Reference Number: 85100-001-00-00-00000

<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	22,543,563	28,296,846	28,296,846	29,943,042	-	-
Non-business Lic. and Fees	11,816	55,000	55,000	55,000	-	-
Charges for Services	2,633,497	2,296,500	2,296,500	3,316,500	-	-
Fines and Forfeitures	59,517	180,000	180,000	180,000	-	-
Other Revenues	3,236	-	-	-	-	-
Tsfr From Human Svcs, Dept of	3,062,212	3,134,045	3,134,045	3,165,385	-	-
Tsfr To Human Svcs, Dept of	(1,424,149)	(1,441,661)	(1,441,661)	(1,456,078)	-	-
Tsfr To Oregon Health Authority	(1,011,542)	(800,000)	(800,000)	(1,375,000)	-	-
Total Other Funds	\$25,878,150	\$31,720,730	\$31,720,730	\$33,828,849	-	-

Oregon State Board of Nursing 2027-29 Agency Request Budget

PROGRAM UNITS

Essential and Policy Package Narrative and Fiscal Impact Summary

The Essential Packages represent changes made to the 2025-27 budget that estimates the cost to continue current legislatively approved programs into the 2027-29 biennium.

010 Non-PICS Personal Services /Vacancy Factor

- Vacancy Factor (attrition) adjusted the PICS generated personal services budget for the current positions. The adjustment represents the projected savings from staff turnover that occurs throughout a biennium. This package contains only the change from the prior approved budget.
- Non-PICS related items include the cost of inflation for temporary, overtime, shift differentials, unemployment assessment, and mass transit taxes (rate 0.006 times personal services budget amount). This package reflects the inflation increase for these items at 4.9%

Oregon State Board of Nursing 2027-29 Agency Request Budget

030, 031, 032 Inflation & Price List Adjustments

- Most of the Costs of Goods and Services expenses are increased by 4.9%, the standard inflation amount allowed by the Department of Administrative Services.
- In addition to the standard inflation rate, some categories are allowed an adjusted inflation rate. The current service level budget includes a 9.3% increase in Attorney General hourly rates and a 4.9% increase in Facilities Rent.

Non-State Government Service Charges	2025-27 LAB	2027-29 ARB	Difference	% Change
Department of Justice	1,442,158	1,576,279	134,121	9.3%
Facilities Rent	<u>626,042</u>	<u>656,718</u>	<u>30,676</u>	<u>4.9%</u>
Total	2,068,200	2,232,997	164,797	8.0%

Oregon State Board of Nursing 2027-29 Agency Request Budget

Policy Option Package 101— Position Changes

This package requests authority and funding to add **2.00 FTE Investigator 3s** and **1.00 FTE Compliance Specialist 2** to the agency. These positions are essential to meeting increasing regulatory workload demands, reducing investigation timelines, improving case resolution efficiency, and maintaining OSBN’s commitment to public safety. Additionally, the agency requests authority to reclass 1 position and Eliminate 2 positions from the agency.

Problem Statement

OSBN has experienced sustained increases in complaints and caseloads. Growth in the licensed workforce, expansion of practice settings, and higher acuity of cases have contributed to significant caseload pressures on existing investigative staff.

Current staffing levels are insufficient to meet our key performance measure for case timeliness or to maintain OSBN’s internal standards for investigative quality and workload distribution. Delays in investigations and follow-up actions reduce the Board’s ability to respond promptly to high-risk situations, impacting public safety and licensee accountability.

Proposed Solution

Add the following positions:

• 2.00 FTE Investigator 3s

- Conducts investigations into allegations involving unlicensed practice, fraud, conduct violations, and non-clinical complaints.
- Ensures faster turnaround time for evidence gathering, interviews, and preparation of case summaries.

• 1.00 FTE Compliance Specialist 2

- Performs compliance review, monitoring, documentation, and follow-up activities associated with Board orders.
- Supports tracking of remediation plans, discipline conditions, and ongoing licensee compliance requirements.
- Improves workflow between investigation closure and enforcement or monitoring actions.

Budget Impact

Costs include salary, PERS, OPE, position-related services and supplies, and standard onboarding and equipment. This POP requires **no** General Funds. The fiscal impact is sustainable within projected licensing revenue and aligns with workload-driven regulatory needs.

Expected Outcomes

- Improves investigation case resolution timelines.
- Reduction in investigator caseloads.
- Reduction in backlog and aged cases.
- Improved public safety outcomes and reduced regulatory risk.

Statutory or Policy Impacts

No statutory changes are required for this POP. The proposal enhances existing authority under ORS 678 for regulatory oversight and enforcement activities.

**Oregon State Board of Nursing
2027-29 Agency Request Budget**

Package No. 101 Policy Option Package

Personal Service changes													
Classification No.	Group by Classification Name	# of Pos.	FTE	SR	Pos. #	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
													0
OAS C5233 AP	Establish: Investigator 3	1	1.00	26	811	5	(167,568)	(99,189)			(266,757)		(266,757)
OAS C5233 AP	Establish: Investigator 3	1	1.00	26	812	5	(167,568)	(99,189)			(266,757)		(266,757)
OAS C5247 AP	Establish: Compliance Specialist 2	1	1.00	25	813	5	(159,768)	(96,633)			(256,401)		(256,401)
OAS C0870 AP	Establish: OPA1	1	1.00	23	814	5	(145,680)	(92,017)			(237,697)		(237,697)
OAS C0212 AP	Eliminate: Accounting Tech	-1	-1.00	19	578	7	132,240	87,612			219,852		219,852
OAS C0103 AP	Eliminate: Office Specialist 1	-1	-1.00	13	752	11	120,360	83,719			204,079		204,079
MMN X0873 AP	Reclass From: OPA4	-1	0.90	32	580	10	279,871	132,301			412,172		412,172
MMN X0873 AP	Reclass From: OPA4	1	1.00	32	580	10	(310,968)	(146,181)			(457,149)		(457,149)
		2	2.10										
Total Personal Services											(648,658)		(648,658)

Oregon State Board of Nursing 2027-29 Agency Request Budget

Policy Option Package 102— Expansion of Board Membership

Purpose and Goal

In the 2023 legislative session, significant strides were made to consider the diversity of practice settings when appointing board members. This has enabled OSBN to have a member representing long-term care, thereby broadening the board's knowledge. However, the legislation, as currently written, designates the board member who is a direct care nurse in long-term care as also holding an administrative role. It is vital to establish a role specific to community-based care/long-term care, rather than combining the diversity of settings, to ensure that each role is adequately represented. This POP requests funding and statutory authority to add two new board positions to the Oregon State Board of Nursing:

- One Advanced Practice Registered Nurse (APRN)
- One Long-Term Care Registered Nurse (RN)

These positions address the growing complexity of Oregon's health care landscape and ensure OSBN's regulatory decisions reflect the expertise of advanced practice and long-term care professionals. Increasing clinical diversity on the board improves decision-making, supports public safety, and strengthens oversight of a rapidly changing workforce.

Problem Statement

Oregon's nursing workforce has experienced significant changes in practice models, population health needs, and long-term care demands. Current board representation does not sufficiently cover advanced practice or long-term care perspectives, which limits clinical insight in regulatory reviews, discipline, practice standards, and licensing requirements. As APRN and long-term care services expand across the state, the lack of dedicated subject-matter expertise on the board presents a risk to regulatory effectiveness and responsiveness.

Proposed Solution

Add two professional positions to the OSBN board:

- An APRN with active Oregon licensure and current clinical practice
- A registered nurse with long-term care experience (skilled nursing, assisted living, or community-based care)

These members will enhance board deliberations, support evidence-based regulatory decisions, and allow OSBN to better serve public safety needs.

Budget Impact

OSBN board members are compensated through per diem and reimbursable travel expenses. The addition of two members increases biennial expenditures related to:

- Per diem payments for approximately X meeting days per year.
- Travel, lodging, mileage, and meals based on statewide policy.
- Board orientation and training costs.
- Administrative support time (minimal).

Because OSBN is funded primarily through licensure fees, this POP does **not** require General Fund resources and has **no** impact on current licensing fees.

Expected Outcomes

- Improved regulatory decision-making with stronger clinical representation.
- Increased public confidence through broader professional diversity.
- Better alignment with Oregon's health system transformation and long-term care needs.

Oregon State Board of Nursing 2027-29 Agency Request Budget

Package No. 102 Policy Option Package

Board Member change

					Pos. #		Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
B Y7500 AE	Establish: Board Member				0004212		(5,000)	(383)			(5,383)		(5,383)
B Y7500 AE	Establish: Board Member				0004213		(5,000)	(383)			(5,383)		(5,383)
Total Special Payments											(10,766)		(10,766)

TOTAL REQUESTS													(659,424)
TOTAL POSITIONS/FTE											2		2.10

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- The net increase in State Government Service Charges totals \$1,062,290 or 94.4%. Details are shown in the chart below:

State Government service Charge	2025-27	2027-29	Difference	% Change
DAS Service Charge - Chief Human Resource Office	34,294	38,037	3,743	10.9%
Central Government Service Charge	84,835	100,643	15,808	18.6%
Oregon State Library	14,892	22,483	7,591	51.0%
Secretary of State, Audits Division	27,586	43,739	16,153	58.6%
DAS - Chief Operating Office	8,137	9,574	1,437	17.7%
Secretary of State, Archives Division	91,843	99,148	7,305	8.0%
DAS - Chief Finance Office	24,949	33,657	8,708	34.9%
DAS - Statewide Business Applications Division	-	78,974	78,974	0.0%
Office of Emergency (SWI)	5,409	7,073	1,664	0.0%
DAS - Strategic Initiatives & Enterprise Accountability (SIEA)	11,442	12,634	1,192	0.0%
DAS - Workday Payroll System	60,259	-	(60,259)	0.0%
DAS - EGS - State Procurement services	23,202	224,963	201,761	869.6%
DAS - EGS - All others	410,520	1,124,652	714,132	174.0%
State of Oregon Law Library	5,423	5,731	308	5.7%
Oregon Government Ethics Commission	2,408	3,076	668	27.7%
DAS - Enterprise Information Services (EIS)	91,565	117,463	25,898	28.3%
DAS - Enterprise Information Services -Data Center Services (DCS)	99,503	89,411	(10,092)	-10.1%
DAS - Enterprise Information Services- Micro 365	100,950	148,152	47,202	46.8%
Office of Public Records Advocate	1,534	1,897	363	0.0%
DAS - EAM - Real Estate Services & Surplus Prop. Base	21,947	21,305	(642)	-2.9%
COBID - Certification Office for Business Inclusion and Diversity	4,744	5,120	376	7.9%
Total	1,125,442	2,187,732	1,062,290	94.4%

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Nursing, Board of
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Board Operations
Cross Reference Number: 85100-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Mass Transit Tax	-	-	14,148	-	-	-	14,148
Vacancy Savings	-	-	(70,739)	-	-	-	(70,739)
Total Personal Services	-	-	(\$56,591)	-	-	-	(\$56,591)
Total Expenditures							
Total Expenditures	-	-	(56,591)	-	-	-	(56,591)
Total Expenditures	-	-	(\$56,591)	-	-	-	(\$56,591)
Ending Balance							
Ending Balance	-	-	56,591	-	-	-	56,591
Total Ending Balance	-	-	\$56,591	-	-	-	\$56,591

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Nursing, Board of
Pkg: 031 - Standard Inflation

Cross Reference Name: Board Operations
Cross Reference Number: 85100-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	4,120	-	-	-	4,120
Out of State Travel	-	-	1,697	-	-	-	1,697
Employee Training	-	-	1,960	-	-	-	1,960
Office Expenses	-	-	15,774	-	-	-	15,774
Telecommunications	-	-	4,217	-	-	-	4,217
State Gov. Service Charges	-	-	1,062,290	-	-	-	1,062,290
Data Processing	-	-	5,172	-	-	-	5,172
Publicity and Publications	-	-	1,658	-	-	-	1,658
Professional Services	-	-	209,510	-	-	-	209,510
IT Professional Services	-	-	21,124	-	-	-	21,124
Attorney General	-	-	134,121	-	-	-	134,121
Employee Recruitment and Develop	-	-	793	-	-	-	793
Dues and Subscriptions	-	-	597	-	-	-	597
Facilities Rental and Taxes	-	-	30,676	-	-	-	30,676
Fuels and Utilities	-	-	3,446	-	-	-	3,446
Facilities Maintenance	-	-	6	-	-	-	6
Agency Program Related S and S	-	-	151,441	-	-	-	151,441
Other Services and Supplies	-	-	14,458	-	-	-	14,458
Expendable Prop 250 - 5000	-	-	1,723	-	-	-	1,723
IT Expendable Property	-	-	22,283	-	-	-	22,283
Total Services & Supplies	-	-	\$1,687,066	-	-	-	\$1,687,066

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Nursing, Board of
Pkg: 031 - Standard Inflation

Cross Reference Name: Board Operations
Cross Reference Number: 85100-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	1,687,066	-	-	-	1,687,066
Total Expenditures	-	-	\$1,687,066	-	-	-	\$1,687,066
Ending Balance							
Ending Balance	-	-	(1,687,066)	-	-	-	(1,687,066)
Total Ending Balance	-	-	(\$1,687,066)	-	-	-	(\$1,687,066)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Nursing, Board of
Pkg: 101 - Agency Position Updates

Cross Reference Name: Board Operations
Cross Reference Number: 85100-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	419,081	-	-	-	419,081
Empl. Rel. Bd. Assessments	-	-	164	-	-	-	164
Public Employees' Retire Cont	-	-	103,597	-	-	-	103,597
Social Security Taxes	-	-	32,060	-	-	-	32,060
Paid Family Medical Leave Insurance	-	-	1,677	-	-	-	1,677
Worker's Comp. Assess. (WCD)	-	-	79	-	-	-	79
Flexible Benefits	-	-	92,000	-	-	-	92,000
Total Personal Services	-	-	\$648,658	-	-	-	\$648,658
Total Expenditures							
Total Expenditures	-	-	648,658	-	-	-	648,658
Total Expenditures	-	-	\$648,658	-	-	-	\$648,658
Ending Balance							
Ending Balance	-	-	(648,658)	-	-	-	(648,658)
Total Ending Balance	-	-	(\$648,658)	-	-	-	(\$648,658)
Total Positions							
Total Positions							2
Total Positions	-	-	-	-	-	-	2

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Nursing, Board of
Pkg: 101 - Agency Position Updates

Cross Reference Name: Board Operations
Cross Reference Number: 85100-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							2.10
Total FTE							2.10
Total FTE	-	-	-	-	-	-	2.10

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Nursing, Board of
Pkg: 102 - Board Member Increases

Cross Reference Name: Board Operations
Cross Reference Number: 85100-001-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	10,000	-	-	-	10,000
Social Security Taxes	-	-	766	-	-	-	766
Total Personal Services	-	-	\$10,766	-	-	-	\$10,766
Total Expenditures							
Total Expenditures	-	-	10,766	-	-	-	10,766
Total Expenditures	-	-	\$10,766	-	-	-	\$10,766
Ending Balance							
Ending Balance	-	-	(10,766)	-	-	-	(10,766)
Total Ending Balance	-	-	(\$10,766)	-	-	-	(\$10,766)

POS116 - Net Package Fiscal Impact Report

2027-29 Biennium

Current Service Level

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

POS116 - Net Package Fiscal Impact Report

Board Operations

2027-29 Biennium

Cross Reference Number: 85100-001-00-00-00000

Agency Request Budget

Package Number: 101

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
578	666640	34539	OAS C0212 A P	ACCOUNTING TECHNICIAN	19	PF	0	7	5,510	-132,240	-87,612	-219,852	-1	-1.00
580	666660	46916	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	10	12,957	31,097	13,880	44,977	0	0.10
752	1327610	47104	OAS C0103 A P	OFFICE SPECIALIST 1	13	PF	0	11	5,015	-120,360	-83,719	-204,079	-1	-1.00
811	1450711		OAS C5233 A P	INVESTIGATOR 3	26	PF	24	5	6,982	167,568	99,189	266,757	1	1.00
812	1450712		OAS C5233 A P	INVESTIGATOR 3	26	PF	24	5	6,982	167,568	99,189	266,757	1	1.00
813	1450713		OAS C5247 A P	COMPLIANCE SPECIALIST 2	25	PF	24	5	6,657	159,768	96,633	256,401	1	1.00
814	1450714		OAS C0870 A P	OPERATIONS & POLICY ANALYST 7	23	PF	24	5	6,070	145,680	92,017	237,697	1	1.00
General Funds										0	0	0		
Lottery Funds										0	0	0		
Other Funds										419,081	229,577	648,658		
Federal Funds										0	0	0		
Total Funds										419,081	229,577	648,658	2	2.10

2027-29 Biennium

Cross Reference Number: 85100-001-00-00-00000

Agency Request Budget

Package Number: 102

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4212	1450750	B	Y7500 A E	BOARD AND COMMISSION MEMBE	0	PP		1	0	5,000	383	5,383	0	0.00
4213	1450752	B	Y7500 A E	BOARD AND COMMISSION MEMBE	0	PP		1	0	5,000	383	5,383	0	0.00
General Funds										0	0	0		
Lottery Funds										0	0	0		
Other Funds										10,000	766	10,766		
Federal Funds										0	0	0		
Total Funds										10,000	766	10,766	0	0.00

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

**Nursing, Board of
2027-29 Biennium**

Agency Number: 85100

Cross Reference Number: 85100-000-00-00-00000

<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	22,543,563	28,296,846	28,296,846	29,943,042	-	-
Non-business Lic. and Fees	11,816	55,000	55,000	55,000	-	-
Charges for Services	2,633,497	2,296,500	2,296,500	3,316,500	-	-
Fines and Forfeitures	59,517	180,000	180,000	180,000	-	-
Other Revenues	3,236	-	-	-	-	-
Tsfr From Human Svcs, Dept of	3,062,212	3,134,045	3,134,045	3,165,385	-	-
Tsfr To Human Svcs, Dept of	(1,424,149)	(1,441,661)	(1,441,661)	(1,456,078)	-	-
Tsfr To Oregon Health Authority	(1,011,542)	(800,000)	(800,000)	(1,375,000)	-	-
Total Other Funds	\$25,878,150	\$31,720,730	\$31,720,730	\$33,828,849	-	-

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

**Nursing, Board of
2027-29 Biennium**

Agency Number: 85100

Cross Reference Number: 85100-001-00-00-00000

<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	22,543,563	28,296,846	28,296,846	29,943,042	-	-
Non-business Lic. and Fees	11,816	55,000	55,000	55,000	-	-
Charges for Services	2,633,497	2,296,500	2,296,500	3,316,500	-	-
Fines and Forfeitures	59,517	180,000	180,000	180,000	-	-
Other Revenues	3,236	-	-	-	-	-
Tsfr From Human Svcs, Dept of	3,062,212	3,134,045	3,134,045	3,165,385	-	-
Tsfr To Human Svcs, Dept of	(1,424,149)	(1,441,661)	(1,441,661)	(1,456,078)	-	-
Tsfr To Oregon Health Authority	(1,011,542)	(800,000)	(800,000)	(1,375,000)	-	-
Total Other Funds	\$25,878,150	\$31,720,730	\$31,720,730	\$33,828,849	-	-

Oregon State Board of Nursing

Information Technology Strategic Plan: 2024 - 2026

FOUNDATION

OUR MISSION

The OSBN protects the public by regulating nursing education, licensure, and practice.

OUR VISION

A safe and healthy Oregon promoted through a healthy and diverse nursing workforce.

OUR CORE VALUES

Integrity: We inspire trust and excellence through professionalism and accountability.

Collaboration: We are inclusive and respectfully accept and contribute valuable ideas to achieve goals.

Stewardship: We serve the public through responsiveness and effective use of financial, physical, and people resources.

Innovation: We empower change in teamwork and transparency.



STRATEGIC PRIORITIES

GOALS

1. Maintain a reliable infrastructure using current technology
2. Secure agency information appropriately

GUIDING PRINCIPLES

Innovation and Continuous Improvement:
The organization culture is a catalyst for continuous innovative change, and actively encourages exploration of technology innovation for business benefit.

Cross-organization Collaboration:
We will work within and across organizational structures to meet strategic goals and identify opportunities for innovation and improvement.

Cloud-Smart Approach:
Using Cloud services allows the organizations to take a strategic look at what infrastructure will best serve each business workload, and can better align to meet specific business goals and values.

Ensure Systems are Secure:
The need to maintain the integrity of information and protect IT assets requires an ongoing commitment by the organization by adhering to policies, standards, and procedures.

ACTION PLAN

KEY INITIATIVES

Reliable Infrastructure:
Migrate critical systems and documents to cloud-based resources or State Data Center. Support simplicity in design and operation to improve

Support User Access:
Ensure all users have the capability of working in and out of the office on their own schedule with minimal technology disruptions. Includes

Information Security:
Enact preventative changes and solutions to improve the security, efficiency and reliability of systems while keeping the frequency and impact

PERFORMANCE

ALIGNED KEY INDICATORS

Effective governance:
No critical services are located on-prem.

Customer service:
Staff have the training they need and are able to work securely wherever they are located with rare disruptions.

Effective governance:
Measured improvement upon prior findings from state Cyber Security Services (CSS) assessment on the Center for Internet Security (CIS) controls.

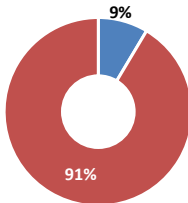
ROADMAP

5-YEAR PLAN

	Jan-22	Jan-23	Jan-24	Jan-25	Jan-26	Jan-27	Jan-28
Reliable Infrastructure							
Support User Access							
Information Security							

INVESTMENT PORTFOLIO

INVESTMENT LEVEL BY OBJECTIVE



Objective	Percentage
Effective governance	91%
Customer service	9%

COST PROJECTIONS

Year	2024	2025	2026	#VALUE!	#VALUE!
Thousands	\$69	\$90	\$90	\$-	\$-

Board of Nursing

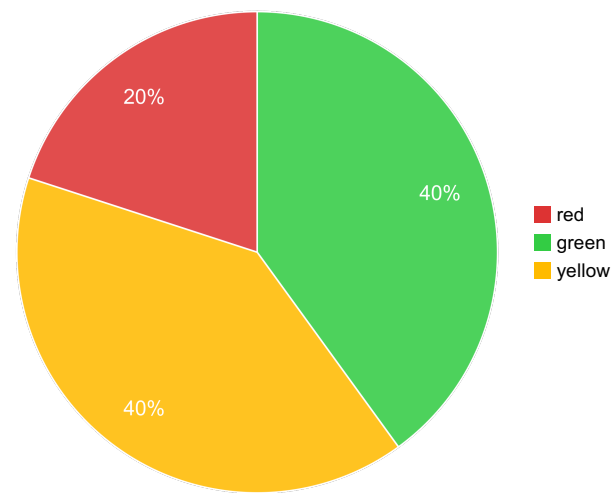
Annual Performance Progress Report

Reporting Year 2026

Published: 7/31/2026 4:12:23 PM

KPM #	Approved Key Performance Measures (KPMs)
1	TIMELY RESOLUTION OF COMPLAINTS - Percent of cases investigated and referred to Board within 120 days of receipt of complaint.
2	REDUCTION OF RECIDIVISM - Percent of disciplined licensees with a new complaint within three years of Board closing original case with a disciplinary action.
3	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as good or excellent: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
4	TIMELY LICENSING - Percent of licensing applications processed within five days.
5	EFFECTIVE GOVERNANCE - Percent of total best practices met by the Board.

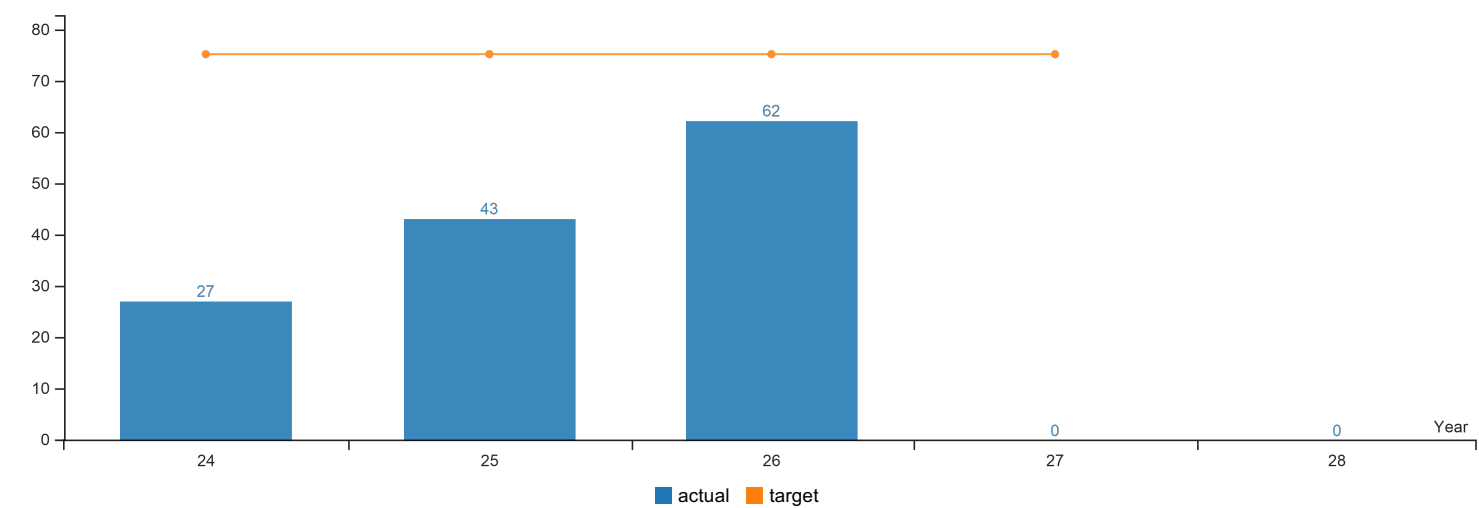
Proposal	Proposed Key Performance Measures (KPMs)
Delete	TIMELY RESOLUTION OF COMPLAINTS - Percent of cases investigated and referred to Board within 120 days of receipt of complaint.
New	TIMELY RESOLUTION OF COMPLAINTS - Percentage of complaints where a case was opened and presented to the Board within 365 days from receipt of complaint.



Performance Summary	Green	Yellow	Red
Summary Stats:	= Target to -5% 40%	= Target -5% to -15% 40%	= Target > -15% 20%

KPM #1	TIMELY RESOLUTION OF COMPLAINTS - Percent of cases investigated and referred to Board within 120 days of receipt of complaint.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2024	2025	2026	2027	2028
Timely Resolution of Complaints					
Actual	27%	43%	62%		
Target	75%	75%	75%	75%	

How Are We Doing

Our staff investigators remain committed to improving our investigation timelines. Year-over-year statistics show continued improvement in meeting this KPM. OSBN investigatory staff received guidance on conducting comprehensive, replicable, and trauma-informed investigations to produce clear, concise and factually accurate reports supported by evidence.

OSBN investigations includes obtaining evidence including HR records, medical records, consultant reviews, and licensee and witness interviews. This evidence is used in the reports provided to the Board and enables the Board to take appropriate action in reviewed cases.

Factors Affecting Results

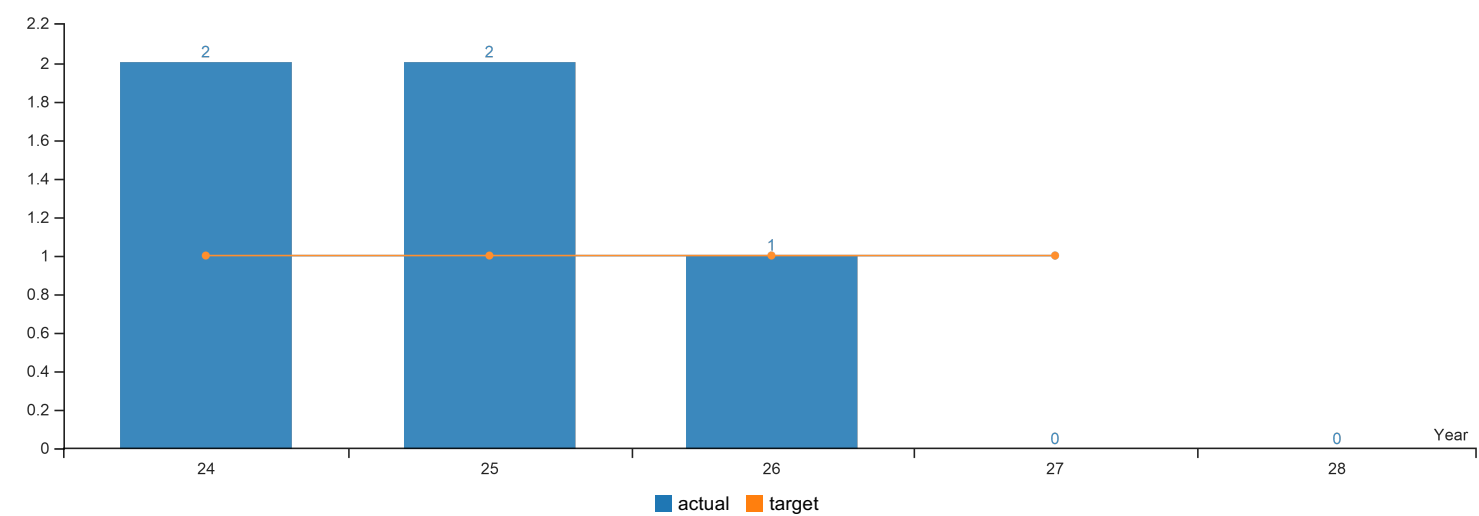
This measure reflects ORS 676.165(4), established in 1997, which requires health professional board investigators to either submit a report to the board within 120 days of receiving a complaint or request an extension of time to complete their investigation. Complaint volume has shown a trend of increasing year over year. Our most recent data shows 2,560 complaints in FY 2024, 2,884 complaints in FY 2025 and 3,195 complaints in 2026. This increase mirrors a national trend of increasing complaints to Boards of Nursing. At OSBN these increasing complaint numbers have resulted in a corresponding increase in caseloads, which has placed additional strain on department resources and staff. OSBN investigations department has experienced longer wait times for medical, employment, and patient records, which further delays investigative process.

OSBN has taken proactive steps to address these challenges. The investigation department’s policies and procedures have been refined to increase consistency and improve workflow. Additional staff members have been added to increase department capacity.

Due to the increasing complexities within the investigative environment, the agency has requested a revision to KPM #1 to better reflect current realities. Obtaining essential records from healthcare providers and institutions has become more difficult, and the volume of complaints has increased, resulting in substantially heavier caseloads for investigators. By rewording the KPM to measure "the percentage of complaints where a case was opened and presented to the Board within 365 days from receipt of complaint," will reflect a more realistic expectation.

KPM #2	REDUCTION OF RECIDIVISM - Percent of disciplined licensees with a new complaint within three years of Board closing original case with a disciplinary action.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2024	2025	2026	2027	2028
Reduction of Recidivism					
Actual	2%	2%	1%		
Target	1%	1%	1%	1%	

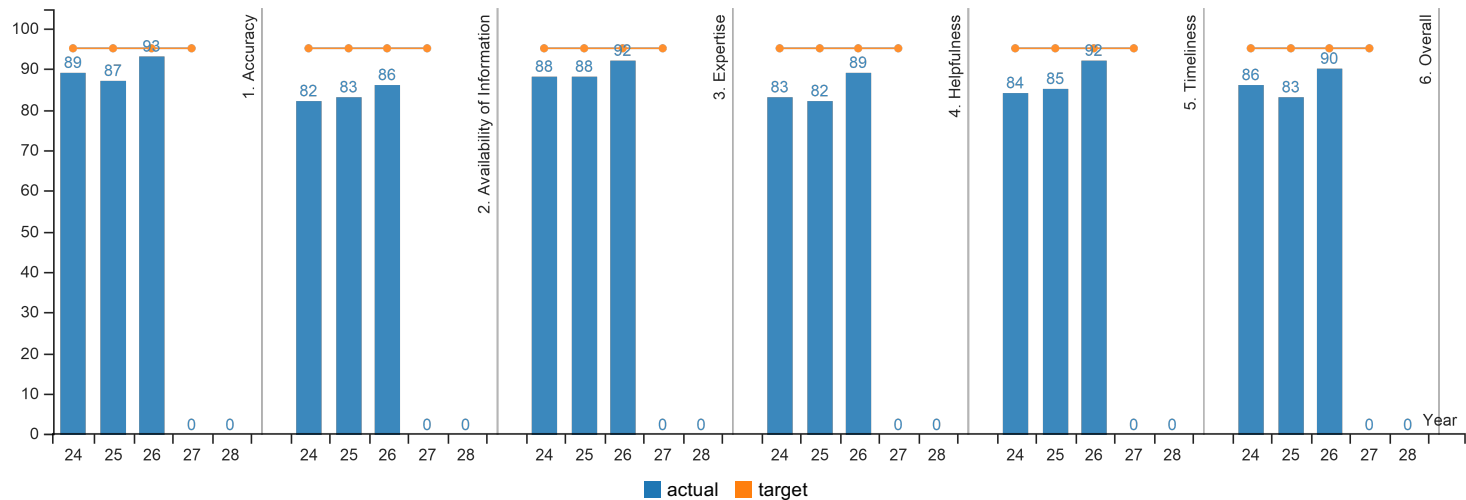
How Are We Doing

The agency met its target of 1 percent. The number reflects the licensees who were disciplined in fiscal years 2023, 2024, or 2025 and were reported to the Board for any new offense during FY 2026. It is an indication of the effectiveness of the Board’s disciplinary decisions regarding its licensees.

Factors Affecting Results

In its investigative and disciplinary process, the Board works to determine which factors lead to the violation of the Nurse Practice Act. Disciplinary action is based on addressing those factors to the greatest extent possible. Many situations can be resolved through additional education or monitored practice. In other situations that are not suitable to remediation, the Board action is more punitive in nature as a deterrent to any such future violations.

KPM #3	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as good or excellent: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2024	2025	2026	2027	2028
1. Accuracy					
Actual	89%	87%	93%		
Target	95%	95%	95%	95%	
2. Availability of Information					
Actual	82%	83%	86%		
Target	95%	95%	95%	95%	
3. Expertise					
Actual	88%	88%	92%		
Target	95%	95%	95%	95%	
4. Helpfulness					
Actual	83%	82%	89%		
Target	95%	95%	95%	95%	
5. Timeliness					
Actual	84%	85%	92%		
Target	95%	95%	95%	95%	
6. Overall					
Actual	86%	83%	90%		
Target	95%	95%	95%	95%	

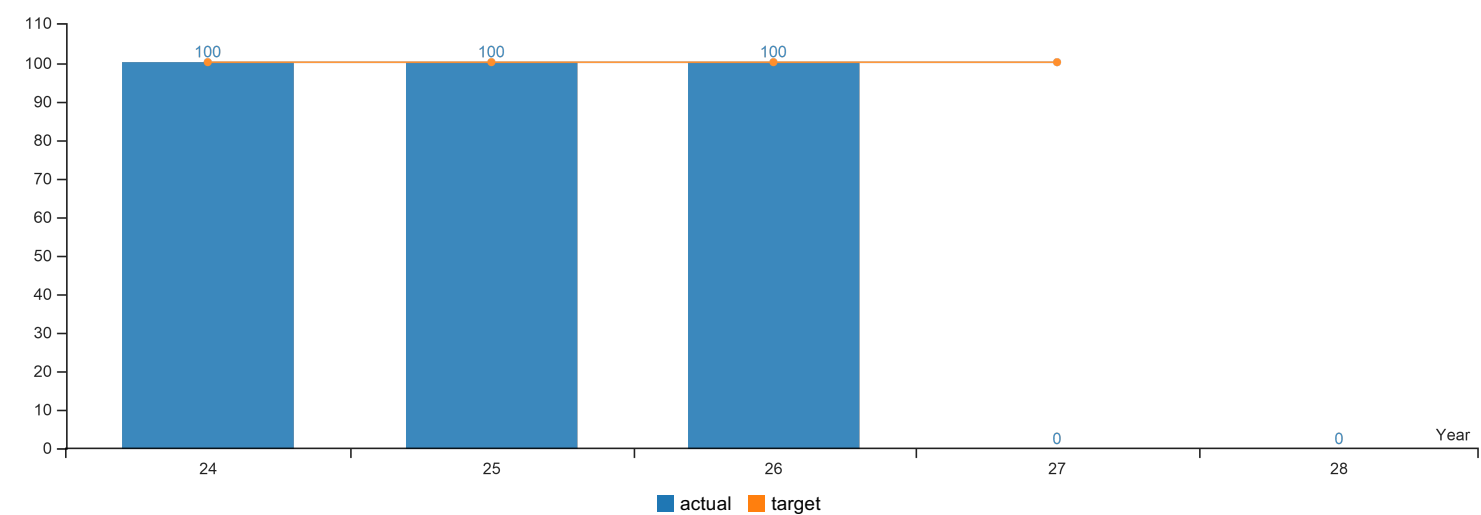
The agency maintained strong scores across all components of this measure. With a customer base of more than 123,000 people, our results remain consistently positive. We emailed a survey link to a random 25% sample of customers who obtained a license between January 1, 2026, and June 30, 2026. Of the 8,383 surveys sent, we received 659 responses, resulting in an overall response rate of 8%.

Factors Affecting Results

Over the past three years OSBN has prioritized and focused on improving customer service and external communications. Our contact center is now using Passport to Languages for language interpretation services. We have focused on providing monthly email news bulletins to our licensee and certificate holders that educate the public about upcoming changes, important information, and educational opportunities. Finally, we have worked to improve our website by enhancing accessibility according to federal standards and improving readability.

KPM #4	TIMELY LICENSING - Percent of licensing applications processed within five days.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2024	2025	2026	2027	2028
Timely Licensing: Percent of licensing applications processed within target.					
Actual	100%	100%	100%		
Target	100%	100%	100%	100%	

How Are We Doing

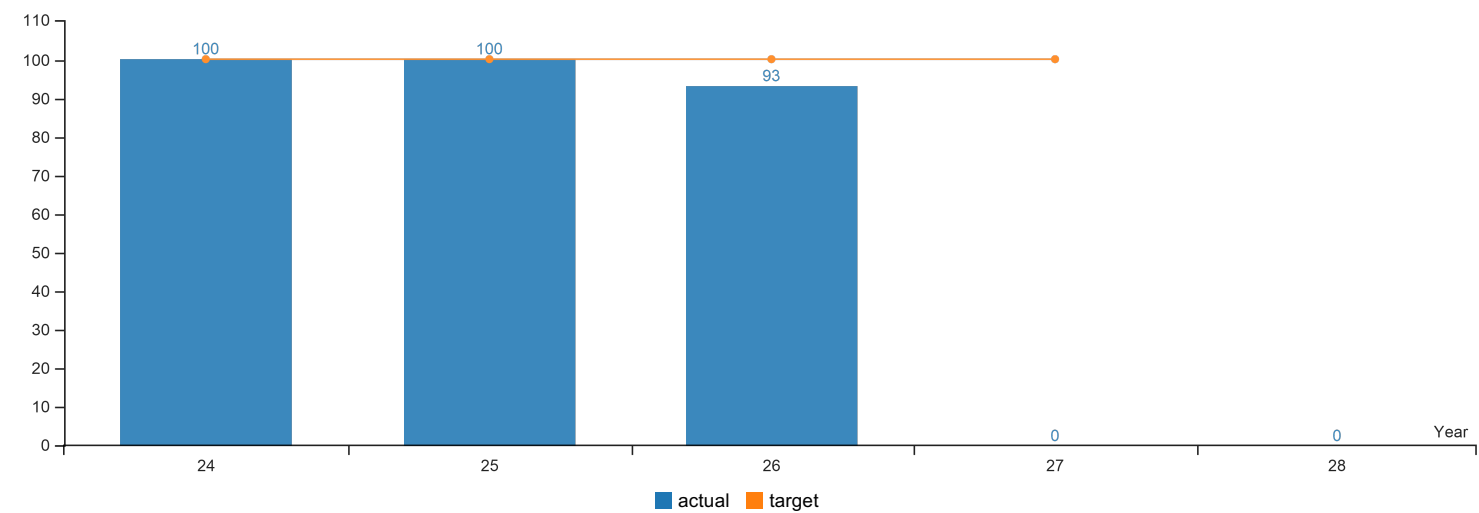
The agency met its target in FY2026. This measure demonstrates our efficiency in issuing nursing licenses and nursing assistant certificates once all required documentation has been received.

Factors Affecting Results

We are committed to processing applications efficiently while upholding our public safety standards. The agency’s goal is to issue licenses within five business days of receiving a complete application. A complete application includes payment, background check results, and any required documentation, such as transcripts. Over the last fiscal year, the licensing department has prioritized documentation of policies and procedures. In addition to automated notification, the department has begun daily proactive outreach to both existing licensees and applicants and is reviewing submitted documentation within one business day. This has resulted in the department issuing completed applications within one to three business days.

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

* Upward Trend = positive result



Report Year	2024	2025	2026	2027	2028
Effective Governance					
Actual	100%	100%	93%		
Target	100%	100%	100%	100%	

How Are We Doing

OSBN met 14 of the 15 key points found in the Oregon Boards and Commissions best practices for governance. The sole unmet measure (Executive director receives annual performance feedback) was due to a leadership transition.

Factors Affecting Results

The criteria being evaluated includes executive director performance expectations and feedback, strategic management, policy development, fiscal oversight, and board management. Board members discuss fiscal, oversight, and governance issues at Board meetings on a regular basis. The Board president frequently communicates with the agency executive director on various issues.

2025-2027 Affirmative Action Plan



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Oregon

Tina Kotek, Governor

Board of Nursing

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Oregon.BN.INFO@osbn.oregon.gov
www.oregon.gov/OSBN

A Message to the Public and OSBN Employees from Executive Director Rachel Prusak, MSN, APRN, FNP-C, FAAN:

To conduct its mission, the Oregon State Board of Nursing (OSBN) embraces initiatives and policies respecting diversity, equity, inclusion, and accessibility (DEIA). We are committed to promoting public service through intentional recruitment, hiring, and retention of culturally and ethnically diverse staff reflecting our state's diversity.

This commitment requires us to raise our standards and practices to ensure all persons have a fair and equitable opportunity for employment and advancement based on their knowledge, skills, and abilities.

The Oregon State Board of Nursing prioritizes diversity, equity, and inclusion as demonstrated in its affirmative action plan. The plan that follows represents my personal and professional dedication to upholding our commitment to the citizens of Oregon. The plan also represents our commitment to equal opportunity and affirmative action in employment and public service in compliance with all applicable federal and state laws, including, but not limited to: Executive Order 11246; Title VII of the Civil Rights Act of 1964; Sections 503 and 504 of the Rehabilitation Act of 1974; the Vietnam Era Veterans Readjustment Assistance Act; and the Americans with Disabilities Act. This affirmative action plan has my complete authorization.

This Affirmative Action Plan is one tool to strengthen our agency and promote our values of *integrity, collaboration, stewardship, simplicity, and innovation* by ensuring a safe, inclusive, accessible, and welcoming working environment for all.

Rachel Prusak, MSN, APRN, FNP-C, FAAN
Executive Director

Agency Overview

Established in 1911, the Oregon State Board of Nursing (OSBN) protects the public through regulatory excellence and promoting the wellness of nursing professionals. The OSBN is supported by a dedicated staff of approximately 65 individuals. These professionals are committed to providing customer service and play a vital role in assisting the Board as it fulfills its mission to protect the public. The OSBN agency is comprised of distinct work divisions, all collaboratively working to support the Board and carry out the responsibilities mandated by law. The nine OSBN board members are appointed by the Governor and include: four registered nurses, one licensed practical nurse, one nurse practitioner, one certified nursing assistant, and two public members. They represent a variety of geographic locations and areas of nursing practice. The OSBN is an agency within Oregon state government.

The OSBN meets regularly throughout the year, holding six two-day in-person meetings. It may hold special meetings if necessary. Board meetings are open to the public except for executive sessions as per Oregon Public Meeting Law.

There are 65 agency staff who are spread across several departments: Each department works collaboratively to support the Board and carry out the many public safety responsibilities mandated by law.

Agency Mission Statement

The Oregon State Board of Nursing is committed to protecting the public through regulatory excellence and promoting the wellness of our nursing professionals.

Agency Objectives

The OSBN, with the help of its staff:

- Interprets the Oregon Nurse Practice Act
- Evaluating and approving nursing education and nursing assistant training programs.
- Issuing licenses and license renewals for those we regulate.
- Investigating complaints and taking possible disciplinary action against licensees who violate the Oregon Nurse Practice Act.
- Maintaining the nursing assistant registry; and,
- Providing testimony to the legislature and other organizations as needed.

Agency Affirmative Action Policy Statement

The Board of Nursing will not tolerate discrimination or harassment based on age, color, marital status, mental or physical disability, national origin, race, religion, sex, sexual orientation, or any reason prohibited by state or federal statute. All personnel actions of the Board of Nursing, and all licensing actions and disciplinary actions concerning licensees, shall be administered according to this policy. The Board will screen and monitor all vendors/providers to ensure they abide by this policy.

Diversity and Inclusion Support Statement

Oregon State Board of Nursing will gain an appreciation of the value of our employees' differences in age, ability, race, ethnicity, family or marital status, gender identity or expression, language, national origin, political affiliation, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique and enrich our agency and is committed to increase our efforts to recruit, hire, train, develop, and support a workforce that reflects the diversity of our State. This commitment and ongoing practice will strengthen the agency and make us more effective in carrying out our mission.

In February 2025, the Board formally adopted a Diversity, Equity, Inclusion, and Accessibility (DEIA) philosophy statement: The Oregon State Board of Nursing is united in its ongoing goal to provide equitable services to nursing professionals and the public. The Board welcomes every voice and respects diverse views to promote an environment where fairness and respect guide our actions and decisions.

OSBN's Leadership Team will ensure employees strive to be responsive to promote the ongoing practice of fostering an inclusive workplace culture to make us more effective in carrying out our mission of protecting the public and serving those in the nursing profession.

Key Staff

Executive Director

Rachel Prusak, MSN, APRN, FNP-C, FAAN

Rachel.Prusak@osbn.oregon.gov

Chief of Staff

Kimberly Goddard

Kimberly.Goddard@osbn.oregon.gov

Governor's Policy Advisor for OSBN:

Kristina Narayan, Senior Health Advisor

kristina.narayan@oregon.gov

Affirmative Action Representative

Kelly Stiles

Human Resources Manager

Kelly.Stiles@osbn.oregon.gov

Lead for COBID Contracting and Procurement

John Etherington

Business Operations Manager

John.Etherington@osbn.oregon.gov

Agency Organizational Chart

Please see Appendix A

Roles and Responsibilities for Implementation of Affirmative Action Plan

Director/Administrator:

Foster and promote the importance of a diverse and discrimination- and harassment-free workplace to employees. Participate in cultural diversity trainings and orientations and be a living example of cultural sensitivity. For example, address racial justice in all-staff emails and promote educational opportunities on equity. Meet annually or more often as needed with the Board's Human Resource Manager to review equal employment opportunities, evaluate affirmative action and diverse work environment progress, and identify problems. Approve strategies and timetables for meeting goals. Be held accountable through performance evaluations. Performance reviews include ratings on the Director's support and effectiveness of the agency's Affirmative Action Plan.

Hold managers accountable for participating in and promoting affirmative action activities and for communicating this responsibility to their subordinate supervisors and employees. The effectiveness of managers and supervisors in promoting affirmative action activities, goals, and objectives for the OSBN should be included in their performance appraisals. ORS 659A.012(1) states: "To achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, handicap or age, every state agency shall be required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance." Further, the Communications Manager, at the direction of the Executive Director, will include articles in the OSBN newsletter and Sentinel publication that express the Director's commitment to promoting a diverse workforce and environment. Examples include articles relating to equal employment opportunity, affirmative action, the ongoing development of a diverse workforce, and the efforts and progress made toward meeting the Board's goals.

Managers/Supervisors:

Foster and promote a diverse, discrimination- and harassment-free workplace. Seek ways to increase current employees' skills through mentoring, job rotations, and formal training to prepare them for higher-level positions within the organization and the State. Managers and supervisors will receive orientation on the Board's affirmative action goals, understand their responsibilities, and evaluate their progress toward these goals. They will attend cultural competency training and orientations and promote cultural awareness. Subordinate supervisors will be evaluated on their effectiveness in participating in and promoting affirmative action activities. Managers will consider how well supervisors foster a diverse workforce, promote affirmative action goals, and ensure staff know OSBN policies that encourage inclusion. Inform applicants for vacant positions that the Board is an equal opportunity employer committed to workforce diversity. Provide a copy of the Board's Affirmative Action Plan for applicants to review upon request. Work with human resources to follow State of Oregon procedures and rules when filling vacancies. Attend equal opportunity, affirmative action, and diversity-related training to stay informed of current issues. Display the Board's Affirmative Action Policy Statement and have a hard copy of the Affirmative Action Plan available. An electronic copy of the Policy Statement will also be maintained on the OSBN website. Act decisively and promptly if aware of any Board employee engaging in harassment.

Affirmative Action Representative:

Work with the Executive Director, managers, and supervisors to promote a diverse workforce and inclusive environment to help attain the Board's Affirmative Action goals. Encourage retention of existing employees and create new learning opportunities. Report on Affirmative Action activities to the Executive Director in one-on-one and staff meetings. Obtain support for proposed changes to the Affirmative Action Plan to reach goals. Respond to Affirmative Action issues and attend related meetings. Use various recruiting sources such as targeted websites, community agencies, and schools. Emphasize the Board's support of equal employment opportunity, affirmative action, and the benefits of a diverse workforce. Place the "An Equal Opportunity/Affirmative Action Employer" statement on every announcement and in every advertisement.

Provide upward mobility opportunities through cross-training, job rotations, and job shadowing as appropriate. Inform all employees of career development opportunities and explain options for meeting minimum requirements for promotional job classifications through education or experience. Assist employees with the state job application process and improving interview skills. Train managers to have diverse interview panels, including when possible, at least one member outside the hiring section/division and one from a protected class.

Keep management informed of the latest EEO/AA law and rule changes. Research training opportunities and topics for all staff and actively participate in trainings. Have hard or electronic copies of the Board's Affirmative Action Policy Statement and Plan available for review by managers, supervisors, and employees. Provide copies to applicants on request. Recommend and update the Plan as required. Compile statistics and keep management informed of the Board's AA status during meetings. Solicit comments from managers on how Human Resources can assist in promoting affirmative action activities and how best to create a more diverse workforce. Discuss the State of

Oregon/Board Affirmative Action Plan and Policy in New Employee Orientation. Make the orientation as welcoming as possible. Include in the discussion; Our expectations for a respected workplace and what that means to the agency and employees. Our commitment to supporting employees' personal and professional growth. Our encouragement to contribute and participate in agency activities that help meet objectives. Our doors are always open for questions and concerns. Train and inform managers, supervisors, and employees at New Employee Orientation about their rights and responsibilities under the Board's affirmative action and other policies to eliminate harassment based on protected class status.

Respond to and investigate complaints. Enforce policies and procedures. Provide counseling to employees related to discrimination complaints and advise of the consequences of retaliation. Analyze the Statewide Exit Survey for trends in data. If it appears that discrimination or harassment was a factor in employee separation, investigate and take appropriate action. Inform the Executive Director of the results. Evaluate revised and new policies for possible adverse impact on the Board's commitment to affirmative action and equal employment opportunities. Serve as a liaison between the Board and the state and federal agencies that protect civil rights. Ensure agency training opportunities are offered free of discrimination on the basis of race, religion, national origin, age, gender, sexual orientation, veteran status, or disability.

Executive Staff:

See Director/Administrator and Affirmative Action Representative sections above.

Management staff:

See Managers and Supervisors section above.

Other Staff:

All employees are responsible for reading and understanding our policies and procedures and acting accordingly. They are held accountable for their actions.

2024-2026 Biennium Affirmative Action Progress Report

OSBN updated its strategies and goals presented in the 2023-2025 Affirmative Action Plan with the following strategy and goals.

STRATEGY: Employment.

PROGRESS: OSBN has incorporated inclusive language into job postings and enhanced outreach through LinkedIn, in accordance with DAS policies. While targeted media posting is costly for a small agency, all available channels are utilized to attract qualified candidates. The agency offers hybrid and in-person interviews at the hiring manager's discretion and applies updated hiring practices with an equity focus, and regular pay equity reviews. HR now tracks hiring outcomes.

STRATEGY: Training.

PROGRESS: All employees are trained and informed through the New Employee Orientation (NEO) process, which includes reading and understanding of all policies and procedures. Additionally, all required training is provided and managed through Workday annually. Though not required, OSBN provides staff with training and other resources on the intranet. Beginning in 2025, quarterly trainings for all staff occurred at agency wide-meetings, covering topics such as inclusive language, bias recognition, and trauma informed processes.

STRATEGY: Leadership Development/Training Program(s).

PROGRESS: The Oregon State Board of Nursing does not currently have a formal leadership development program; however, managers encourage employees to participate in development opportunities and trainings in support of their career goals. Periodically, we can send a member of the management team to the year-long Leadership Oregon program offered by the state to develop leadership skills. We also send employees to state and national conferences, DAS trainings, and other opportunities. The DEIA Committee Chair completed the Oregon Health Authority's Developing Equity Leadership Through Training and Action (DELTA) program in 2025.

STRATEGY: Programs; Internship, Mentorship, Diversity Awareness.

PROGRESS: OSBN has recently fostered relationships with OHSU School of Nursing to provide clinical practicum opportunities for nurses on a leadership track. Students typically perform research projects related to board issues. Quarterly Sentinel publications include articles authored by diverse community members or on topics related to diversity, equity, and inclusion in nursing. The most recent Sentinel publication includes an article guest-authored by nursing program leadership at Linfield University on the subject of "Building a Culture of Disabled Belonging in Nursing Education."

STRATEGY: Community Engagement.

PROGRESS: The Executive Director gave numerous presentations over the last 2 years on "Nurse Wellness is Public Protection." Our policy analysts are engaged with Nursing education programs throughout the state for presentations and surveys. Our Communication Manager sends a monthly bulletin and quarterly publication to the 130,000 licensees and certificate holders regulated by OSBN. Sentinel articles feature diverse authors and topics related to diversity and inclusion.

Agency Alignment of Affirmative Action, DEI, and Strategic Plans

The Oregon State Board of Nursing's mission is to protect the public through regulatory excellence and promote the wellness of our nursing professionals. It is informed by the agency's five core values:

1. **Integrity:** We inspire trust and excellence through professionalism and accountability.
2. **Collaboration:** We are inclusive and respectfully accept and contribute valuable ideas to achieve goals.
3. **Stewardship:** We serve the public through responsiveness and effective use of financial, physical, and people resources.
4. **Simplicity:** We reduce barriers to clear communication and streamlined processes.
5. **Innovation:** We empower change in teamwork and transparency.

These values serve as a guidepost for every agency endeavor, including the Affirmative Action, DEIA, and Strategic Plans.

Leadership Evaluation

ORS 659A.012 requires agencies “to achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, disability or age, every state agency shall be required to include in the evaluation of all management personnel the manager’s or supervisor’s effectiveness in achieving affirmative action objectives as a consideration of the manager’s or supervisor’s performance.” This requirement is met through quarterly check-ins with all supervisory roles to ensure this remains a focus.

Workforce Demographic Data and Analysis

Please see Appendix B

Biennium Affirmative Action Plan Strategies and Goals

1. Employment:

Hiring: The Oregon Board of Nursing strives to implement equity in the hiring process by ensuring that candidates are interviewed by panels of multiple people, through multiple rounds of interviews, including employees from protected classes.

Retention: The Executive Director has made significant efforts to ensure that all employees of the board feel valued and can voice any concerns. She has met with each staff member individually to have one-on-one conversations about what motivates them, what they would like to see more of, etc. In essence, these are “stay” interviews, designed to ensure that employees can communicate why they stay at their job, and what we can do as an organization to continue that. While there is no specifically targeted “equity” question or element to these interviews, the hope is that all our employees know that they have access to the top of the organization and that they are valued and heard.

Furthermore, the organization's position descriptions state that employees are expected to participate in and contribute to an inclusive work environment. Quarterly check-ins with employees include the expectation that all employees uphold the agency's values, including equity.

Promotion: The Oregon Board of Nursing posts positions for promotion through the hiring process outlined above, consistent with collective bargaining agreements. Qualified internal candidates are encouraged to apply.

2. Training:

Overview: All employees are trained and informed through the New Employee Orientation (NEO) process, which includes reading and understanding all policies and procedures. They are provided information as to their rights and responsibilities under the Board's Affirmative Action Plan and other Board policies to eliminate discrimination or harassment on the basis of age, color, marital status, mental or physical disability, national origin, race, religion, sex, sexual orientation, or any reason prohibited by state or federal statute.

Employees: All staff will attend training in the areas of affirmative action, valuing diversity, and preventing harassment. Training may be in the form of guest speakers during monthly all-staff meetings, formal classes, electronic learning, sharing of information from the Governor's Affirmative Action Office, and/or one-on-one discussions.

Managers: All managers will be evaluated for their adherence to this Affirmative Action Plan. Employees are encouraged to identify training courses of interest and pursue those opportunities. Managers are supportive of employee development goals, and we share opportunities on our intranet.

All new employees to OSBN are provided with policies and procedures during new employee orientation. Employees (post-offer and 30 days post-hire) complete the following DAS training and policy review via the Workday onboarding portal:

- Workplace Effects of Domestic Violence, Harassment, Sexual Assault, and Stalking
- Weapons in the Workplace
- Violence-Free Workplace
- Managing Improper Governmental Conduct
- Drug-Free Workplace
- Maintaining a Professional Workplace
- Discrimination and Harassment Free Workplace
- The orientation includes a request for new employees to review the agency's affirmative action plan and guidance on how to bring forward concerns or complaints of inappropriate conduct. All concerns/complaints brought forward are taken seriously, resolved as quickly as possible, and followed by a structured investigatory process. (*Please see the Complaint Options section of this report.*)

Further, ongoing and periodic training is provided to ensure consistency in applying these expectations. Topics related to diversity and inclusion are featured at all-staff meetings. Various training methods will be utilized. Managers and staff have been encouraged to attend Cultural Competency training.

Volunteers: Due to the sensitivity and security requirements, the Board does not utilize any volunteers.

Contractors/Vendors: When contracts are established or renewed, OSBN directs vendors and consultants to the Board's website, where the Plan is available for public viewing.

3. Leadership Development/Training:

Equal Employment Opportunity Data of Trainees: We encourage employees to seek opportunities to develop within the organization and engage in training and development toward their career goals. For instance, we have had several staff encouraged to participate in Emerging Manager training and other similar development opportunities.

Results: Currently all five (5) current managers have completed DAS's *Foundational Training Program*, and the Licensing Manager is currently enrolled in DAS's "*Leadership Oregon*" Program, and the Policy Analyst DEIA Committee Chair has completed Oregon Health Authority training, "DELTA - Developing Equity Leadership through Training and Action."

4. Programs:

The OSBN Diversity, Equity, and Inclusion and Accessibility Committee: kicked off in November 2024 to help foster a workplace culture supportive of DEIA aligned with OSBN mission and values and works to increase diversity in applicants, board members, and Rules Advisory Committee members. The committee identifies or provides DEIA training on topics such as antidiscrimination, health disparities and inequities, trauma-informed processes, and bias recognition to ensure Board members and staff understand how inequities relate to the mission of the agency. Through the DEIA committee, OSBN just kicked off monthly optional OSBN staff gatherings with managers to foster a sense of belonging within the agency. *Specific activities that have already taken place to recognize OSBN's DEIA initiatives:*

- Trainers from Trauma Informed Oregon presented to staff in December 2025 and July 2026.
- The investigation department and Board members received training from PBI
- To promote a sense of belongingness, the DEIA committee started an optional monthly OSBN Social Hour for all employees. The event is held over the lunch hour on the first Tuesday of each month and alternates every other month between a virtual and in-person event.
- Tobias Sherwood, from the office of Cultural Change at DAS, spoke to agency staff In June 2026 about the importance of belongingness, particularly in a hybrid working environment and what we (agency leaders and peers) can do to support one another as well as create a welcoming environment for new employees.

5. Community Engagement:

The Executive Director conducts outreach to promote the services of the Oregon Board of Nursing and to develop and maintain ties to the regulatory community locally, nationally, and internationally. For example, the Executive Director is currently a member of the National Organization of Alternative Programs Board of Directors.

Our Communication Manager has partnered with our community to ensure articles published guest articles in the Sentinel: the Oregon Black Nurses Association covered the Mini Nurse Academy in the August 2025 issue, and Linfield University School of Nursing wrote about their efforts regarding Disability in Education in the May 2026 issue.

The Red Cross Blood Drives have continued to be held as this event is open to all within the building complex and the public in general. The agency will continue to host flu shot clinics and any other vaccine clinics authorized by the state. These clinics are open to all state employees in the area. The agency will continue to participate in any state fundraising activity.

Complaint Options

The Oregon State Board of Nursing adopted DAS's Professional & Harassment-Free Workplace Policy, [50-010-03.Prior.pdf](#) . All employees are required to read it upon hire and periodically thereafter. The Policy document outlines the process for reporting incidents, what information is required, and how those issues will be addressed. The policy document is included in the appendix. Additionally, employees can address concerns directly with their managers or executive staff on an informal basis. Employees can address any issues to their manager, HR, or the Executive Director. Contact information for management staff is available to all Board employees. Each case/incident must be evaluated and addressed on a case-by-case basis, which may necessitate ad hoc timelines to ensure all parties involved are adequately included. Employees can access the complaint process through several avenues. They can present their complaint to HR, their direct manager, or the Executive Director.

Complaint Filing Resources

- Collective bargaining grievance procedures: [SEIU Special Agencies Coalition 2025-2027](#)
- Filing a complaint with BOLI's Civil Rights Division: https://www.oregon.gov/boli/CRD/Pages/C_Crcompl.aspx
- File a complaint with the Federal Equal Employment Opportunity Commission (EEOC): https://www.eeoc.gov/federal/fed_employees/filing_complaint.cfm
- File a civil suit in State Circuit Court: <https://www.courts.oregon.gov/how/Pages/file.aspx>
- File a civil suit in Federal District Court: <http://www.uscourts.gov/about-federal-courts/types-cases/civil-cases>

Succession Plan

The Oregon State Board of Nursing Succession Plan is available to read in full on the OSBN website: https://www.oregon.gov/osbn/Documents/OSBN_2025_SuccessionPlan.pdf

Status of Contracts to Minority Businesses (ORS 659A.015)

Number of Contracts with Minority or Women-Owned Business

The agency does contract with subject matter experts for investigative case review and testimony at contested case. All but one of the current consultants are women.

Appendices and Additional Information

APPENDIX A

Organizational Chart

APPENDIX B

Workforce Demographic Data and Analysis

APPENDIX C

State Policies Linked to this Policy

- [ADA and Reasonable Accommodation Policy](#) (Statewide policy 50.020.10)
- [Discrimination and Harassment Free Workplace](#) (Statewide policy 50.010.01)
- [Employee Development and Implementation of Oregon Benchmarks for Workforce Development](#) (Statewide policy 50.045.01)

References:

- [Duties of Administrator](#) (ORS 240.145)
- [Rules Applicable to Management Services](#) (ORS 240.250)
- [Recruitment and Selection](#) (Statewide policy 40.010.02)
- [Veterans Preference in Public Employment](#) (ORS 408.230)
- [Equal Opportunity and Affirmative Action Rule](#) (105.040.0001)

APPENDIX D

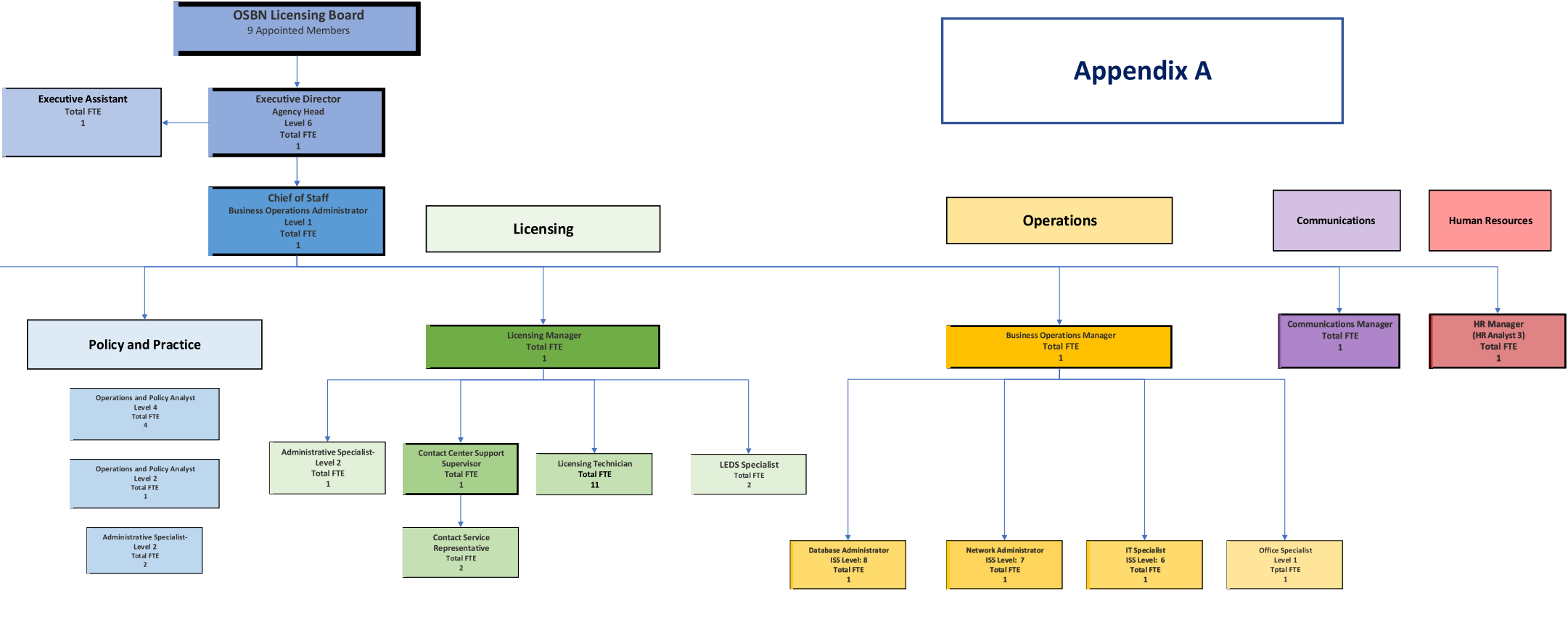
Federal Policies Linked to this Policy

- [Age Discrimination in Employment Act of 1967](#) (ADEA)
- [Disability Discrimination Title I of the Americans with Disability Act of 1990](#)
- [Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008](#) (GINA)
- [Equal Pay and Compensation Discrimination Equal Pay Act of 1963](#)
- [Title VII of the Civil Rights Act of 1964](#)
- [Retaliation Title VII of Civil Agency Affirmative Action Policy](#)

APPENDIX E

- Updated 2024-2027 Strategic Plan and DEIA Plan
- 2025 Succession Plan

Oregon State Board of Nursing (OSBN)



Appendix A

Appendix B
Demographic Information

Job Category	Total FTE	Gender	Race	Disability	Veteran Status	Generation
Executive/Management	8	Male: 3 FTE Female: 5 FTE	White: 8 FTE	None Reported	Yes (1 Reported)	Baby Boomer: 1 FTE Generation X: 4 FTE Millennial: 3 FTE
Administrative Support	10	Female: 10 FTE	White: 8 FTE American Indian/Alaska Native: 1 FTE Black: 1 FTE	None Reported	None Reported	Baby Boomer: 1 FTE Generation X: 6 FTE Millennial: 2 FTE Generation Z: 1 FTE
Paraprofessional	13	Male: 5 FTE Female: 8 FTE	White: 12 FTE Black: 1 FTE	None Reported	None Reported	Baby Boomer: 6 FTE Generation X: 2 Millennial: 5
Technical	3	Male: 3 FTE	White: 3 FTE	None Reported	None Reported	Baby Boomer: 1 FTE Generation X: 1 FTE Millennial: 1 FTE
Professional	27	Male: 7 FTE Female: 20 FTE	White: 24 FTE Two or More Races: 1 FTE Hispanic: 1 FTE American Indian/Alaska Native: 1 FTE	None Reported	None Reported	Baby Boomer: 1 FTE Generation X: 17 FTE Millennial: 9 FTE



2024
2027

Oregon State Board of Nursing

Strategic Plan

Table of Contents

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| 3. | Values | 8. | Phased Approach |
| 4. | Strategic Focus | 9. | Monitoring and Evaluating |
| 5. | Strategic Imperative #1 | | |



Overview

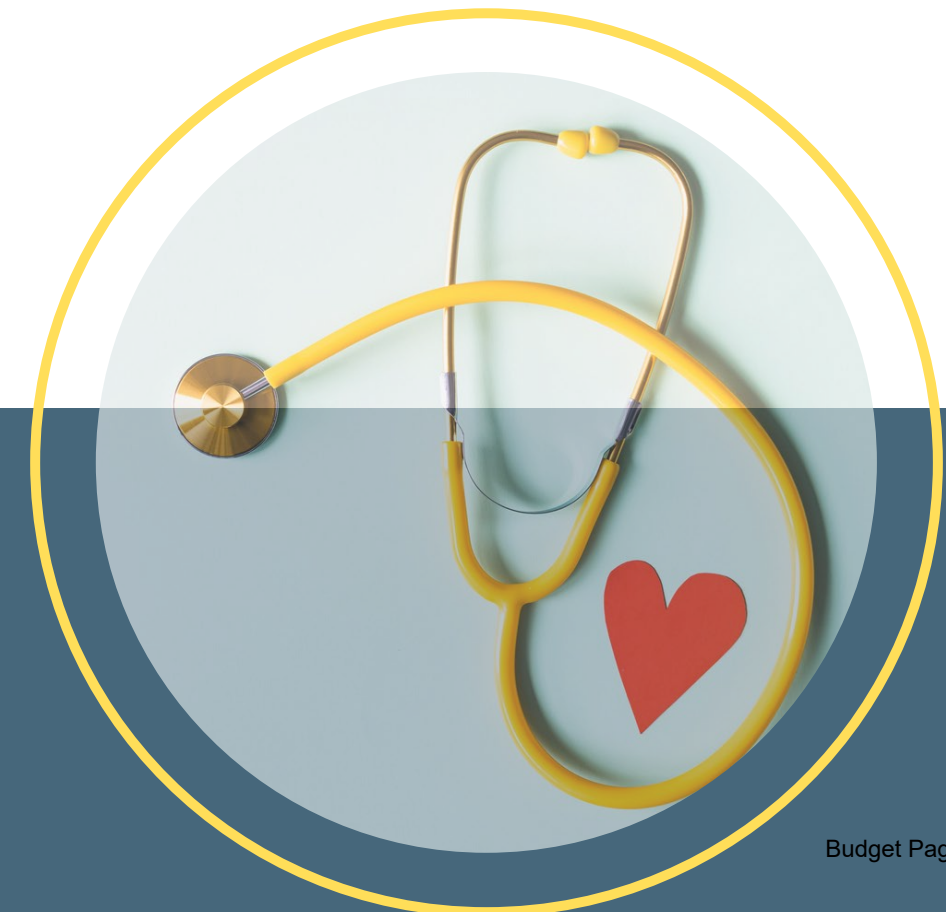
The Oregon State Board of Nursing (OSBN) was established in 1911. [The nine OSBN board members are appointed by the Governor](#) and include two public members, four registered nurses, one licensed practical nurse, one certified nursing assistant, and one nurse practitioner.

The four RN members represent various areas of nursing practice as follows: one nurse educator, one nurse administrator, and two direct-care non-supervisory nurses. They also represent a variety of geographic locations. Board members serve three-year terms. The OSBN is part of the executive branch of Oregon state government.

The OSBN meets regularly throughout the year, holding five in-person meetings and seven teleconferenced meetings. It may hold special meetings if necessary. Board meetings are open to the public. The OSBN employs a staff of about 50 who provide customer service and assist the Board in carrying out its mission.

The OSBN, with the help of its staff:

- Interprets the Oregon Nurse Practice Act;
- Evaluates and approves nursing education and nursing assistant training programs;
- Issues licenses and renewals;
- Investigates complaints and takes disciplinary action against licensees who violate the Oregon Nurse Practice Act;
- Maintains the nursing assistant registry and administers competency evaluations for nursing assistants; and,
- Provides testimony to the legislature and other organizations as needed.





OSBN Mission

The Oregon State Board of Nursing is committed to protecting the public through regulatory excellence and promoting the wellness of our nursing professionals.

OSBN Vision

A safe and healthy public promoted through a healthy and diverse nursing workforce.

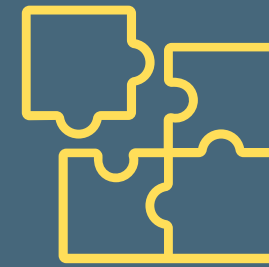
OSBN Values



Collaboration:
We are inclusive and respectfully accept and contribute valuable ideas to achieve goals



Innovation: We empower change through teamwork and transparency



Integrity: We inspire trust and excellence through professionalism and accountability



Simplicity:
We reduce barriers through clear communication and streamlined processes



Stewardship: We serve the public through responsive and effective use of financial, physical and people resources



Strategic Focus

This strategic plan lays out OSBN's imperatives for the next four years.

The imperatives are critical focus areas. Each imperative has supporting objectives and strategies that outline how OSBN will drive and measure improvement across the imperative areas.

Strategic Imperative #1

Diversity, Equity, Inclusion, and Accessibility

DEIA is critical at Oregon State Board of Nursing. Our DEIA Committee will drive the implementation of a DEIA plan with key strategies for improvement.

Objective 1: Increase access to OSBN services

Strategies:

- Improve language access services to our customer by phone.
- Provide multiple pathways and languages to submit complaints.
- With an intentional equity lens, add inclusive language to policies, procedures, and Nurse Practice Act.

Objective 2: Increase diversity of external partners

Strategies:

- Ensure diversity within Board Members.
- Ensure diversity within Rule Advisory Committees.

Objective 3: Recruiting and hiring

Strategies:

- With an intentional equity lens, add inclusive language on job postings.
- Review, update, and monitor hiring processes, including recruitment, interview procedures, and hiring outcomes.

Strategic Imperative #2

Customer Service and Communication

OSBN serves all Oregon citizens and providing excellent customer service is a critical imperative.

Objective 1: Improve our relationships with our customers

Strategies:

- Optimize customer service
 - Increase phone hours and Improve phone technology.
 - Improve language access.
 - Simplify application and complaint forms.

Objective 2: Become a Trauma-Informed Agency

Strategies:

- Implement ongoing training in trauma informed practices.
- Ensure application questions are trauma informed and free from stigmatizing language.

Objective 3: Focus on Key Performance Measures

Strategies:

- Maintain 2023 application timeliness performance as measured by time from complete license application to license determination.
- Overall Customer Satisfaction (good and excellent) – target 2% improvement each year over 2023.

Strategic Imperative #3

Employee Retention and Recruitment

OSBN is focusing on retention and recruitment to increase staff well being and to ensure the agency's succession plan is supported.

Objective 1: Complete an agency infrastructure needs assessment

Strategies:

- Identify opportunities to create growth and development pathways for staff and leaders.
- Identify areas of redundancy and inefficiency and streamline infrastructure.

Objective 2: Improve recruitment and retention

Strategies:

- Broaden recruiting strategies.
- Implement comprehensive onboarding and new employee training program.
- Design and implement a cross-training program.
- Develop pathways for staff and leader development and progression based on needs assessment.

Phased Approach

Phase 1: Clarity

Timeline: January 2024 - June 2024

What environmental factors must we consider, and what are the customer and partner's perceptions about Oregon and the agency?

Mission

Our purpose is not just a statement anymore; it's a collective call to action that each one of us plays a crucial role in.

Vision

What is the ideal future state we are trying to create?

Values

Our values are the internal fundamental beliefs that shape how we work together and serve our mission.

Phase 2: Focus and Action

Timeline: June 2024 - December 2025

Priorities

What must be accomplished over the planning horizon?

Goals

What collective action do we need to take to deliver on our priorities?

Metrics

How will we measure success?

Phase 3: Implement, Evaluate, and Measure

Timeline: January 2026- December 2027

Action Plan

What actions need to be taken by teams to achieve plan priorities?

Track Progress

How are we doing? This is not just a question but a call for each of us to take responsibility, adjust, or take different actions to ensure the success of our strategic plan.

Report

Share results and progress toward plan goals.

Monitoring and Evaluating

The OSBN strategic plan has a four-year horizon. OSBN leaders and committees will drive the work forward on each critical imperative.

Progress will be continuously monitored.

Reports will be developed and shared with Board and Community partners quarterly.

Imperatives and objectives will be evaluated yearly.





Oregon State Board of Nursing Diversity, Equity,
Inclusion & Accessibility Action Plan

Oregon State Board of Nursing Diversity, Equity, Inclusion & Accessibility Action Plan

A Message to the Public, the OSBN Esteemed Board Members, and Employees from Executive Director Rachel Prusak, MSN, APRN, FNP

The Oregon State Board of Nursing (OSBN) has a unique opportunity to join other state agencies in DEIA efforts. By embracing Diversity, Equity, Inclusion, and Accessibility at OSBN, we can create a work environment that is not only more vibrant and inclusive but also more productive and fulfilling. This is not about virtue signaling or action plans on a shelf. DEIA is not about compromising or lowering our standard of excellence and reducing expectations from our workforce. On the contrary, it requires us to elevate our standards and practices to ensure we strategically afford all persons a fair and equitable opportunity for employment and advancement based on their knowledge, skills, and abilities.

DEIA is a concept that is already deeply embedded in our organizational values. It's a concept and a commitment to raising our standards to enhance customer service and improve internal and public-facing interactions, perceptions, outreach, and engagement efforts. By doing DEIA work well, we are not just meeting external expectations, but also aligning with our core values, reinforcing our commitment to diversity, equity, inclusion, and accessibility. This means leading by example in our offices and communities, ensuring we embrace differences, uphold the rights of all individuals, and, despite our differences, treat everyone with dignity and respect.

Integrity: We inspire trust and excellence through professionalism and accountability.

Collaboration: We are inclusive and respectfully accept and contribute valuable ideas to achieve goals.

Stewardship: We serve the public through responsiveness and effective use of financial, physical, and people resources.

Simplicity: We reduce barriers to clear communication and streamlined processes.

Innovation: We empower change in teamwork and transparency.

I am asking OSBN to reaffirm our commitment to these values and advance in our mission. Your role in this mission is crucial, and your contributions are highly valued. Together, we can make a significant difference in our organization and the communities we serve.

Sincerely,

Rachel Prusak, MSN, APRN, FNP Executive Director OSBN

Definitions

Diversity means honoring and including people of diverse backgrounds, identities, and experiences collectively and as individuals. It emphasizes the need for sharing power and increasing representation of communities that are systemically underrepresented and under-resourced. These differences are strengths that maximize the state's competitive advantage through innovation, effectiveness, and adaptability.

Equity acknowledges that not all people, or all communities, are starting from the same place due to historical and current systems of oppression. Equity is the effort to provide various levels of support based on an individual's or group's needs to achieve fairness in outcomes. Equity actionably empowers communities most impacted by systemic oppression and requires redistributing resources, power, and opportunity to those communities.

Inclusion is a state of belonging when persons of diverse backgrounds, experiences, and identities are valued, integrated, and welcomed equitably as decision-makers, collaborators, and colleagues. Inclusion is the environment that organizations create to allow these differences to thrive.

Accessibility is the practice of making information, activities, and environments sensible, meaningful, and usable for as many people as possible.



Mission, Vision, And Values

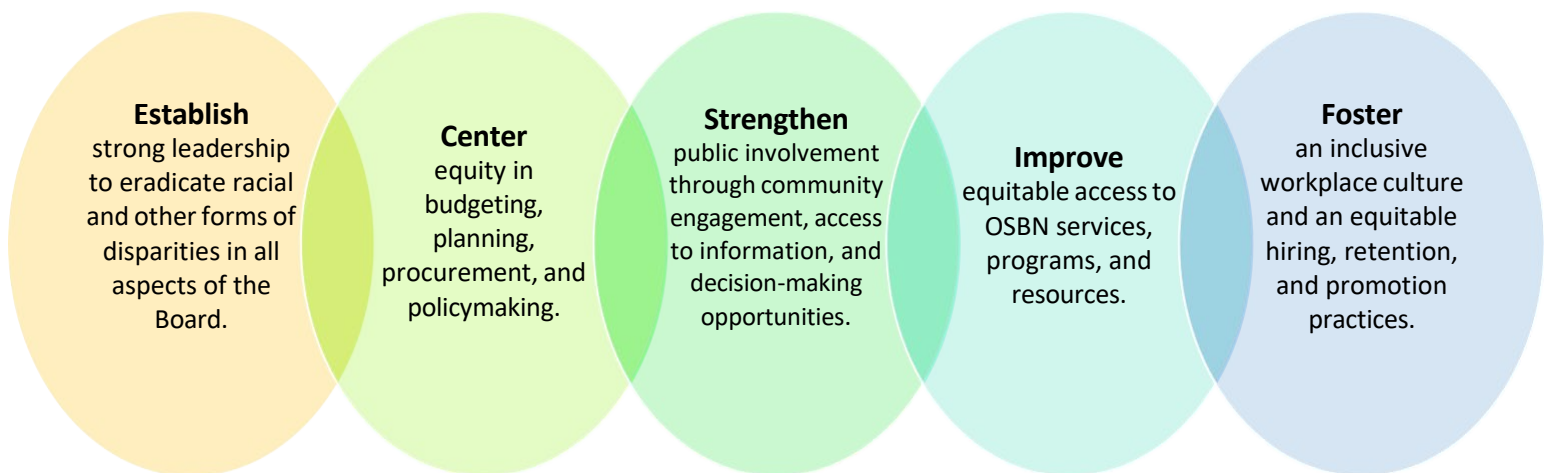
OSBN Mission: The Oregon State Board of Nursing is committed to protecting the public through *regulatory* excellence and promoting the wellness of *nursing professionals*.

OSBN Vision: A safe and healthy public promoted through a healthy and diverse nursing workforce.

OSBN Values: The Oregon State Board of Nursing values further the mission and shape the culture of the agency.

- **Integrity:** We inspire trust and excellence through professionalism and accountability.
- **Collaboration:** We are inclusive and respectfully accept and contribute valuable ideas to achieve goals.
- **Stewardship:** We serve the public through responsiveness and effective use of financial, physical, and people resources.
- **Simplicity:** We reduce barriers to clear communication and streamlined processes.
- **Innovation:** We empower change in teamwork and transparency.

Equity Goals



DEIA PLAN: Next Steps: The OSBN Executive Director gained clarity by connecting with the leadership team, the Office of Cultural Change within Department of Administrative Services, the OSBN Board and the OSBN Staff from January 2024 to May 2024. It is now time to focus and act. OSBN Board and Staff must adopt a statement of philosophy and create a DEIA committee.

- Adopt a Statement of Philosophy clearly explaining the board's position on diversity, equity, inclusion, and accessibility outlining the value of the Board's commitment to equitable processes for licensees, and the Board's position against discrimination of any sort as a professional expectation.
 - **Timeline: September 2024**
- Create a DEIA committee and provide DEIA trainings topics such as anti-discrimination, health disparities and inequities, trauma-informed processes, and bias recognition, ensuring Board members and staff have understandings of how inequities relate to the patient safety mission of the Board.
 - **Timeline: September 2024**

Strategic Imperatives

Strategic Imperative 1: Increase Diversity of Board Members and External Partners:

Community engagement means collaborating with the community and building meaningful partnerships to inform decision-making. Engaging impacted communities ensures that OSBN plans are relevant, effective, and build on the existing solutions, ideas, and strengths that Oregon's diverse communities have to offer. Fundamental to the role of the Board is the maintenance and strengthening of public trust in the practice of nursing and in professional self-regulation. **Actions:**

- Encourage diverse members of the public and licensees to apply for Board membership by partnering with state and local organizations representing communities that have been marginalized to identify potential appointees.
 - **Timeline: Yearly Vacancies**
- Encourage diverse members of the public and licensees to apply for Rule advisory committees by partnering with state and local organizations representing communities that have been marginalized to identify potential appointees.
 - **Timeline: Ongoing**

Strategic Initiative 2: Increase Access to OSBN Services: Collaborative and coordinated communication efforts are needed to reach people who have not been provided information sufficiently in the past. Services must be delivered equitably so that all Oregonians can access and benefit from the OSBN's work. **Actions:**

- Improve language access services on customer service phones.
 - **September: 2024**
- Provide multiple pathways and languages to submit complaints.
 - **December 2024**
- Publish articles in the quarterly *OSBN Sentinel* Publication featuring authors of diverse racial and ethnic communities and with a focus on DEIA in medical regulation, education, or patient care.
- **Timeline: December 2024**

Strategy 3: Recruiting & Hiring

OSBN promotes public service through intentional and purposeful recruitment, hiring, and retention of culturally and ethnically diverse staff, Board members, and committee members while ensuring a safe, inclusive, accessible, and belonging working environment for all. **Actions:**

- Promote equal employment opportunities and pay equity in the workplace.
 - **Timeline: June 2024**
- Review, update, and monitor hiring processes, including recruitment, interview procedures, and hiring outcomes.
 - **Timeline: December 2024**
- With an intentional equity lens, Review and update position descriptions and add inclusive language on job postings.
 - **Timeline: December 2024**

DEIA Action Plan: Implement, Evaluate, and Measure

Oregon State Board of Nursing will partner with the state office of Cultural Change to ensure alignment with enterprise efforts to promote diversity, equity, inclusion, and accessibility. This includes but is not limited to, ensuring all OSBN employees strive to be responsive to promote the ongoing practice of fostering an inclusive workplace culture in support of our agency's commitment to protecting the public.

Oregon State Board of Nursing will also become a trauma informed agency. Empathy, Compassion, and Curiosity in Our Work of Equity, Diversity, Inclusion, and Accessibility. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities, and talent that our employees bring to their work represents a significant part of our culture, our reputation, and our achievement.

Oregon State Board of Nursing will gain an appreciation of the value our employees' differences in age, ability, race, ethnicity, family or marital status, gender identity or expression, language, national origin, political affiliation, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique and enrich our agency.

The Oregon State Board of Nursing is committed to increase our efforts to recruit, hire, train, develop, and support a workforce that reflects the diversity of our State. This commitment and ongoing practice will strengthen the agency and make us more effective in carrying out our mission.





Oregon State Board of Nursing Succession Plan

Oregon State Board of Nursing
December 31, 2025

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Mission: The Oregon State Board of Nursing is committed to protecting the public through regulatory excellence and promoting the wellness of our nursing professionals.

Vision: A safe and healthy Oregon promoted through a healthy and diverse nursing workforce.

Values

- Integrity: We inspire trust and excellence through professionalism and accountability.
- Collaboration: We are inclusive and respectfully accept and contribute valuable ideas to achieve goals.
- Stewardship: We serve the public through responsive and effective use of financial, physical and people resources.
- Simplicity: We reduce barriers through clear communication and streamlined processes.
- Innovation: We empower change through teamwork and transparency.

Future Workforce

Upcoming agency changes, future work, and potential challenges (i.e., operational changes, funding changes, recruitment/retention challenges).

The average age of OSBN employees is 49, and we currently have 12 employees (about 20% of our workforce) who will be eligible to retire in the next five years. Over 2025, OSBN has seen 8 employees leave OSBN, including 5 retirements, 1 left for another agency, and 2 resignations. We have filled all 8 positions and, within our Investigations Department, have added and filled 2 new Healthcare (Nurse) Investigator positions, added and filled a full-time, limited-duration Investigator 3 position, and are set to fill a newly established full-time Administration Specialist (Level 1) in early 2026. Increasing both the number of investigators and support staff provides human resources critical to our mission of protecting the public.

As a business regulatory agency, OSBN often recruits with the same knowledge, experience, and attributes as its regulating entities. Although the agency has excellent benefits and allows remote work, applicants are usually drawn to private employers with more robust recruiting and incentive programs, have invested in new technologies and industry innovations, provide greater access to training programs/career progression, offer higher compensation at the entry- and senior-level positions, and increase compensation at more excellent rates. The agency expects that trend to continue.

To retain current employees, OSBN works on department-specific training programs and career development. For recruitment, we updated how and where we post positions. We expanded our community outreach to different nurse communities, including those closer to retirement and underrepresented groups, to build a larger, more diverse applicant pool. In our continuing effort to retain and grow our existing talent, both the Investigations and Licensing Departments have increased and diversified the use of Lead Workers to assist with internal training needs, policy and procedure review, and special projects.

While compensation is always a critical factor, another reason an employee will look outside their current agency is due to limited opportunities for career advancement. This also holds with external recruitment. To attract and retain employees, OSBN has recognized the need to develop career progression opportunities for both existing and new employees. Over the last year, we have increased our community engagement with underserved and underrepresented groups, which has provided us with a broader pipeline of applicants and has developed a robust employee engagement program.

Identification | Critical/Highly Critical Positions

OSBN's succession planning focuses on building our bench in positions that are highly critical or critical (based on the adjacent table) and likely to become vacant in the next one to five years.

Critical

1. Information System Specialist (ISS) 8

- a. Competencies of Position: Programming, Data collection and analysis, Information security, change management, training and development, project management, engineering, programming, research, attention to detail, critical thinking, customer focus, future-oriented, innovation, planning and organization, problem-solving, self-management, teamwork.
- b. Why identified as Critical: This was identified as highly critical in 2023 as a vacancy in this position would significantly impact OSBN. The person currently employed in this role is eligible for retirement within the year, and currently, OSBN employs just one person in this position. In 2025, we completed an extensive review of the duties of the IT team, as a result, the importance of the ISS 8 role has been re-evaluated and redefined as critical rather than highly critical. While the ISS 8 position demands specialized knowledge and skills, efforts have been made to minimize significant impacts due to a loss in this position. The role has evolved to include more vendor-managed applications and databases, with the focus shifting from database building to database quality control alongside data reporting and design. Despite the decrease in criticality, the role remains essential due to its complexity and the agency's need for real-time data collection and reporting.

NOT A CRITICAL POSITION	• Vacancy would cause limited impact • Limited specialized knowledge or skills required • Strong recruitment potential • Competitive compensation package • Limited direct promotional opportunities
CRITICAL POSITION	• Vacancy would cause an impact • Some specialized knowledge or skills required • Challenging recruitment • Moderately competitive compensation package • Skill set in demand • Promotional opportunities • Anticipate vacancy within the next 1 to 5 years
HIGHLY CRITICAL POSITION	• Vacancy would cause a significant impact • Specialized knowledge or skills required • Very challenging recruitment • No competitive compensation package/compression issues • Skill set in high demand • Promotional opportunities • Anticipate vacancy within the next year

2. Operations & Policy Analyst 4 – Nurse Practice Act Analyst

- a. Competencies of Position: Compliance, Data Collection and analysis, Research, Medical Knowledge, Training and development, Eligibility determination, Education, Legal knowledge, problem-solving, project management, strategic thinking, interpersonal skills, future-oriented, critical thinking, communication, change management, emotional intelligence, attention to detail.

- b. Why identified as Critical: A vacancy in any of our four positions would significantly impact OSBN. This position requires specialized knowledge and challenges recruitment due to competition with private sector opportunities. The skill set is in high demand, and there are few to no promotional opportunities within OSBN. In September we filled one of the positions due to a retirement and we anticipate a second retirement in the summer of 2026. Furthermore, how the state posts positions for specialized roles can sometimes impact recruitment and consider the candidate not to qualify.

3. Health Care Investigator / Advisor – Nurse Investigator

- a. Competencies of Position: Data collection and analysis, Information security, legal knowledge, medical knowledge, research, professionalism, self-management, time management, objectivity, interpersonal skills, communication, critical thinking, decision-making, empathy, emotional intelligence, and attention to detail.
- b. Why identified as Critical: OSBN saw two nurse investigators leave in 2024. We have filled the positions, but we saw what it looks like when we have fewer nurse investigators to take cases and how a backlog can occur during recruitment. Also, due to failed recruitment, before my arrival as ED, a decision was made to backfill the investigator 3 position into the nurse investigator position. _All positions that were underfilled/backfilled have since been corrected and are now filled as budgeted. This has further contributed to a backlog in our investigations department because the nurse investigators hold specialized knowledge critical to upholding OSBN's mission of protecting the public. Within our investigations department, the nurse investigator serves as a nursing expert, providing insights that other investigators lack. Recruitment for these roles can be challenging because taking on an investigator role is a pay cut for a nurse, which impacts recruitment.

Development | For Critical and Highly Critical Positions

Critical

1. Information System Specialist 8

- a. Plan for competency development:
Crosstrain the ISS7 for some of the ISS8 duties. OSBN also recruited an IT manager from DAS to join us on a rotation to support strategic planning and project management to audit OSBN IT needs and where we may be able to review the duties of the IT team duties to reduce the criticality of the position by promoting cross-functional team collaboration and training.
- b. Overcoming recruitment/retention challenges:
The incumbent employee is currently eligible for retirement and private employer compensation for similar positions exceeds what OSBN offers. OSBN will focus our recruitment / development efforts on our existing employee base.

OSBN HR will be monitoring the progress of the CHRO Comp and Class Team's introduction of the new Data Analyst and Business Data Analyst job series into the statewide job classification system. This new job series could provide OSBN with an opportunity to tailor the role to the changing needs of our agency while potentially diversifying our applicant pool by recruiting for a more modernized IT business partner role.

c. Overcoming skill development challenges

Supporting ISS8 with access to webinar trainings in changing landscape of IT security.

2. Operations & Policy Analyst 4 – Nurse Practice Act Analyst

a. Plan for competency development:

Create a pathway for internal employees to develop the necessary competencies to become a Nurse Practice Act Operations and Policy Analyst. OSBN leadership is also discussing the requirements of these positions and considering diversifying to allow for a couple of non-nurse analysts.

b. Overcoming recruitment/retention challenges:

To increase recruitment opportunities, OSBN is discussing the possibility of a non-nurse analyst and working to expand where we recruit for nursing positions. We have been successfully focusing on those nurses who are interested in policy development and can take a potential pay cut.

c. Overcoming skill development challenges:

OSBN leadership will work to provide training opportunities for our Nurse Practice Act Analysts, including Bill Tracker Training, DOJ Rules Writing Training, and additional instruction opportunities in the legislative process. Additionally, OSBN leadership is developing templates for best practices within legislative analysis, writing rules, and working with external partners.

3. Health Care Investigator / Advisor – Nurse Investigator

a. Plan for competency development

There is currently no pathway for internal employees to develop the necessary competencies to become a nurse investigator. OSBN leadership is, however, discussing possible ways to partner with other organizations.

b. Overcoming recruitment/retention challenges:

To increase recruitment opportunities, OSBN is working to expand where we recruit for these positions – currently exploring advertising to nurses towards the end of their careers or those who may want or need to move away from direct care. We will focus on those nurses who are interested in continuing to serve the public and are able to take a potential pay cut.

c. Overcoming skill development challenges:

This one is challenging as you need to be a nurse to take on this role.

Agency-wide plans for competency development

OSBN is working to provide additional training in agency-specific technologies, including the licensing and investigation software, ORBS, and training in using Teams channels. We are also working on department-specific training that will allow for competency development within department groups. These training courses include customer service development, legislative, rules development, and investigation best practices.

OSBN is working on process improvements through lead work opportunities, internal job rotations, and, if available, temporary work out of class assignments, to develop and cross-train employees within departments. Department managers, supervisors and, when appropriate, committees comprised of both agency leadership and staff are coming together to build desk manuals as well as reviewing and building departmental policies, procedures, and workflows.

OSBN will work with HR to provide training on career advancement. In late summer 2025 OSBN's HR Manager completed training to become a Workday Learning Partner. The HR Manager now can build new, review existing and assign a variety of Workday Learning classes, and online trainings to individual employees, departments and staff agency wide. This specialized role also offers the HR Manager increased access to statewide training resources (within Workday) and connections with experienced Workday Learning Partners from DAS and other state agencies.

Evaluation | Competencies, Goals, and Recruitment Strategies

What are the agency's plans to evaluate and revisit this plan to ensure the agency is on track in the following areas:

Critical Positions

OSBN evaluated what was marked as critical and tasked staff to create desk manuals as well as cross training where appropriate. We will be reevaluating the critical positions and planning annually at manager retreat.

Competency Adjustment

Position descriptions will be reviewed annually at PAF check-ins to adjust competencies as needed.

Employee Goals

OSBN will have managers check in with their employees during the PAF meetings to make sure career and skill development conversations are taking place with all employees.

Recruitment Strategies

OSBN's HR Manager will meet quarterly with the VidCruiter client support team to discuss applicant engagement with the platform. Based on OSBN's current recruitment and retention

needs and VidCruiter's current capabilities these discussions may include tools and features that can be utilized to improve communications with candidates via the VidCruiter platform. Current topics of discussion focused on creating a more user-friendly experience for both the candidate and the client (OSBN HR and hiring team) include:

- Integration with Workday
- Improved interface with Microsoft 365 (Outlook)

OSBN HR will continue attending monthly Statewide Recruiter meetings to stay current on all state and federal requirements and up to date on current hiring trends.

OSBN's HR Manager believes in maintaining a warm and friendly, and consistent connection with applicants. This includes creating customized communications (via the Workday Candidate Portal) to candidates about:

- Recruiting timeline updates
- Explaining unanticipated timeline delays
- Explaining the application screening and interview scheduling process (particularly with large applicant pool)

Although these messages are sent via the Workday, the HR Manager receives candidate responses/questions directly via email. The responses/questions received is the tool the HR Manager uses to evaluate what's working and what isn't in any recruitment because more times than not, each candidate communication solicits feedback from at least one applicant about the recruitment process, regardless of what stage they fall in the process. From the Workday application process to the VidCruiter experience, to the panel interview, the feedback is noted, evaluated and, if appropriate/of potential value to future recruitments, shared.

Action Plan |

This section will help the agency outline the actions needed to align the agency's strategic and succession plans. List the specific activities the agency will use, steps for completion and timeline to ensure agency's performance. Agencies should include metrics where appropriate.

ACTIVITY #1:

Objective: Improve diversity in recruitment process

Targeted Completion Date: ongoing

Intermediate Milestones: DEIA Plan published January 2024. Staff and Board received DEIA training in April 2024, DEI committee formed in August 2024 to support work to implement DEIA in hiring and onboarding practices. This work is ongoing and will monitor.

Contingencies (if any): Potential staffing/funding changes

Metric Target: OSBN hiring panel is guided by our Affirmative action plan to prevent unconscious bias in hiring.

Metric Definition: OSBN can measure and track diversity, equity, and inclusion in recruitment process within our Affirmative action plan.

Intermediate Milestones: HR Manager attends monthly statewide recruiter's meetings to keep current on state-wide recruitment processes and best practices to minimize or eliminate barriers in the job application process.

Metric Target: Monitor the number of applications submitted that include all requested documents and information without a follow-up request and response time from applicant. Monitor engagement of selected applicants with virtual interview platform.

Metric Definition: OSBN will utilize tools available in the current HRIS (Workday) to monitor the application submission and communication process. Monitor engagement of selected applicants with virtual interview platform.

ACTIVITY #2:

Objective: Continue to encourage managers to include a career development component in the employees' quarterly Performance Accountability and Feedback (PAF) to promote professional growth opportunities and identify potential internal candidates for critical positions.

Targeted Completion Date: Ongoing

Intermediate Milestones: HR created Performance Accountability and Feedback (PAF) guidelines for managers in 2024. OSBN will add a career development discussion and identify potential OSBN internal candidates for critical positions to promote professional growth opportunities. Managers Identify internal candidates for positions by June 2025.

Contingencies (if any): Potential unexpected staffing changes, and no internal candidate interest for identified positions.

Metric Target: Baseline = 3 positions identified as critical, Target = 3 positions with at least 1 identified potential internal candidate.

Metric Definition: Identified positions will have an internal named candidate in the Workday succession plan.

ACTIVITY #3:

Objective: Expand recruitment efforts as OSBN critical positions are specialized, making it challenging to identify internal candidates.

Targeted Completion Date: April 2024

Intermediate Milestones: HR updated job postings which saw double the candidates applying than in past years. The Executive Director and deputy Director identified one state agency and one private sector nursing organization to partner with for recruitment for highly critical positions.

Contingencies (if any):

Metric Target: Baseline = 3 positions identified as critical, Target = 3 positions with at least 1 identified potential candidate.

Metric Definition: Executive Director and Deputy Director will have agreement with identified partners.

Conclusion

OSBN is actively working to mitigate the inherent loss of institutional knowledge that comes with many anticipated retirements by developing its existing workforce. This includes using the Performance Accountability and Feedback (PAF) quarterly check-in program to discuss employee career goals. By equitably developing our workforce, OSBN is confident that our present and future recruitment needs will be adequately addressed. Additionally, we are encouraging our divisions to take steps to ensure that critical positions have cross-trained employees who can perform the work. In contrast, recruitment for the position is underway. This allows the work to continue and provides career development opportunities for the workforce. For cross-training to be effective, it must be offered to all employees interested in career progression. Through a DEI lens, we must ensure that all employees have equal opportunities to improve their skills.

Each year, we will evaluate the criticalness of each position and the succession plan. This approach will keep the focus on impending retirements. The average age of OSBN employees is 49, and 12 employees (about 20% of our workforce) will be eligible to retire in the next five years. As an agency, we will focus on building an external candidate pipeline and developing our current workforce to succeed in hard-to-fill positions. We will also continue to focus on DEIA and ensure we recruit and retain a diverse workforce.

Nursing, Board of**Summary Cross Reference Listing and Packages
2027-29 Biennium****Agency Number: 85100****BAM Analyst: Patton, Jealinda****Budget Coordinator: Etherington, John - (971)673-0664**

<i>Cross Reference Number</i>	<i>Cross Reference Description</i>	<i>Package Number</i>	<i>Priority</i>	<i>Package Description</i>	<i>Package Group</i>
001-00-00-00000	Board Operations	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
001-00-00-00000	Board Operations	021	0	Phase-in	Essential Packages
001-00-00-00000	Board Operations	022	0	Phase-out Pgm & One-time Costs	Essential Packages
001-00-00-00000	Board Operations	031	0	Standard Inflation	Essential Packages
001-00-00-00000	Board Operations	032	0	Above Standard Inflation	Essential Packages
001-00-00-00000	Board Operations	033	0	Exceptional Inflation	Essential Packages
001-00-00-00000	Board Operations	040	0	Mandated Caseload	Essential Packages
001-00-00-00000	Board Operations	050	0	Fundshifts	Essential Packages
001-00-00-00000	Board Operations	060	0	Technical Adjustments	Essential Packages
001-00-00-00000	Board Operations	070	0	Revenue Shortfalls	Policy Packages
001-00-00-00000	Board Operations	081	0	June 2026 Emergency Board	Policy Packages
001-00-00-00000	Board Operations	101	1	Agency Position Updates	Policy Packages
001-00-00-00000	Board Operations	102	2	Board Member Increases	Policy Packages

Nursing, Board of

Policy Package List by Priority
2027-29 Biennium

Agency Number: 85100
BAM Analyst: Patton, Jealinda
Budget Coordinator: Etherington, John - (971)673-0664

<i>Priority</i>	<i>Policy Pkg Number</i>	<i>Policy Pkg Description</i>	<i>Summary Cross Reference Number</i>	<i>Cross Reference Description</i>
0	070	Revenue Shortfalls	001-00-00-00000	Board Operations
	081	June 2026 Emergency Board	001-00-00-00000	Board Operations
1	101	Agency Position Updates	001-00-00-00000	Board Operations
2	102	Board Member Increases	001-00-00-00000	Board Operations

Nursing, Board of**Agency Number: 85100****Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Nursing, Board of****Version: V - 01 - Agency Request Budget
Cross Reference Number: 85100-000-00-00-00000**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	13,402,414	11,018,655	-	11,018,655	13,018,655	13,018,655
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	22,543,563	28,296,846	-	28,296,846	29,943,042	29,943,042
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	11,816	55,000	-	55,000	55,000	55,000
TOTAL LICENSES AND FEES						
3400 Other Funds Ltd	22,555,379	28,351,846	-	28,351,846	29,998,042	29,998,042
TOTAL LICENSES AND FEES	\$22,555,379	\$28,351,846	-	\$28,351,846	\$29,998,042	\$29,998,042
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	2,633,497	2,296,500	-	2,296,500	3,316,500	3,316,500
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	59,517	180,000	-	180,000	180,000	180,000
OTHER						
0975 Other Revenues						

Nursing, Board of**Agency Number: 85100****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 85100-000-00-00-00000****Nursing, Board of**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	3,236	-	-	-	-	-
TRANSFERS IN						
1100 Tsfr From Human Svcs, Dept of						
3400 Other Funds Ltd	3,062,212	3,134,045	-	3,134,045	3,165,385	3,165,385
REVENUES						
3400 Other Funds Ltd	28,313,841	33,962,391	-	33,962,391	36,659,927	36,659,927
TRANSFERS OUT						
2100 Tsfr To Human Svcs, Dept of						
3400 Other Funds Ltd	(1,424,149)	(1,441,661)	-	(1,441,661)	(1,456,078)	(1,456,078)
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(1,011,542)	(800,000)	-	(800,000)	(1,375,000)	(1,375,000)
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(2,435,691)	(2,241,661)	-	(2,241,661)	(2,831,078)	(2,831,078)
TOTAL TRANSFERS OUT	(\$2,435,691)	(\$2,241,661)	-	(\$2,241,661)	(\$2,831,078)	(\$2,831,078)
AVAILABLE REVENUES						
3400 Other Funds Ltd	39,280,564	42,739,385	-	42,739,385	46,847,504	46,847,504
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						

Nursing, Board of**Agency Number: 85100**

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Nursing, Board of

Version: V - 01 - Agency Request Budget
Cross Reference Number: 85100-000-00-00-00000

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	10,247,233	12,607,397	821,026	13,428,423	14,150,527	14,150,527
3115 Board Member Stipend						
3400 Other Funds Ltd	121,890	-	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	33,285	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	348	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	122,029	-	-	-	-	-
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	10,524,785	12,607,397	821,026	13,428,423	14,150,527	14,150,527
TOTAL SALARIES & WAGES	\$10,524,785	\$12,607,397	\$821,026	\$13,428,423	\$14,150,527	\$14,150,527
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	2,902	4,602	-	4,602	5,049	5,049
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	1,902,418	2,643,125	-	2,643,125	3,486,888	3,486,888
3221 Pension Obligation Bond						
3400 Other Funds Ltd	492,349	462,447	-	462,447	-	-
3230 Social Security Taxes						

Nursing, Board of**Agency Number: 85100****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 85100-000-00-00-00000****Nursing, Board of**

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3400 Other Funds Ltd	799,121	962,314	-	962,314	1,073,589	1,073,589
3240 Unemployment Assessments						
3400 Other Funds Ltd	16,231	4,660	-	4,660	4,660	4,660
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	39,902	50,116	-	50,116	55,844	55,844
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	1,977	2,684	-	2,684	2,429	2,429
3260 Mass Transit Tax						
3400 Other Funds Ltd	62,497	70,755	-	70,755	70,755	84,903
3270 Flexible Benefits						
3400 Other Funds Ltd	2,161,606	2,710,578	-	2,710,578	2,822,560	2,822,560
3280 Other OPE						
3400 Other Funds Ltd	373	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	5,479,376	6,911,281	-	6,911,281	7,521,774	7,535,922
TOTAL OTHER PAYROLL EXPENSES	\$5,479,376	\$6,911,281	-	\$6,911,281	\$7,521,774	\$7,535,922
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(353,777)	-	(353,777)	(353,777)	(424,516)
TOTAL PERSONAL SERVICES						

Nursing, Board of**Agency Number: 85100****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 85100-000-00-00-00000****Nursing, Board of**

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3400 Other Funds Ltd	16,004,161	19,164,901	821,026	19,985,927	21,318,524	21,261,933
TOTAL PERSONAL SERVICES	\$16,004,161	\$19,164,901	\$821,026	\$19,985,927	\$21,318,524	\$21,261,933
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	50,324	84,072	-	84,072	84,072	88,192
4125 Out of State Travel						
3400 Other Funds Ltd	43,737	34,627	-	34,627	34,627	36,324
4150 Employee Training						
3400 Other Funds Ltd	107,437	39,995	-	39,995	39,995	41,955
4175 Office Expenses						
3400 Other Funds Ltd	64,331	321,920	-	321,920	321,920	337,694
4200 Telecommunications						
3400 Other Funds Ltd	190,710	86,059	-	86,059	86,059	90,276
4225 State Gov. Service Charges						
3400 Other Funds Ltd	805,452	1,125,442	-	1,125,442	1,125,442	2,187,732
4250 Data Processing						
3400 Other Funds Ltd	126,875	105,551	-	105,551	105,551	110,723
4275 Publicity and Publications						
3400 Other Funds Ltd	-	33,838	-	33,838	33,838	35,496
4300 Professional Services						

Nursing, Board of**Agency Number: 85100**

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Nursing, Board of

Version: V - 01 - Agency Request Budget
Cross Reference Number: 85100-000-00-00-00000

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	1,175,319	2,252,795	-	2,252,795	2,252,795	2,462,305
4315 IT Professional Services						
3400 Other Funds Ltd	600	227,137	-	227,137	227,137	248,261
4325 Attorney General						
3400 Other Funds Ltd	1,304,437	1,442,158	-	1,442,158	1,442,158	1,576,279
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	297	16,184	-	16,184	16,184	16,977
4400 Dues and Subscriptions						
3400 Other Funds Ltd	1,418	12,180	-	12,180	12,180	12,777
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	691,541	626,042	-	626,042	626,042	656,718
4450 Fuels and Utilities						
3400 Other Funds Ltd	65,978	70,319	-	70,319	70,319	73,765
4475 Facilities Maintenance						
3400 Other Funds Ltd	214	118	-	118	118	124
4575 Agency Program Related S and S						
3400 Other Funds Ltd	3,086,219	3,090,643	-	3,090,643	3,090,643	3,242,084
4650 Other Services and Supplies						
3400 Other Funds Ltd	504,134	295,063	-	295,063	295,063	309,521
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	166,438	35,172	-	35,172	35,172	36,895

Nursing, Board of**Agency Number: 85100**

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Nursing, Board of

Version: V - 01 - Agency Request Budget
Cross Reference Number: 85100-000-00-00-00000

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
4715 IT Expendable Property						
3400 Other Funds Ltd	358,367	454,759	-	454,759	454,759	477,042
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	8,743,828	10,354,074	-	10,354,074	10,354,074	12,041,140
TOTAL SERVICES & SUPPLIES	\$8,743,828	\$10,354,074	-	\$10,354,074	\$10,354,074	\$12,041,140
SPECIAL PAYMENTS						
6050 Dist to Non-Profit Organizations						
3400 Other Funds Ltd	1,425,187	1,452,917	-	1,452,917	1,452,917	1,452,917
EXPENDITURES						
3400 Other Funds Ltd	26,173,176	30,971,892	821,026	31,792,918	33,125,515	34,755,990
ENDING BALANCE						
3400 Other Funds Ltd	13,107,388	11,767,493	(821,026)	10,946,467	13,721,989	12,091,514
TOTAL ENDING BALANCE	\$13,107,388	\$11,767,493	(\$821,026)	\$10,946,467	\$13,721,989	\$12,091,514
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	61	64	-	64	64	64
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	59.78	63.90	-	63.90	63.90	63.90

Nursing, Board of**Agency Number: 85100****Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
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<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	13,402,414	11,018,655	-	11,018,655	13,018,655	13,018,655
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	22,543,563	28,296,846	-	28,296,846	29,943,042	29,943,042
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	11,816	55,000	-	55,000	55,000	55,000
TOTAL LICENSES AND FEES						
3400 Other Funds Ltd	22,555,379	28,351,846	-	28,351,846	29,998,042	29,998,042
TOTAL LICENSES AND FEES	\$22,555,379	\$28,351,846	-	\$28,351,846	\$29,998,042	\$29,998,042
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	2,633,497	2,296,500	-	2,296,500	3,316,500	3,316,500
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	59,517	180,000	-	180,000	180,000	180,000
OTHER						
0975 Other Revenues						

Nursing, Board of**Agency Number: 85100****Agency Worksheet - Revenues & Expenditures
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<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	3,236	-	-	-	-	-
TRANSFERS IN						
1100 Tsfr From Human Svcs, Dept of						
3400 Other Funds Ltd	3,062,212	3,134,045	-	3,134,045	3,165,385	3,165,385
REVENUES						
3400 Other Funds Ltd	28,313,841	33,962,391	-	33,962,391	36,659,927	36,659,927
TRANSFERS OUT						
2100 Tsfr To Human Svcs, Dept of						
3400 Other Funds Ltd	(1,424,149)	(1,441,661)	-	(1,441,661)	(1,456,078)	(1,456,078)
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(1,011,542)	(800,000)	-	(800,000)	(1,375,000)	(1,375,000)
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(2,435,691)	(2,241,661)	-	(2,241,661)	(2,831,078)	(2,831,078)
TOTAL TRANSFERS OUT	(\$2,435,691)	(\$2,241,661)	-	(\$2,241,661)	(\$2,831,078)	(\$2,831,078)
AVAILABLE REVENUES						
3400 Other Funds Ltd	39,280,564	42,739,385	-	42,739,385	46,847,504	46,847,504
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						

Nursing, Board of**Agency Number: 85100**

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

Version: V - 01 - Agency Request Budget
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<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	10,247,233	12,607,397	821,026	13,428,423	14,150,527	14,150,527
3115 Board Member Stipend						
3400 Other Funds Ltd	121,890	-	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	33,285	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	348	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	122,029	-	-	-	-	-
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	10,524,785	12,607,397	821,026	13,428,423	14,150,527	14,150,527
TOTAL SALARIES & WAGES	\$10,524,785	\$12,607,397	\$821,026	\$13,428,423	\$14,150,527	\$14,150,527
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	2,902	4,602	-	4,602	5,049	5,049
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	1,902,418	2,643,125	-	2,643,125	3,486,888	3,486,888
3221 Pension Obligation Bond						
3400 Other Funds Ltd	492,349	462,447	-	462,447	-	-
3230 Social Security Taxes						

Nursing, Board of**Agency Number: 85100****Agency Worksheet - Revenues & Expenditures
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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	799,121	962,314	-	962,314	1,073,589	1,073,589
3240 Unemployment Assessments						
3400 Other Funds Ltd	16,231	4,660	-	4,660	4,660	4,660
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	39,902	50,116	-	50,116	55,844	55,844
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	1,977	2,684	-	2,684	2,429	2,429
3260 Mass Transit Tax						
3400 Other Funds Ltd	62,497	70,755	-	70,755	70,755	84,903
3270 Flexible Benefits						
3400 Other Funds Ltd	2,161,606	2,710,578	-	2,710,578	2,822,560	2,822,560
3280 Other OPE						
3400 Other Funds Ltd	373	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	5,479,376	6,911,281	-	6,911,281	7,521,774	7,535,922
TOTAL OTHER PAYROLL EXPENSES	\$5,479,376	\$6,911,281	-	\$6,911,281	\$7,521,774	\$7,535,922
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(353,777)	-	(353,777)	(353,777)	(424,516)
TOTAL PERSONAL SERVICES						

Nursing, Board of**Agency Number: 85100**

Agency Worksheet - Revenues & Expenditures
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Board Operations

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<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	16,004,161	19,164,901	821,026	19,985,927	21,318,524	21,261,933
TOTAL PERSONAL SERVICES	\$16,004,161	\$19,164,901	\$821,026	\$19,985,927	\$21,318,524	\$21,261,933
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	50,324	84,072	-	84,072	84,072	88,192
4125 Out of State Travel						
3400 Other Funds Ltd	43,737	34,627	-	34,627	34,627	36,324
4150 Employee Training						
3400 Other Funds Ltd	107,437	39,995	-	39,995	39,995	41,955
4175 Office Expenses						
3400 Other Funds Ltd	64,331	321,920	-	321,920	321,920	337,694
4200 Telecommunications						
3400 Other Funds Ltd	190,710	86,059	-	86,059	86,059	90,276
4225 State Gov. Service Charges						
3400 Other Funds Ltd	805,452	1,125,442	-	1,125,442	1,125,442	2,187,732
4250 Data Processing						
3400 Other Funds Ltd	126,875	105,551	-	105,551	105,551	110,723
4275 Publicity and Publications						
3400 Other Funds Ltd	-	33,838	-	33,838	33,838	35,496
4300 Professional Services						

Nursing, Board of**Agency Number: 85100****Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
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<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	1,175,319	2,252,795	-	2,252,795	2,252,795	2,462,305
4315 IT Professional Services						
3400 Other Funds Ltd	600	227,137	-	227,137	227,137	248,261
4325 Attorney General						
3400 Other Funds Ltd	1,304,437	1,442,158	-	1,442,158	1,442,158	1,576,279
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	297	16,184	-	16,184	16,184	16,977
4400 Dues and Subscriptions						
3400 Other Funds Ltd	1,418	12,180	-	12,180	12,180	12,777
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	691,541	626,042	-	626,042	626,042	656,718
4450 Fuels and Utilities						
3400 Other Funds Ltd	65,978	70,319	-	70,319	70,319	73,765
4475 Facilities Maintenance						
3400 Other Funds Ltd	214	118	-	118	118	124
4575 Agency Program Related S and S						
3400 Other Funds Ltd	3,086,219	3,090,643	-	3,090,643	3,090,643	3,242,084
4650 Other Services and Supplies						
3400 Other Funds Ltd	504,134	295,063	-	295,063	295,063	309,521
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	166,438	35,172	-	35,172	35,172	36,895

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BDV001A

Nursing, Board of**Agency Number: 85100**

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

Version: V - 01 - Agency Request Budget
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<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>
4715 IT Expendable Property						
3400 Other Funds Ltd	358,367	454,759	-	454,759	454,759	477,042
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	8,743,828	10,354,074	-	10,354,074	10,354,074	12,041,140
TOTAL SERVICES & SUPPLIES	\$8,743,828	\$10,354,074	-	\$10,354,074	\$10,354,074	\$12,041,140
SPECIAL PAYMENTS						
6050 Dist to Non-Profit Organizations						
3400 Other Funds Ltd	1,425,187	1,452,917	-	1,452,917	1,452,917	1,452,917
EXPENDITURES						
3400 Other Funds Ltd	26,173,176	30,971,892	821,026	31,792,918	33,125,515	34,755,990
ENDING BALANCE						
3400 Other Funds Ltd	13,107,388	11,767,493	(821,026)	10,946,467	13,721,989	12,091,514
TOTAL ENDING BALANCE	\$13,107,388	\$11,767,493	(\$821,026)	\$10,946,467	\$13,721,989	\$12,091,514
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	61	64	-	64	64	64
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	59.78	63.90	-	63.90	63.90	63.90

Nursing, Board of**Agency Number: 85100****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 85100-000-00-00-00000****Nursing, Board of**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	13,018,655	-	13,018,655	-	13,018,655
REVENUE CATEGORIES					
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	29,943,042	-	29,943,042	-	29,943,042
0210 Non-business Lic. and Fees					
3400 Other Funds Ltd	55,000	-	55,000	-	55,000
TOTAL LICENSES AND FEES					
3400 Other Funds Ltd	29,998,042	-	29,998,042	-	29,998,042
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	3,316,500	-	3,316,500	-	3,316,500
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	180,000	-	180,000	-	180,000
TRANSFERS IN					
1100 Tsfr From Human Svcs, Dept of					
3400 Other Funds Ltd	3,165,385	-	3,165,385	-	3,165,385
TOTAL REVENUES					
3400 Other Funds Ltd	36,659,927	-	36,659,927	-	36,659,927
TRANSFERS OUT					

Nursing, Board of**Agency Number: 85100****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 85100-000-00-00-00000****Nursing, Board of**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
2100 Tsfr To Human Svcs, Dept of					
3400 Other Funds Ltd	(1,456,078)	-	(1,456,078)	-	(1,456,078)
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(1,375,000)	-	(1,375,000)	-	(1,375,000)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(2,831,078)	-	(2,831,078)	-	(2,831,078)
AVAILABLE REVENUES					
3400 Other Funds Ltd	46,847,504	-	46,847,504	-	46,847,504
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	14,150,527	-	14,150,527	429,081	14,579,608
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	5,049	-	5,049	164	5,213
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	3,486,888	-	3,486,888	103,597	3,590,485
3230 Social Security Taxes					
3400 Other Funds Ltd	1,073,589	-	1,073,589	32,826	1,106,415
3240 Unemployment Assessments					
3400 Other Funds Ltd	4,660	-	4,660	-	4,660
3241 Paid Family Medical Leave Insurance					

Nursing, Board of**Agency Number: 85100****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 85100-000-00-00-00000****Nursing, Board of**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	55,844	-	55,844	1,677	57,521
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	2,429	-	2,429	79	2,508
3260 Mass Transit Tax					
3400 Other Funds Ltd	70,755	14,148	84,903	-	84,903
3270 Flexible Benefits					
3400 Other Funds Ltd	2,822,560	-	2,822,560	92,000	2,914,560
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	7,521,774	14,148	7,535,922	230,343	7,766,265
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(353,777)	(70,739)	(424,516)	-	(424,516)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	21,318,524	(56,591)	21,261,933	659,424	21,921,357
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	84,072	4,120	88,192	-	88,192
4125 Out of State Travel					
3400 Other Funds Ltd	34,627	1,697	36,324	-	36,324
4150 Employee Training					
3400 Other Funds Ltd	39,995	1,960	41,955	-	41,955
4175 Office Expenses					
3400 Other Funds Ltd	321,920	15,774	337,694	-	337,694

Nursing, Board of**Agency Number: 85100****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 85100-000-00-00-00000****Nursing, Board of**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
4200 Telecommunications					
3400 Other Funds Ltd	86,059	4,217	90,276	-	90,276
4225 State Gov. Service Charges					
3400 Other Funds Ltd	1,125,442	1,062,290	2,187,732	-	2,187,732
4250 Data Processing					
3400 Other Funds Ltd	105,551	5,172	110,723	-	110,723
4275 Publicity and Publications					
3400 Other Funds Ltd	33,838	1,658	35,496	-	35,496
4300 Professional Services					
3400 Other Funds Ltd	2,252,795	209,510	2,462,305	-	2,462,305
4315 IT Professional Services					
3400 Other Funds Ltd	227,137	21,124	248,261	-	248,261
4325 Attorney General					
3400 Other Funds Ltd	1,442,158	134,121	1,576,279	-	1,576,279
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	16,184	793	16,977	-	16,977
4400 Dues and Subscriptions					
3400 Other Funds Ltd	12,180	597	12,777	-	12,777
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	626,042	30,676	656,718	-	656,718
4450 Fuels and Utilities					
3400 Other Funds Ltd	70,319	3,446	73,765	-	73,765
4475 Facilities Maintenance					

Nursing, Board of**Agency Number: 85100****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 85100-000-00-00-00000****Nursing, Board of**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	118	6	124	-	124
4575 Agency Program Related S and S					
3400 Other Funds Ltd	3,090,643	151,441	3,242,084	-	3,242,084
4650 Other Services and Supplies					
3400 Other Funds Ltd	295,063	14,458	309,521	-	309,521
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	35,172	1,723	36,895	-	36,895
4715 IT Expendable Property					
3400 Other Funds Ltd	454,759	22,283	477,042	-	477,042
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	10,354,074	1,687,066	12,041,140	-	12,041,140
SPECIAL PAYMENTS					
6050 Dist to Non-Profit Organizations					
3400 Other Funds Ltd	1,452,917	-	1,452,917	-	1,452,917
TOTAL EXPENDITURES					
3400 Other Funds Ltd	33,125,515	1,630,475	34,755,990	659,424	35,415,414
ENDING BALANCE					
3400 Other Funds Ltd	13,721,989	(1,630,475)	12,091,514	(659,424)	11,432,090
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	64	-	64	2	66
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	63.90	-	63.90	2.10	66.00

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

Version: V - 01 - Agency Request Budget
Cross Reference Number: 85100-001-00-00-00000

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	13,018,655	-	13,018,655	-	13,018,655
REVENUE CATEGORIES					
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	29,943,042	-	29,943,042	-	29,943,042
0210 Non-business Lic. and Fees					
3400 Other Funds Ltd	55,000	-	55,000	-	55,000
TOTAL LICENSES AND FEES					
3400 Other Funds Ltd	29,998,042	-	29,998,042	-	29,998,042
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	3,316,500	-	3,316,500	-	3,316,500
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	180,000	-	180,000	-	180,000
TRANSFERS IN					
1100 Tsfr From Human Svcs, Dept of					
3400 Other Funds Ltd	3,165,385	-	3,165,385	-	3,165,385
TOTAL REVENUES					
3400 Other Funds Ltd	36,659,927	-	36,659,927	-	36,659,927
TRANSFERS OUT					

Nursing, Board of**Agency Number: 85100**

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

Version: V - 01 - Agency Request Budget
Cross Reference Number: 85100-001-00-00-00000

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
2100 Tsfr To Human Svcs, Dept of					
3400 Other Funds Ltd	(1,456,078)	-	(1,456,078)	-	(1,456,078)
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(1,375,000)	-	(1,375,000)	-	(1,375,000)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(2,831,078)	-	(2,831,078)	-	(2,831,078)
AVAILABLE REVENUES					
3400 Other Funds Ltd	46,847,504	-	46,847,504	-	46,847,504
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	14,150,527	-	14,150,527	429,081	14,579,608
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	5,049	-	5,049	164	5,213
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	3,486,888	-	3,486,888	103,597	3,590,485
3230 Social Security Taxes					
3400 Other Funds Ltd	1,073,589	-	1,073,589	32,826	1,106,415
3240 Unemployment Assessments					
3400 Other Funds Ltd	4,660	-	4,660	-	4,660
3241 Paid Family Medical Leave Insurance					

Nursing, Board of**Agency Number: 85100****Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium
Board Operations****Version: V - 01 - Agency Request Budget
Cross Reference Number: 85100-001-00-00-00000**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	55,844	-	55,844	1,677	57,521
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	2,429	-	2,429	79	2,508
3260 Mass Transit Tax					
3400 Other Funds Ltd	70,755	14,148	84,903	-	84,903
3270 Flexible Benefits					
3400 Other Funds Ltd	2,822,560	-	2,822,560	92,000	2,914,560
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	7,521,774	14,148	7,535,922	230,343	7,766,265
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(353,777)	(70,739)	(424,516)	-	(424,516)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	21,318,524	(56,591)	21,261,933	659,424	21,921,357
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	84,072	4,120	88,192	-	88,192
4125 Out of State Travel					
3400 Other Funds Ltd	34,627	1,697	36,324	-	36,324
4150 Employee Training					
3400 Other Funds Ltd	39,995	1,960	41,955	-	41,955
4175 Office Expenses					
3400 Other Funds Ltd	321,920	15,774	337,694	-	337,694

Nursing, Board of**Agency Number: 85100****Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium
Board Operations****Version: V - 01 - Agency Request Budget
Cross Reference Number: 85100-001-00-00-00000**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
4200 Telecommunications					
3400 Other Funds Ltd	86,059	4,217	90,276	-	90,276
4225 State Gov. Service Charges					
3400 Other Funds Ltd	1,125,442	1,062,290	2,187,732	-	2,187,732
4250 Data Processing					
3400 Other Funds Ltd	105,551	5,172	110,723	-	110,723
4275 Publicity and Publications					
3400 Other Funds Ltd	33,838	1,658	35,496	-	35,496
4300 Professional Services					
3400 Other Funds Ltd	2,252,795	209,510	2,462,305	-	2,462,305
4315 IT Professional Services					
3400 Other Funds Ltd	227,137	21,124	248,261	-	248,261
4325 Attorney General					
3400 Other Funds Ltd	1,442,158	134,121	1,576,279	-	1,576,279
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	16,184	793	16,977	-	16,977
4400 Dues and Subscriptions					
3400 Other Funds Ltd	12,180	597	12,777	-	12,777
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	626,042	30,676	656,718	-	656,718
4450 Fuels and Utilities					
3400 Other Funds Ltd	70,319	3,446	73,765	-	73,765
4475 Facilities Maintenance					

Nursing, Board of**Agency Number: 85100**

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

Version: V - 01 - Agency Request Budget
Cross Reference Number: 85100-001-00-00-00000

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	118	6	124	-	124
4575 Agency Program Related S and S					
3400 Other Funds Ltd	3,090,643	151,441	3,242,084	-	3,242,084
4650 Other Services and Supplies					
3400 Other Funds Ltd	295,063	14,458	309,521	-	309,521
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	35,172	1,723	36,895	-	36,895
4715 IT Expendable Property					
3400 Other Funds Ltd	454,759	22,283	477,042	-	477,042
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	10,354,074	1,687,066	12,041,140	-	12,041,140
SPECIAL PAYMENTS					
6050 Dist to Non-Profit Organizations					
3400 Other Funds Ltd	1,452,917	-	1,452,917	-	1,452,917
TOTAL EXPENDITURES					
3400 Other Funds Ltd	33,125,515	1,630,475	34,755,990	659,424	35,415,414
ENDING BALANCE					
3400 Other Funds Ltd	13,721,989	(1,630,475)	12,091,514	(659,424)	11,432,090
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	64	-	64	2	66
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	63.90	-	63.90	2.10	66.00

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Version: V - 01 - Agency Request Budget

2027-29 Biennium

Cross Reference Number: 85100-000-00-00-00000

Nursing, Board of

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
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EXPENDITURES**PERSONAL SERVICES****OTHER PAYROLL EXPENSES****3260 Mass Transit Tax**

3400 Other Funds Ltd	14,148	14,148	-
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P.S. BUDGET ADJUSTMENTS**3455 Vacancy Savings**

3400 Other Funds Ltd	(70,739)	(70,739)	-
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PERSONAL SERVICES

3400 Other Funds Ltd	(56,591)	(56,591)	-
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TOTAL PERSONAL SERVICES

(\$56,591)	(\$56,591)	-
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SERVICES & SUPPLIES**4100 Instate Travel**

3400 Other Funds Ltd	4,120	-	4,120
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4125 Out of State Travel

3400 Other Funds Ltd	1,697	-	1,697
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4150 Employee Training

3400 Other Funds Ltd	1,960	-	1,960
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4175 Office Expenses

3400 Other Funds Ltd	15,774	-	15,774
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4200 Telecommunications

3400 Other Funds Ltd	4,217	-	4,217
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4225 State Gov. Service Charges

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services	Pkg: 031 Standard Inflation			
		Priority: 00	Priority: 00			
3400 Other Funds Ltd	1,062,290	-	1,062,290			
4250 Data Processing						
3400 Other Funds Ltd	5,172	-	5,172			
4275 Publicity and Publications						
3400 Other Funds Ltd	1,658	-	1,658			
4300 Professional Services						
3400 Other Funds Ltd	209,510	-	209,510			
4315 IT Professional Services						
3400 Other Funds Ltd	21,124	-	21,124			
4325 Attorney General						
3400 Other Funds Ltd	134,121	-	134,121			
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	793	-	793			
4400 Dues and Subscriptions						
3400 Other Funds Ltd	597	-	597			
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	30,676	-	30,676			
4450 Fuels and Utilities						
3400 Other Funds Ltd	3,446	-	3,446			
4475 Facilities Maintenance						
3400 Other Funds Ltd	6	-	6			
4575 Agency Program Related S and S						
3400 Other Funds Ltd	151,441	-	151,441			

Nursing, Board of

Agency Number 85100

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Version: V - 01 - Agency Request Budget

2027-29 Biennium

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Nursing, Board of

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
4650 Other Services and Supplies						
3400 Other Funds Ltd	14,458	-	14,458			
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	1,723	-	1,723			
4715 IT Expendable Property						
3400 Other Funds Ltd	22,283	-	22,283			
SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,687,066	-	1,687,066			
TOTAL SERVICES & SUPPLIES	\$1,687,066	-	\$1,687,066			
EXPENDITURES						
3400 Other Funds Ltd	1,630,475	(56,591)	1,687,066			
TOTAL EXPENDITURES	\$1,630,475	(\$56,591)	\$1,687,066			
ENDING BALANCE						
3400 Other Funds Ltd	(1,630,475)	56,591	(1,687,066)			
TOTAL ENDING BALANCE	(\$1,630,475)	\$56,591	(\$1,687,066)			

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Version: V - 01 - Agency Request Budget

2027-29 Biennium

Cross Reference Number: 85100-001-00-00-00000

Board Operations

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
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EXPENDITURES**PERSONAL SERVICES****OTHER PAYROLL EXPENSES****3260 Mass Transit Tax**

3400 Other Funds Ltd	14,148	14,148	-
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P.S. BUDGET ADJUSTMENTS**3455 Vacancy Savings**

3400 Other Funds Ltd	(70,739)	(70,739)	-
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PERSONAL SERVICES

3400 Other Funds Ltd	(56,591)	(56,591)	-
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TOTAL PERSONAL SERVICES

(\$56,591)	(\$56,591)	-
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SERVICES & SUPPLIES**4100 Instate Travel**

3400 Other Funds Ltd	4,120	-	4,120
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4125 Out of State Travel

3400 Other Funds Ltd	1,697	-	1,697
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4150 Employee Training

3400 Other Funds Ltd	1,960	-	1,960
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4175 Office Expenses

3400 Other Funds Ltd	15,774	-	15,774
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4200 Telecommunications

3400 Other Funds Ltd	4,217	-	4,217
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4225 State Gov. Service Charges

BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

Cross Reference Number: 85100-001-00-00-00000

Board Operations

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services	Pkg: 031 Standard Inflation			
		Priority: 00	Priority: 00			
3400 Other Funds Ltd	1,062,290	-	1,062,290			
4250 Data Processing						
3400 Other Funds Ltd	5,172	-	5,172			
4275 Publicity and Publications						
3400 Other Funds Ltd	1,658	-	1,658			
4300 Professional Services						
3400 Other Funds Ltd	209,510	-	209,510			
4315 IT Professional Services						
3400 Other Funds Ltd	21,124	-	21,124			
4325 Attorney General						
3400 Other Funds Ltd	134,121	-	134,121			
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	793	-	793			
4400 Dues and Subscriptions						
3400 Other Funds Ltd	597	-	597			
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	30,676	-	30,676			
4450 Fuels and Utilities						
3400 Other Funds Ltd	3,446	-	3,446			
4475 Facilities Maintenance						
3400 Other Funds Ltd	6	-	6			
4575 Agency Program Related S and S						
3400 Other Funds Ltd	151,441	-	151,441			

Nursing, Board of

Agency Number 85100

BDV004B
2027-29 Biennium
Board Operations

Version: V - 01 - Agency Request Budget
Cross Reference Number: 85100-001-00-00-00000

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
4650 Other Services and Supplies						
3400 Other Funds Ltd	14,458	-	14,458			
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	1,723	-	1,723			
4715 IT Expendable Property						
3400 Other Funds Ltd	22,283	-	22,283			
SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,687,066	-	1,687,066			
TOTAL SERVICES & SUPPLIES	\$1,687,066	-	\$1,687,066			
EXPENDITURES						
3400 Other Funds Ltd	1,630,475	(56,591)	1,687,066			
TOTAL EXPENDITURES	\$1,630,475	(\$56,591)	\$1,687,066			
ENDING BALANCE						
3400 Other Funds Ltd	(1,630,475)	56,591	(1,687,066)			
TOTAL ENDING BALANCE	(\$1,630,475)	\$56,591	(\$1,687,066)			

Nursing, Board of

Agency Number 85100

BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

Cross Reference Number: 85100-000-00-00-00000

Nursing, Board of

Description	Total Policy Packages	Pkg: 101 Agency Position Updates	Pkg: 102 Board Member Increases			
		Priority: 01	Priority: 02			

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	429,081	419,081	10,000
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	164	164	-
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	103,597	103,597	-
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3230 Social Security Taxes

3400 Other Funds Ltd	32,826	32,060	766
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	1,677	1,677	-
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3250 Workers Comp. Assess. (WCD)

3400 Other Funds Ltd	79	79	-
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3270 Flexible Benefits

3400 Other Funds Ltd	92,000	92,000	-
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OTHER PAYROLL EXPENSES

3400 Other Funds Ltd	230,343	229,577	766
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TOTAL OTHER PAYROLL EXPENSES	\$230,343	\$229,577	\$766
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PERSONAL SERVICES

3400 Other Funds Ltd	659,424	648,658	10,766
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Detail Revenues & Expenditures - Policy Packages

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BDV004B

Description	Total Policy Packages	Pkg: 101 Agency Position Updates Priority: 01	Pkg: 102 Board Member Increases Priority: 02			
TOTAL PERSONAL SERVICES	\$659,424	\$648,658	\$10,766			
ENDING BALANCE						
3400 Other Funds Ltd	(659,424)	(648,658)	(10,766)			
TOTAL ENDING BALANCE	(\$659,424)	(\$648,658)	(\$10,766)			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	2	2	-			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	2.10	2.10	-			

BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

Cross Reference Number: 85100-001-00-00-00000

Board Operations

Description	Total Policy Packages	Pkg: 101 Agency Position Updates Priority: 01	Pkg: 102 Board Member Increases Priority: 02			
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	429,081	419,081	10,000
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	164	164	-
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	103,597	103,597	-
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3230 Social Security Taxes

3400 Other Funds Ltd	32,826	32,060	766
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	1,677	1,677	-
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3250 Workers Comp. Assess. (WCD)

3400 Other Funds Ltd	79	79	-
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3270 Flexible Benefits

3400 Other Funds Ltd	92,000	92,000	-
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OTHER PAYROLL EXPENSES

3400 Other Funds Ltd	230,343	229,577	766
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TOTAL OTHER PAYROLL EXPENSES

\$230,343	\$229,577	\$766
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PERSONAL SERVICES

3400 Other Funds Ltd	659,424	648,658	10,766
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Detail Revenues & Expenditures - Policy Packages

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BDV004B

Description	Total Policy Packages	Pkg: 101 Agency Position Updates Priority: 01	Pkg: 102 Board Member Increases Priority: 02			
TOTAL PERSONAL SERVICES	\$659,424	\$648,658	\$10,766			
ENDING BALANCE						
3400 Other Funds Ltd	(659,424)	(648,658)	(10,766)			
TOTAL ENDING BALANCE	(\$659,424)	(\$648,658)	(\$10,766)			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	2	2	-			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	2.10	2.10	-			

PIC100 - Position Budget Report

Nursing, Board of

2027-29 Biennium
Budget Preparation

Cross Reference Number: 85100-000-00-00-00000
Agency Request Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
Total Salary											-	-	14,579,608	-	14,579,608
Total OPE											-	-	7,676,703	-	7,676,703
Total Personal Services					66	66.00	-	-	22,256,311	-	22,256,311				

PIC100 - Position Budget Report

Administrative Services

2027-29 Biennium
Budget Preparation

Cross Reference Number: 85100-001-01-00-00000
Agency Request Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0000550	MEAH Z7586 HF	AGENCY HEAD 6	39X	PF	1	1.00	24	11	19390	SAL	-	-	465,360	-	465,360
										OPE	-	-	190,416	-	190,416
0000551	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	11	6968	SAL	-	-	167,232	-	167,232
										OPE	-	-	99,079	-	99,079
0000552	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	11	6968	SAL	-	-	167,232	-	167,232
										OPE	-	-	99,079	-	99,079
0000553	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6968	SAL	-	-	167,232	-	167,232
										OPE	-	-	99,079	-	99,079
0000554	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	7	11206	SAL	-	-	268,944	-	268,944
										OPE	-	-	132,410	-	132,410
0000555	MMS X7394 AP	INVESTIGATIONS MANAGER 2	33X	PF	1	1.00	24	9	12342	SAL	-	-	296,208	-	296,208
										OPE	-	-	141,345	-	141,345
0000557	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	11	6968	SAL	-	-	167,232	-	167,232
										OPE	-	-	99,079	-	99,079
0000559	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	11	9733	SAL	-	-	233,592	-	233,592
										OPE	-	-	120,825	-	120,825
0000565	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	11	5525	SAL	-	-	132,600	-	132,600
										OPE	-	-	87,730	-	87,730
0000566	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	11	6968	SAL	-	-	167,232	-	167,232
										OPE	-	-	99,079	-	99,079
0000567	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	11	9300	SAL	-	-	223,200	-	223,200
										OPE	-	-	117,420	-	117,420
0000571	OAS C5911 BP	HEALTH CARE INVESTIGATOR/ADVISOF	26	PF	1	1.00	24	11	12993	SAL	-	-	311,832	-	311,832
										OPE	-	-	146,464	-	146,464
0000572	OAS C5911 BP	HEALTH CARE INVESTIGATOR/ADVISOF	26	PF	1	1.00	24	11	12993	SAL	-	-	311,832	-	311,832
										OPE	-	-	146,464	-	146,464
0000575	OAS C5232 AP	INVESTIGATOR 2	23	PF	1	1.00	24	11	8059	SAL	-	-	193,416	-	193,416
										OPE	-	-	107,659	-	107,659
0000576	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	11	5525	SAL	-	-	132,600	-	132,600
										OPE	-	-	87,730	-	87,730
0000577	OAS C5232 AP	INVESTIGATOR 2	23	PF	1	1.00	24	5	6070	SAL	-	-	145,680	-	145,680

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PIC100 - Position Budget Report
PIC100

PIC100 - Position Budget Report

Administrative Services

2027-29 Biennium
Budget Preparation

Cross Reference Number: 85100-001-01-00-00000
Agency Request Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
										OPE	-	-	92,017	-	92,017
0000580	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	10	12957	SAL	-	-	310,968	-	310,968
										OPE	-	-	146,181	-	146,181
0000581	MMS X7664 AP	COMMUNICATIONS MANAGER 2	33X	PF	1	1.00	24	11	13625	SAL	-	-	327,000	-	327,000
										OPE	-	-	151,435	-	151,435
0000602	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	10	11219	SAL	-	-	269,256	-	269,256
										OPE	-	-	132,512	-	132,512
0000605	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6657	SAL	-	-	159,768	-	159,768
										OPE	-	-	96,633	-	96,633
0000606	OAS C5911 BP	HEALTH CARE INVESTIGATOR/ADVISOR	26	PF	1	1.00	24	10	12404	SAL	-	-	297,696	-	297,696
										OPE	-	-	141,832	-	141,832
0000609	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	11	6968	SAL	-	-	167,232	-	167,232
										OPE	-	-	99,079	-	99,079
0000611	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	11	9300	SAL	-	-	223,200	-	223,200
										OPE	-	-	117,420	-	117,420
0000615	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	11	12053	SAL	-	-	289,272	-	289,272
										OPE	-	-	139,071	-	139,071
0000705	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	10221	SAL	-	-	245,304	-	245,304
										OPE	-	-	124,663	-	124,663
0000706	MMS X0830 AP	EXECUTIVE ASSISTANT	25	PF	1	1.00	24	10	9234	SAL	-	-	221,616	-	221,616
										OPE	-	-	116,900	-	116,900
0000709	OAS C5911 BP	HEALTH CARE INVESTIGATOR/ADVISOR	26	PF	1	1.00	24	11	12993	SAL	-	-	311,832	-	311,832
										OPE	-	-	146,464	-	146,464
0000714	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	11	6968	SAL	-	-	167,232	-	167,232
										OPE	-	-	99,079	-	99,079
0000715	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	11	9300	SAL	-	-	223,200	-	223,200
										OPE	-	-	117,420	-	117,420
0000716	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	9	6359	SAL	-	-	152,616	-	152,616
										OPE	-	-	94,289	-	94,289
0000717	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	10	12957	SAL	-	-	310,968	-	310,968
										OPE	-	-	146,181	-	146,181

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PIC100 - Position Budget Report

Administrative Services

2027-29 Biennium
Budget Preparation

Cross Reference Number: 85100-001-01-00-00000
Agency Request Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0000718	MMN X1488 IP	INFORMATION SYSTEMS SPECIALIST 8	33	PF	1	1.00	24	10	14020	SAL	-	-	336,480	-	336,480
										OPE	-	-	154,542	-	154,542
0000723	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	5	10172	SAL	-	-	244,128	-	244,128
										OPE	-	-	124,278	-	124,278
0000724	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6968	SAL	-	-	167,232	-	167,232
										OPE	-	-	99,079	-	99,079
0000728	OAS C5911 BP	HEALTH CARE INVESTIGATOR/ADVISOR	26	PF	1	1.00	24	11	12993	SAL	-	-	311,832	-	311,832
										OPE	-	-	146,464	-	146,464
0000729	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	11	9300	SAL	-	-	223,200	-	223,200
										OPE	-	-	117,420	-	117,420
0000730	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6968	SAL	-	-	167,232	-	167,232
										OPE	-	-	99,079	-	99,079
0000731	MMS X7085 AP	BUSINESS OPERATIONS MANAGER 1	31X	PF	1	1.00	24	11	12332	SAL	-	-	295,968	-	295,968
										OPE	-	-	141,266	-	141,266
0000737	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6657	SAL	-	-	159,768	-	159,768
										OPE	-	-	96,633	-	96,633
0000741	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	9	9747	SAL	-	-	233,928	-	233,928
										OPE	-	-	120,935	-	120,935
0000742	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	11	9300	SAL	-	-	223,200	-	223,200
										OPE	-	-	117,420	-	117,420
0000746	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	11	10902	SAL	-	-	261,648	-	261,648
										OPE	-	-	130,019	-	130,019
0000747	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	8	6070	SAL	-	-	145,680	-	145,680
										OPE	-	-	92,017	-	92,017
0000748	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	11	10718	SAL	-	-	257,232	-	257,232
										OPE	-	-	128,572	-	128,572
0000749	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6968	SAL	-	-	167,232	-	167,232
										OPE	-	-	99,079	-	99,079
0000750	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	9	6359	SAL	-	-	152,616	-	152,616
										OPE	-	-	94,289	-	94,289
0000751	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	11	9300	SAL	-	-	223,200	-	223,200

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PIC100 - Position Budget Report

Administrative Services

2027-29 Biennium
Budget Preparation

Cross Reference Number: 85100-001-01-00-00000
Agency Request Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0000753	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	9	6359	OPE	-	-	117,420	-	117,420
										SAL	-	-	152,616	-	152,616
										OPE	-	-	94,289	-	94,289
0000754	OAS C5911 BP	HEALTH CARE INVESTIGATOR/ADVISOR	26	PF	1	1.00	24	9	11841	SAL	-	-	284,184	-	284,184
										OPE	-	-	137,404	-	137,404
0000755	MMS X7435 AP	LICENSING AND PERMITTING MANAGER	31X	PF	1	1.00	24	7	10172	SAL	-	-	244,128	-	244,128
										OPE	-	-	124,278	-	124,278
0000756	MMS X7395 AP	INVESTIGATIONS MANAGER 1	31X	PF	1	1.00	24	9	11206	SAL	-	-	268,944	-	268,944
										OPE	-	-	132,410	-	132,410
										SAL	-	-	167,232	-	167,232
0000800	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	11	6968	OPE	-	-	99,079	-	99,079
										SAL	-	-	167,232	-	167,232
0000801	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	11	6968	OPE	-	-	99,079	-	99,079
										SAL	-	-	138,624	-	138,624
0000802	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	7	5776	OPE	-	-	89,704	-	89,704
										SAL	-	-	138,624	-	138,624
0000803	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	7	5776	OPE	-	-	89,704	-	89,704
										SAL	-	-	416,688	-	416,688
0000804	MESN Z7082 AF	BUSINESS OPERATIONS ADMINISTRATOR	38X	PF	1	1.00	24	11	17362	OPE	-	-	177,678	-	177,678
										SAL	-	-	191,616	-	191,616
0000805	MESN Z7167 AF	CONTACT CENTER SUPERVISOR 1	24X	PF	1	1.00	24	9	7984	OPE	-	-	107,069	-	107,069
										SAL	-	-	223,200	-	223,200
0000806	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	11	9300	OPE	-	-	117,420	-	117,420
										SAL	-	-	167,568	-	167,568
0000807	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	5	6982	OPE	-	-	99,189	-	99,189
										SAL	-	-	236,016	-	236,016
0000808	OAS C5911 BP	HEALTH CARE INVESTIGATOR/ADVISOR	26	PF	1	1.00	24	5	9834	OPE	-	-	121,619	-	121,619
										SAL	-	-	167,568	-	167,568
0000809	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	5	6982	OPE	-	-	99,189	-	99,189
										SAL	-	-	120,624	-	120,624
0000810	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	7	5026	OPE	-	-	83,805	-	83,805

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PIC100 - Position Budget Report

Administrative Services

2027-29 Biennium
Budget Preparation

Cross Reference Number: 85100-001-01-00-00000
Agency Request Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE					
											GF	LF	OF	FF	AF	
0000811	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	5	6982	SAL	-	-	167,568	-	167,568	
										OPE	-	-	99,189	-	99,189	
0000812	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	5	6982	SAL	-	-	167,568	-	167,568	
										OPE	-	-	99,189	-	99,189	
0000813	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	5	6657	SAL	-	-	159,768	-	159,768	
										OPE	-	-	96,633	-	96,633	
0000814	OAS C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	5	6070	SAL	-	-	145,680	-	145,680	
										OPE	-	-	92,017	-	92,017	
0004201	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	5,000	-	5,000	
										OPE	-	-	383	-	383	
0004202	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	5,000	-	5,000	
										OPE	-	-	383	-	383	
0004203	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	5,000	-	5,000	
										OPE	-	-	383	-	383	
0004204	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	5,000	-	5,000	
										OPE	-	-	383	-	383	
0004205	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	5,000	-	5,000	
										OPE	-	-	383	-	383	
0004206	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	5,000	-	5,000	
										OPE	-	-	383	-	383	
0004207	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	5,000	-	5,000	
										OPE	-	-	383	-	383	
0004208	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	5,000	-	5,000	
										OPE	-	-	383	-	383	
0004209	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	5,000	-	5,000	
										OPE	-	-	383	-	383	
0004212	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	1	0	SAL	-	-	5,000	-	5,000	
										OPE	-	-	383	-	383	
0004213	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	1	0	SAL	-	-	5,000	-	5,000	
										OPE	-	-	383	-	383	
Total Salary												-	-	14,579,608	-	14,579,608

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PIC100 - Position Budget Report

Administrative Services

2027-29 Biennium
Budget Preparation

Cross Reference Number: 85100-001-01-00-00000
Agency Request Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
Total OPE											-	-	7,676,703	-	7,676,703
Total Personal Services						66	66.00	-	-	22,256,311	-	22,256,311			