# Staff Report

DATE: December 4, 2026

TO: KSBN Board Members

FR: Adrian R. Guerrero, CPM

RE: Acting Executive Administrator / Director of Operations, Staff Report

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**Purpose of the Agenda Item and/or the Board Action Requested:**
*This report is an update on the activities of the agency from September 2026 – December 2026.*

- *Board Action Requested: No recommendations this quarter. This report is presented for information and discussion. Board guidance may be needed as budget deliberations progress, technology migration decisions approach, and transition planning advances. No action is requested solely by receipt of this report.*

**Situation:**
*Since the last Board meeting, projects and timelines were completed in several sections that are detailed below.*

**Attachments:**

**A.** Board Transition Update Flyer
**B.** Board Transition Update Report
**C.** Fee Fund Cash Flow Estimate
**D.** Funds Trend Table
**E.** KSBN 3 Year IT Plan

# Agency Executive & Operations Update

**Update to the Board of Nursing since its previous regular Board Meeting in September 2026.**

Prepared November 13, 2026, | Public Board report | Presented by the Acting Executive Administrator / Director of Operations

## Purpose and reporting context

This report provides the Board and public with a summary of significant agency activity, operational developments, and upcoming decisions since the prior regular Board meeting. It is an update rather than a full-year performance evaluation. Some figures below are cumulative 2026 implementation measures and are identified as such; they should not be interpreted as work completed exclusively between Board meetings.

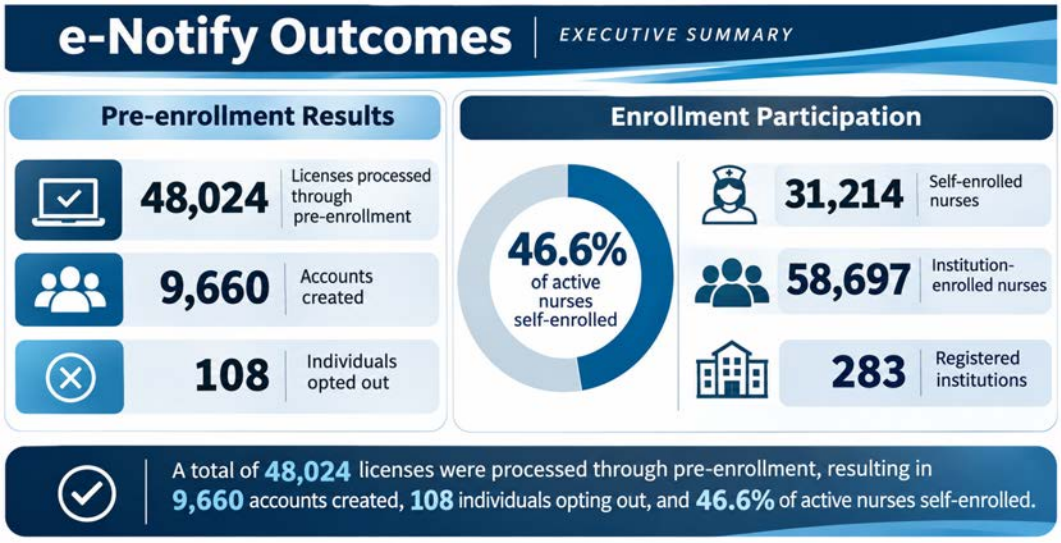
## At-a-glance status

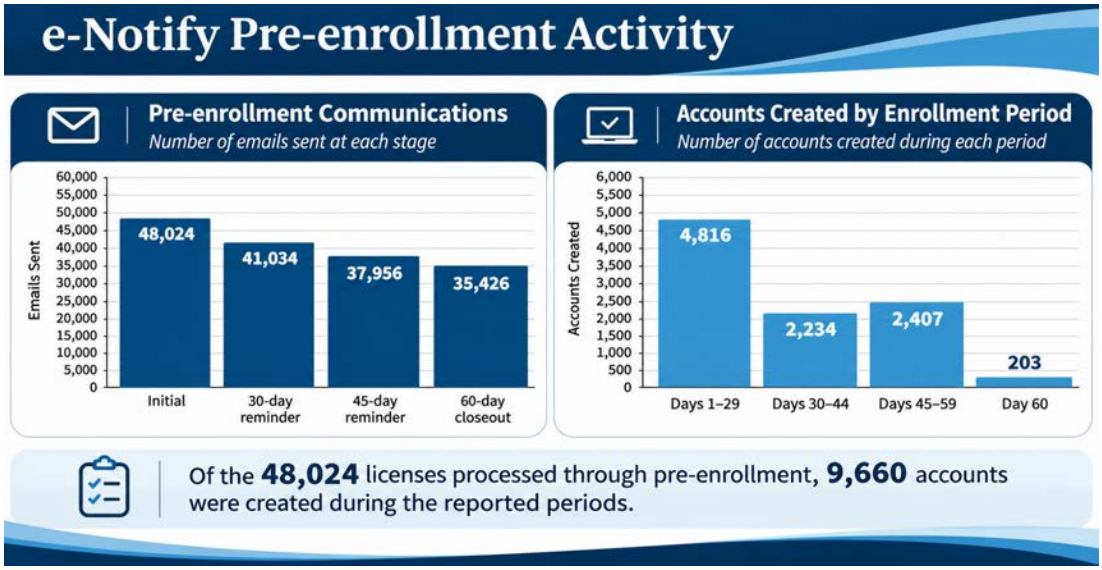
| Measure | Current update / status |
|---|---|
| **519** | HB 2528 qualifying voids completed (cumulative 2026 measure) |
| **3,200+** | Historical records and matters reviewed (cumulative 2026 measure) |
| **$1.5 million** | Enhancement request included in submitted agency budget; initial Division of Budget approval was denied. Formal appeal and hearing pending. |
| **June 2027** | Legacy licensing-system end-of-life; replacement planning remains critical |
| **October 2026** | Three-Year Information Technology Plan submitted |

## 1. Legislative implementation and regulatory operations

HB 2528 implementation continues to require coordination among licensing, investigations, legal counsel and information technology. KSBN completed 519 qualifying voids and reviewed more than 3,200 historical records and matters during the broader 2026 implementation effort. Notifications and system corrections have been coordinated as required.

Staff continue to evaluate investigative inventories, adjust workflows and prepare for the 22-month investigation timeline taking effect January 1, 2027. Validated case closure and processing measures will be included in subsequent updates.






## 2. Interim Board governance and continuity

Agency staff continue to support interim Board governance through orientation, committee coordination, special investigative meetings, work sessions and planning for the next Board transition. Regular coordination with Interim Board President Dr. Ruth Burkhart has supported agenda planning, operational decisions and consistent communications.

The current interim Board is expected to conclude service January 11, 2027. Staff are preparing transition materials to support continuity when successor appointments are made.

KSBN prepared a public-facing article and accompanying infographic that will be shared with the public, nursing related associations, healthcare employers, nursing education programs, and other stakeholders. The information will also be available through the KSBN Information Center on our website. [*Attachment A & B]*

## 3. Finance, budget and fiscal oversight

The agency submitted its budget with a proposed $1.5 million enhancement to support essential modernization and operational needs. Budget preparation accounted for changes in salaries, existing vacancies, potential recruitment and future personnel costs. Fiscal planning continues to address cash-flow needs, contractual obligations and the replacement of the licensing system. *[Attachment C & D]*

The enhancement remains a request and has not yet been approved funding. Agency leadership will be providing legislative budget appeals testimony, defending the operational need for the request, responding to committee questions and, if needed, pursuing available reconsideration or appeal processes.

## Important Note:

Should the budget enhancement for the Evoke Licensing migration not be approved, and subsequent appeal efforts prove unsuccessful, it will be critically important for the Board, the public, nursing associations, healthcare employers, and individual nurses to make their voices heard regarding the serious consequences of that funding decision.

**Failure to fund and initiate this essential migration would have potentially catastrophic consequences for the Kansas State Board of Nursing's ability to securely license nurses, safeguard sensitive licensure information, meet increasingly stringent cybersecurity, web ADA accessibility requirements, maintain regulatory compliance, and fulfill its statutory mission of protecting and promoting the welfare of the people of Kansas.** This is not simply a technology enhancement or modernization preference; **it is an operational, cybersecurity, and regulatory compliance imperative.**

Without funding to begin the replace our current licensing system before its end-of-life in June 2027, the agency would face the prospect of operating critical licensing infrastructure without vendor technical support, security updates, functionality enhancements, or the ability to adequately respond to evolving federal and state regulatory requirements.

**If no secure, compliant, and supportable alternative is available, the only responsible course of action may be to discontinue operation of the electronic licensing system entirely.** This would force the agency to revert to manual, paper-based applications, handwritten processing, and physical records maintained in filing cabinets, effectively reversing over 25+ years of technological progress and creating substantial delays, administrative burdens, and disruptions to Kansas' nursing workforce.

Even reverting to paper-based operations would not eliminate the agency's legal responsibilities concerning cybersecurity, records protection, accessibility, and timely delivery of government services. Rather, it would introduce an entirely new set of operational challenges and compliance risks.

Such an outcome would be detrimental not only to the agency, but also to the 75,000 + nurses of Kansas, healthcare employers, nursing education programs, and Kansas patients who depend upon a properly licensed nursing population.

**This funding request is not about purchasing new technology for convenience. It is about preserving the agency's ability to operate legally, securely, and effectively. The cost of failing to act could far exceed the cost of the migration itself.**

***Questions for the Board and Public:***

- **Informational Webinar:** Would a webinar or video recording explaining the need for this upgrade and the potential impacts of not funding it be helpful? Article in Newsletter?
- **Template Letter / Supporting Data:** Would developing a brief letter and supporting data outlining KSBN's current needs be beneficial to the public, professional associations, employers, workforce survey, educators, and other stakeholders?
- **Other Suggestions:** Efforts continue from the agency side to meet and discuss with state and elected official regarding the business need for the upgrade. What additional outreach or communication efforts should we consider?

## 4. Staffing and organizational operations

KSBN continues recruiting for priority positions and reviewing position duties, classifications, reporting relationships and compensation. Staffing vacancies remain an operational challenge. Temporary staffing has been used where appropriate to support education site surveys and other essential functions.

The following changes have been made to positions as well as recent hires for 999 Temporary Positions for Education Site Visits and RN Specialist Investigator.

# State of Kansas
# Non-Cabinet Agencies Comparison

| | Licensees | Staff | Licensees per Staff | Budget |
|---|---|---|---|---|
| Board of Nursing | 75,000 | 27 | 2,778 | $4,247,433 |
| Board of Healing Arts | 37,000 | 67 | 552 | $8,113,782 |
| Board of Pharmacy* | 16,900 | 19 | 889 | $4,081,700* |

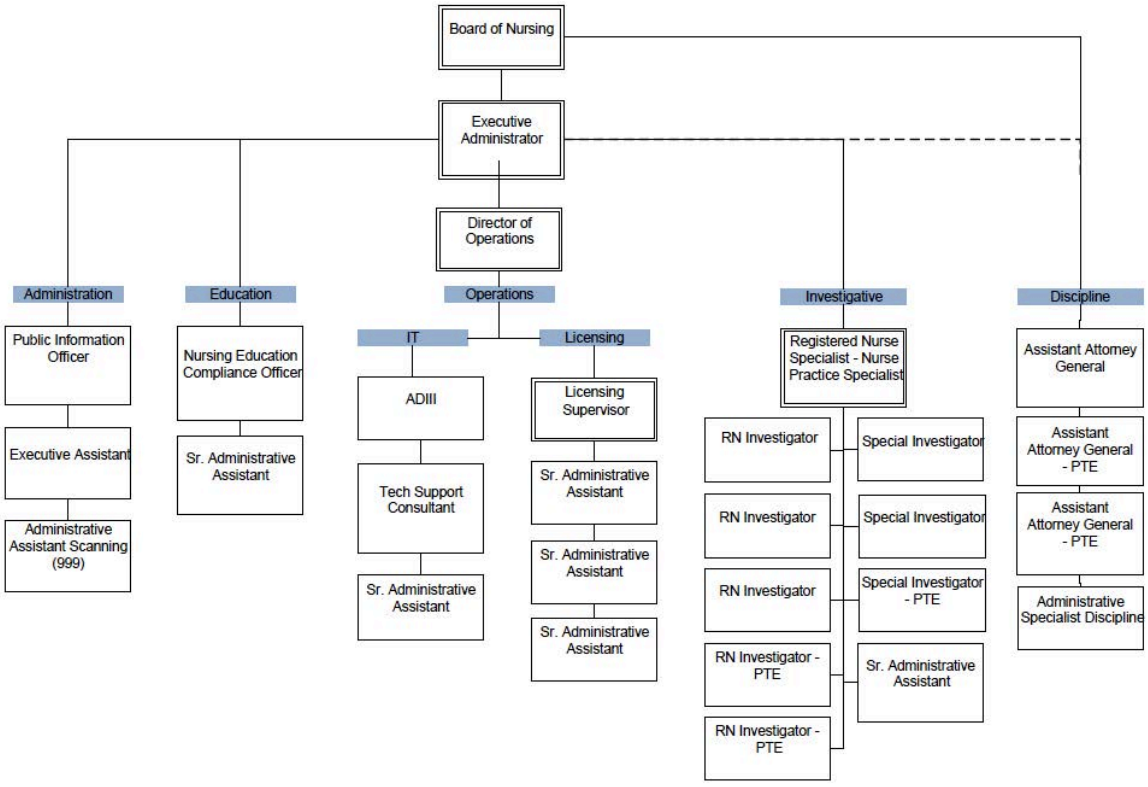
* This agency also surveys pharmacies

| | Licensees | Staff | Licensees per Staff | Budget |
|---|---|---|---|---|
| Behavioral Sciences Regulatory Board | 16,500 | 12 | 1,375 | $1,243,446 |
| EMS Board* | 10,000 | 14 | 714 | $2,626,416* |

* This agency also surveys ambulance services.

| | Licensees | Staff | Licensees per Staff | Budget |
|---|---|---|---|---|
| Dental Board | 5,310 | 3 | 1,770 | $500,000 |

## KSBN Organizational Chart




## Potential Optimized KSBN Organizational Chart



# Personnel Changes List

Reporting Period: April 10 – November 23, 2026

| Employee | Previous Position | New Position | Effective Date | Action |
|---|---|---|---|---|
| Kolton Colhouer | IT Analyst Generalist | IT Applications Administrator II | 6/21/2026 | Position Change |
| RaeAnn Byrd | Licensing Supervisor | Director of Licensing | 6/21/2026 | Position Change |
| Megan Barber | Administrative Specialist | Legal Assistant | 6/21/2026 | Position Change |
| Sharon Oxby | Senior Administrative Assistant | Administrative Specialist | 6/21/2026 | Promotion |
| Mara Hurley | Special Investigator | Special Investigator Senior | 7/5/2026 | Promotion |
| Karen McGill | Senior Administrative Assistant | Public Service Administrator II | 8/2/2026 | Promotion |
| Barbara Bigger | Senior Administrative Assistant | Public Service Administrator II | 8/2/2026 | Promotion |
| Christine Ryan (PTE) | Special Investigator | Nurse Investigator | 8/2/2026 | Position Change |
| Rebecca Sander | — | 999 Site Visit Temp | 8/16/2026 | New Hire |
| Ruth Humbert | Registered Nurse Senior | RN Specialist | 9/13/2026 | Promotion |
| Abbigail Stutzman (PTE) | Registered Nurse Senior | RN Specialist | 9/13/2026 | Promotion |
| Bernadette Fetterolf | — | 999 Site Visit Temp | 11/9/2026 | New Hire |
| Stacy Scott | 999 Temporary Investigator | RN Specialist | 11/23/2026 | Rehire (Scheduled) |

## Personnel Action Summary

| Promotions | Position Changes | New Temporary Hires | Scheduled Rehire | Total Personnel Actions |
|---|---|---|---|---|
| 5 | 4 | 2 | 1 | 13 |

# KSBN Vacant Positions List

As of November 13, 2026 | Excludes Board Members and Temporary Positions

| # | Current Position Title | Proposed / Reallocated Position | FTE | Days Vacant |
|---|---|---|---|---|
| 1 | Executive Director | Executive Administrator | 1.00 | 216 |
| 2 | Assistant Attorney General | Assistant Attorney General | 1.00 | 131 |
| 3 | Registered Nurse Senior (Classified) | Accounting Specialist III (Classified) | 1.00 | 286 |
| 4 | IT Analyst Generalist | In-House AV IT Analyst Generalist | 1.00 | 145 |
| 5 | Senior Administrative Assistant | Customer Experience Specialists | 1.00 | 103 |
| 6 | Senior Administrative Assistant | Customer Experience Specialists | 1.00 | 103 |
| 7 | Registered Nurse Senior | Registered Nurse Investigator Specialist (Internal) | 0.50 | 61 |
| 8 | Special Investigator | Nurse Investigator (Internal) | 1.00 | 131 |

**8 Vacant Positions** | **7.50 FTE Total**

Legal-service continuity has required substantial coordination with assigned general counsel. Staff continue to work with the Attorney General's Office (OAG) and other counsel to maintain regulatory operations, KORA, KOMA and will be working with the incoming OAG administration to ensure the agency has proper coverage.

## 5. Information technology, cybersecurity and modernization

The agency continues work on Evoke regulatory capabilities, including complaint and Board portals, while planning the migration of licensing functions from MyLicense Office before its June 2027 end-of-life. The requested enhancement is directly relevant to that transition.

KSBN submitted its Three-Year IT Plan in October 2026 and continued work on cybersecurity safeguards, backup and recovery planning, multifactor authentication, Webex communications and digitization of historical Board records. *[Attachment E]*

KSBN's Nursing System Automation initiative received the 2026 StateScoop 50 State IT Innovation of the Year recognition. The Director of Operations accepted the award at a network reception at the 2026 National Association of State Chief Information Officers (NASCIO) conference.

## 6. Legal matters and public accountability

KSBN has continued working with assigned and contract counsel on pending legal matters, including the claim against the State. Two additional potential matters have been identified, although details remain limited. As these matters progress, the agency will coordinate appropriate updates while protecting privileged communications and litigation strategy.

Public information and stakeholder communications have continued through the KSBN Information Center, legislative contacts, nursing organizations and other outreach channels.

## 7. KSBN Speakers Bureau Initiative

KSBN is developing a formal Speakers Bureau to streamline requests for agency staff to speak at conferences, professional events, educational programs, and nursing classes. The inspiration for this initiative comes from our colleagues at the Alabama Board of Nursing, who have implemented a similar program.

This initiative will establish a centralized process for submitting, reviewing, approving, and tracking speaking engagements. It will also help the agency better coordinate staff availability, ensure consistent messaging, document outreach activities, and plan and budget for associated staffing, travel, and other expenses.

The Speakers Bureau will strengthen KSBN's stakeholder engagement, public education, and transparency efforts while providing measurable data on the agency's outreach activities and impact.

## 8. Professional Development, Public Outreach and National Engagement

Since the last Board meeting, KSBN staff and Board members have participated in conferences, national leadership meetings, and public outreach events to strengthen regulatory partnerships, enhance professional development, promote public awareness, and remain informed of emerging trends in nursing regulation, technology, cybersecurity, and public policy.

- **NASCIO Annual Conference** – Adrian Guerrero (Accepted the 2026 StateScoop 50 Award for State IT Innovation of the Year on behalf of KSBN)
- **NCSBN Leadership and Public Policy Conference** – RaeAnn Byrd and Joben Rieth
- **NCSBN Leadership Succession Committee (LSC) Meeting** – Adrian Guerrero
- **NCSBN Board of Directors Strategic Planning Meeting** – Adrian Guerrero
- **Gartner IT / HR Symposium/Xpo Conference** – Adrian Guerrero
- **Tanium Technology Conference** – Anthony Blubaugh

- **Kansas State Fair – Public Outreach** – Andrew Martin
- **KARQM** – Linda Davies & Ruth Humbert
- **OADN** – Janelle Martin

## 8. National Council of State Boards of Nursing (NCSBN) – Leadership Appointment and Executive Transition

**Board of Directors Appointment**

In October 2026, I (Adrian Guerrero) was appointed by the National Council of State Boards of Nursing (NCSBN) Board of Directors to fill the vacancy term in the position of Treasurer. In this capacity, I also serve as Chair of the NCSBN Finance Committee, providing oversight of the organization's financial operations, investments, budgeting, and long-term fiscal sustainability.

Having previously served on the NCSBN Board of Directors from 2015 to 2023, including two terms as Treasurer, I appreciate the opportunity to return to this national leadership role. This appointment provides Kansas with continued representation at the national and international levels and opportunities to collaborate with regulatory leaders on matters impacting nursing regulation, public protection, regulatory innovation, and fiscal stewardship.

**NCSBN Executive Leadership Transition**

On November 4, 2026, NCSBN announced that Chief Executive Officer Philip Dickison, PhD, RN, will retire at the end of September 2027, following more than 17 years of service to the organization.

The NCSBN Board of Directors is initiating a global search for his successor. As a member of the Board of Directors, I will be involved in this important leadership transition, supporting organizational continuity, strategic direction, and long-term financial stability.

Dr. Dickison's contributions to nursing regulation have been significant, including the development and implementation of the Next Generation NCLEX, advancements in regulatory innovation, and the expansion of international regulatory collaboration.

- Read the official NCSBN announcement

**Key Conferences for KSBN Board and Staff Consideration**

Potential attendance opportunities for inclusion in the Board report:

- **March 9–11, 2027** – NCSBN Midyear Meeting – Kansas City, MO
- **April 29, 2027** – APRN Roundtable – Virtual
- **May 19–20, 2027** – Discipline Case Management Conference – Dallas, TX
- **August 17, 2027** – NLC Educational Session & Annual Meeting – Chicago, IL
- **August 17–20, 2027** – NCSBN Annual Meeting – Chicago, IL
- **September 9, 2027** – NCLEX Conference – Virtual

## 10. Near-term priorities before the next Board meeting

- Perform Board orientation, KOMA, KORA, KAPA, etc.
- Prepare for the January 2027 Board transition and maintain committee and decision-making continuity.
- Host officer elections, assign committee members and make any necessary delegations.
- Review Advisory Committee proposals.
- Review KSBN Articles
- Advance the licensing migration funding request and project planning ahead of June 2027 end-of-life.
- Continue priority recruitment and position-review work to stabilize staffing.

- Provide further Board updates on validated performance measures, fiscal decisions and significant operational risks.

## Board awareness and requested direction

This report is presented for information and discussion. Board guidance may be needed as budget deliberations progress, technology migration decisions approach, and transition planning advances. No action is requested solely by receipt of this report.




# Board Transition & Licensure Processing

## *What Kansas Nurses Need to Know*

### What's Happening?

The current interim Kansas State Board of Nursing (KSBN) will conclude its service on **January 11, 2027**, and a newly appointed Board is anticipated to assume its responsibilities upon appointment by the incoming Governor's Office.

### Will There Be Delays?

**Most applications are expected to continue being processed without significant delays.**

Applications that are complete and meet all requirements, and do not require legal, investigative, or Board review, should continue to be processed within normal timeframes.

### Which Applications Could Take Longer?

Applications that require additional review may take longer to process, including those with:

- Background check concerns
- Issues requiring review by legal counsel
- Matters that need Board consideration

## Steps to Help Ensure Timely Processing

**Renew early**
If your license expires in January, February or March 2027, consider renewing one month early.

**Submit complete applications**
Include all required documentation when you apply.

**Respond promptly**
to any requests for additional information or documentation.

**New graduates**
who meet all licensing requirements and do not require additional review are expected to be processed in a timely manner.

**Questions or Need More Information?**
Visit **ksbn.kansas.gov** for updates and licensing information.

*To protect and promote the welfare of the people of Kansas.*

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Landon State Office Building
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Topeka, KS 66612-1230

Phone: 785-296-4929
Fax: 785-296-3929
ksbn.kansas.gov

Laura Kelly, Governor

Kansas State Board of Nursing

November 12, 2026

**KSBN Provides Update on Licensing Operations During Upcoming Board Transition**

*November 2026 | Kansas State Board of Nursing Information Center*

The Kansas State Board of Nursing (KSBN) is preparing for an upcoming transition in Board membership as the current interim Board concludes its service on January 11, 2027. A new Board is expected to be appointed by the incoming Governor; however, the timing of those appointments has not yet been determined. KSBN will continue to monitor the transition process and provide updates as additional information becomes available.

KSBN recognizes that this transition may raise questions among nursing professionals, recent graduates, nursing education programs, and healthcare employers regarding the timely processing of licensure applications.

**KSBN wants to reassure applicants and employers that the vast majority of routine licensing applications are expected to continue being processed without significant delays.**

**Routine Licensing Operations Expected to Continue**

KSBN processes thousands of licensing applications and renewals each year, with most completed through established administrative procedures.

Applications that are complete, meet all statutory and regulatory requirements, and do not involve legal, disciplinary, or background concerns requiring additional review are expected to continue being processed within normal timeframes.

This includes routine applications for initial licensure, endorsement, renewal, reinstatement, multi-state conversions and other licensing services.

**Applications Requiring Additional Review**

Some applications require additional consideration by KSBN investigative staff, disciplinary counsel, or the Board before a licensing determination can be made.

Depending on the circumstances and the timing of the Board transition, these applications could experience additional processing time.

KSBN is actively evaluating options to maintain continuity of these functions and minimize potential disruptions.

**At this time, no final determination has been made that licensing operations will be interrupted or that applicants will experience widespread delays.**

**Recommendations for Applicants and Employers**

To help ensure timely processing, KSBN encourages applicants and healthcare employers to:

- Submit complete applications and all required documentation as early as permitted.
- Renew licenses promptly once eligible, rather than waiting until the renewal deadline.
- Respond promptly to requests for additional information or documentation.
- Monitor license status and notifications through Nursys e-Notify.

Nurses eligible to renew licenses expiring in January, February or March 2027 are encouraged to consider completing their renewals one month early, when possible.

New nursing graduates who meet all licensing requirements and do not require additional review are likewise expected to proceed through the normal licensing process.

**Proactive Planning and Coordination**

KSBN leadership has been working with the Governor's Office, legal counsel, legislative representatives, and other state officials to evaluate potential transition scenarios in an effort to ensure continuity of essential regulatory operations and minimize potential disruptions to licensing and other critical agency services during the Board transition. These discussions are ongoing, and additional options remain under consideration.

KSBN remains committed to its mission of protecting and promoting the welfare of the people of Kansas while supporting timely, efficient, and consistent licensing services.

**The agency will provide additional updates as necessary should circumstances change or new information become available.**

For licensing information and updates, visit the Kansas State Board of Nursing website: https://ksbn.kansas.gov/.

*The Kansas State Board of Nursing is committed to protecting the public through effective nursing regulation and ensuring the continued delivery of essential licensing services throughout the upcoming Board transition.*

## Agency Name--Board of Nursing 482
## Fee Fund Cash Flow Estimate

**FY 2023**

| *(Actuals)* | July | August | September | October | November | December | January | February | March | April | May | June | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Beginning Balance | 4,025,789 | 3,572,812 | 3,711,162 | 3,714,263 | 3,741,107 | 3,887,446 | 4,003,029 | 4,159,590 | 4,268,687 | 4,409,932 | 4,539,211 | 4,676,668 | |
| Revenues | 265,484 | 293,467 | 240,569 | 300,169 | 294,281 | 278,196 | 305,515 | 295,721 | 369,941 | 310,216 | 326,140 | 294,625 | 3,574,323 |
| Expenditures | 718,461 | 155,117 | 237,468 | 273,325 | 147,942 | 162,613 | 148,954 | 186,623 | 228,696 | 180,937 | 188,683 | 490,113 | 3,118,932 |
| Ending Balance | 3,572,812 | 3,711,162 | 3,714,263 | 3,741,107 | 3,887,446 | 4,003,029 | 4,159,590 | 4,268,687 | 4,409,932 | 4,539,211 | 4,676,668 | 4,776,598 | |
| Monthly Revenue Percent | 7.43% | 8.21% | 6.73% | 8.40% | 8.23% | 7.78% | 8.55% | 8.27% | 10.35% | 8.68% | 9.12% | 8.24% | |
| Cumulative Revenue Percent | 7.43% | 15.64% | 22.37% | 30.77% | 39.00% | 46.78% | 55.33% | 63.60% | 73.95% | 82.63% | 91.76% | 100.00% | |

**FY 2024**

| *(Actuals)* | July | August | September | October | November | December | January | February | March | April | May | June | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Beginning Balance | 4,776,598 | 4,386,046 | 4,453,026 | 4,466,066 | 4,577,048 | 4,683,099 | 4,680,048 | 4,853,652 | 4,668,028 | 4,721,790 | 4,700,935 | 4,708,062 | |
| Revenues | 228,411 | 296,214 | 230,246 | 267,421 | 299,334 | 241,293 | 317,824 | 271,314 | 297,811 | 337,114 | 332,333 | 370,864 | 3,490,179 |
| Expenditures | 618,963 | 229,235 | 217,205 | 156,439 | 193,283 | 244,344 | 144,220 | 456,937 | 244,049 | 357,969 | 325,205 | 371,475 | 3,559,326 |
| Ending Balance | 4,386,046 | 4,453,026 | 4,466,066 | 4,577,048 | 4,683,099 | 4,680,048 | 4,853,652 | 4,668,028 | 4,721,790 | 4,700,935 | 4,708,062 | 4,707,451 | |
| Monthly Revenue Percent | 6.54% | 8.49% | 6.60% | 7.66% | 8.58% | 6.91% | 9.11% | 7.77% | 8.53% | 9.66% | 9.52% | 10.63% | |
| Cumulative Revenue Percent | 6.54% | 15.03% | 21.63% | 29.29% | 37.87% | 44.78% | 53.89% | 61.66% | 70.19% | 79.85% | 89.37% | 100.00% | |

**FY 2025**

| *(Actuals)* | July | August | September | October | November | December | January | February | March | April | May | June | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Beginning Balance | 4,707,451 | 4,520,587 | 4,281,878 | 4,309,511 | 4,305,328 | 4,403,906 | 4,513,879 | 4,630,075 | 4,745,444 | 4,922,540 | 5,140,025 | 5,213,470 | |
| Revenues | 278,516 | 259,033 | 225,773 | 319,426 | 252,334 | 303,199 | 327,860 | 291,374 | 343,639 | 379,060 | 300,957 | 330,347 | 3,611,519 |
| Expenditures | 465,380 | 497,742 | 198,139 | 323,610 | 153,756 | 193,227 | 211,664 | 176,005 | 166,543 | 161,576 | 227,512 | 397,293 | 3,172,446 |
| Ending Balance | 4,520,587 | 4,281,878 | 4,309,511 | 4,305,328 | 4,403,906 | 4,513,879 | 4,630,075 | 4,745,444 | 4,922,540 | 5,140,025 | 5,213,470 | 5,146,524 | |
| Monthly Revenue Percent | 7.71% | 7.17% | 6.25% | 8.84% | 6.99% | 8.40% | 9.08% | 8.07% | 9.52% | 10.50% | 8.33% | 9.15% | |
| Cumulative Revenue Percent | 7.71% | 14.88% | 21.14% | 29.98% | 36.97% | 45.36% | 54.44% | 62.51% | 72.02% | 82.52% | 90.85% | 100.00% | |

## Agency Name--Board of Nursing 482
## Fee Fund Cash Flow Estimate

**FY 2026**

| *(Actuals)* | July | August | September | October | November | December | January | February | March | April | May | June | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Beginning Balance | 5,146,524 | 4,505,625 | 4,499,992 | 4,503,131 | 4,600,664 | 4,626,521 | 4,743,488 | 4,820,287 | 4,933,498 | 5,145,663 | 5,336,726 | 5,463,475 | |
| Revenues | 263,960 | 247,920 | 268,284 | 307,145 | 244,052 | 289,967 | 323,531 | 274,097 | 328,654 | 352,917 | 313,104 | 310,975 | 3,524,605 |
| Expenditures | 904,859 | 253,553 | 265,145 | 209,612 | 218,195 | 173,000 | 246,732 | 160,886 | 116,489 | 161,853 | 186,355 | 231,588 | 3,128,267 |
| Ending Balance | 4,505,625 | 4,499,992 | 4,503,131 | 4,600,664 | 4,626,521 | 4,743,488 | 4,820,287 | 4,933,498 | 5,145,663 | 5,336,726 | 5,463,475 | 5,542,862 | |
| Monthly Revenue Percent | 7.49% | 7.03% | 7.61% | 8.71% | 6.92% | 8.23% | 9.18% | 7.78% | 9.32% | 10.01% | 8.88% | 8.82% | |
| Cumulative Revenue Percent | 7.49% | 14.52% | 22.13% | 30.85% | 37.77% | 46.00% | 55.18% | 62.96% | 72.28% | 82.29% | 91.18% | 100.00% | |

**FY 2027**

| *(Based on Four-Year Trend)* | July | August | September | October | November | December | January | February | March | April | May | June | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Beginning Balance | 5,542,862 | 4,979,924 | 4,923,297 | 4,898,961 | 4,920,046 | 4,994,224 | 5,057,043 | 5,167,074 | 5,177,076 | 5,306,740 | 5,417,470 | 5,477,599 | |
| Revenues | 279,986 | 296,600 | 260,962 | 322,658 | 294,843 | 300,584 | 344,657 | 306,081 | 362,041 | 372,832 | 344,196 | 353,560 | 3,839,000 |
| Expenditures | 842,924 | 353,227 | 285,298 | 301,573 | 220,665 | 237,765 | 234,626 | 296,079 | 232,377 | 262,102 | 284,067 | 462,265 | 4,012,968 |
| Ending Balance | 4,979,924 | 4,923,297 | 4,898,961 | 4,920,046 | 4,994,224 | 5,057,043 | 5,167,074 | 5,177,076 | 5,306,740 | 5,417,470 | 5,477,599 | 5,368,894 | |
| Monthly Revenue Percent | 7.29% | 7.73% | 6.80% | 8.40% | 7.68% | 7.83% | 8.98% | 7.97% | 9.43% | 9.71% | 8.97% | 9.21% | |
| Cumulative Revenue Percent | 7.29% | 15.02% | 21.82% | 30.22% | 37.90% | 45.73% | 54.71% | 62.68% | 72.11% | 81.82% | 90.79% | 100.00% | |

**FY 2028**

| *(Based on Four-Year Trend)* | July | August | September | October | November | December | January | February | March | April | May | June | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Beginning Balance | 5,368,894 | 4,746,367 | 4,661,921 | 4,614,776 | 4,611,007 | 4,666,065 | 4,708,554 | 4,797,760 | 4,783,530 | 4,892,241 | 4,979,902 | 5,015,979 | |
| Revenues | 275,538 | 291,887 | 256,816 | 317,531 | 290,158 | 295,807 | 339,181 | 301,217 | 356,289 | 366,908 | 338,727 | 347,941 | 3,778,000 |
| Expenditures | 898,065 | 376,333 | 303,961 | 321,300 | 235,100 | 253,318 | 249,975 | 315,447 | 247,578 | 279,247 | 302,650 | 492,504 | 4,275,478 |
| Ending Balance | 4,746,367 | 4,661,921 | 4,614,776 | 4,611,007 | 4,666,065 | 4,708,554 | 4,797,760 | 4,783,530 | 4,892,241 | 4,979,902 | 5,015,979 | 4,871,416 | |
| Monthly Revenue Percent | 7.29% | 7.73% | 6.80% | 8.40% | 7.68% | 7.83% | 8.98% | 7.97% | 9.43% | 9.71% | 8.97% | 9.21% | |
| Cumulative Revenue Percent | 7.29% | 15.02% | 21.82% | 30.22% | 37.90% | 45.73% | 54.71% | 62.68% | 72.11% | 81.82% | 90.79% | 100.00% | |

**FY 2029**

| *(Based on Four-Year Trend)* | July | August | September | October | November | December | January | February | March | April | May | June | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Beginning Balance | 4,871,416 | 4,231,670 | 4,144,678 | 4,096,034 | 4,091,900 | 4,148,221 | 4,191,626 | 4,282,986 | 4,268,119 | 4,379,503 | 4,469,253 | 4,506,035 | |
| Revenues | 282,831 | 299,613 | 263,613 | 325,936 | 297,838 | 303,637 | 348,158 | 309,190 | 365,719 | 376,619 | 347,693 | 357,153 | 3,878,000 |
| Expenditures | 922,577 | 386,605 | 312,257 | 330,070 | 241,517 | 260,232 | 256,798 | 324,057 | 254,335 | 286,869 | 310,911 | 505,948 | 4,392,176 |
| Ending Balance | 4,231,670 | 4,144,678 | 4,096,034 | 4,091,900 | 4,148,221 | 4,191,626 | 4,282,986 | 4,268,119 | 4,379,503 | 4,469,253 | 4,506,035 | 4,357,240 | |
| Monthly Revenue Percent | 7.29% | 7.73% | 6.80% | 8.40% | 7.68% | 7.83% | 8.98% | 7.97% | 9.43% | 9.71% | 8.97% | 9.21% | |
| Cumulative Revenue Percent | 7.29% | 15.02% | 21.82% | 30.22% | 37.90% | 45.73% | 54.71% | 62.68% | 72.11% | 81.82% | 90.79% | 100.00% | |

## Agency Name--Board of Nursing 482
## Fee Fund Cash Flow Estimate--With Enhancement

**FY 2023**

| *(Actuals)* | July | August | September | October | November | December | January | February | March | April | May | June | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Beginning Balance | 4,025,789 | 3,572,812 | 3,711,162 | 3,714,263 | 3,741,107 | 3,887,446 | 4,003,029 | 4,159,590 | 4,268,687 | 4,409,932 | 4,539,211 | 4,676,668 | |
| Revenues | 265,484 | 293,467 | 240,569 | 300,169 | 294,281 | 278,196 | 305,515 | 295,721 | 369,941 | 310,216 | 326,140 | 294,625 | 3,574,323 |
| Expenditures | 718,461 | 155,117 | 237,468 | 273,325 | 147,942 | 162,613 | 148,954 | 186,623 | 228,696 | 180,937 | 188,683 | 490,113 | 3,118,932 |
| Ending Balance | 3,572,812 | 3,711,162 | 3,714,263 | 3,741,107 | 3,887,446 | 4,003,029 | 4,159,590 | 4,268,687 | 4,409,932 | 4,539,211 | 4,676,668 | 4,776,598 | |
| Monthly Revenue Percent | 7.43% | 8.21% | 6.73% | 8.40% | 8.23% | 7.78% | 8.55% | 8.27% | 10.35% | 8.68% | 9.12% | 8.24% | |
| Cumulative Revenue Percent | 7.43% | 15.64% | 22.37% | 30.77% | 39.00% | 46.78% | 55.33% | 63.60% | 73.95% | 82.63% | 91.76% | 100.00% | |

**FY 2024**

| *(Actuals)* | July | August | September | October | November | December | January | February | March | April | May | June | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Beginning Balance | 4,776,598 | 4,386,046 | 4,453,026 | 4,466,066 | 4,577,048 | 4,683,099 | 4,680,048 | 4,853,652 | 4,668,028 | 4,721,790 | 4,700,935 | 4,708,062 | |
| Revenues | 228,411 | 296,214 | 230,246 | 267,421 | 299,334 | 241,293 | 317,824 | 271,314 | 297,811 | 337,114 | 332,333 | 370,864 | 3,490,179 |
| Expenditures | 618,963 | 229,235 | 217,205 | 156,439 | 193,283 | 244,344 | 144,220 | 456,937 | 244,049 | 357,969 | 325,205 | 371,475 | 3,559,326 |
| Ending Balance | 4,386,046 | 4,453,026 | 4,466,066 | 4,577,048 | 4,683,099 | 4,680,048 | 4,853,652 | 4,668,028 | 4,721,790 | 4,700,935 | 4,708,062 | 4,707,451 | |
| Monthly Revenue Percent | 6.54% | 8.49% | 6.60% | 7.66% | 8.58% | 6.91% | 9.11% | 7.77% | 8.53% | 9.66% | 9.52% | 10.63% | |
| Cumulative Revenue Percent | 6.54% | 15.03% | 21.63% | 29.29% | 37.87% | 44.78% | 53.89% | 61.66% | 70.19% | 79.85% | 89.37% | 100.00% | |

**FY 2025**

| *(Actuals)* | July | August | September | October | November | December | January | February | March | April | May | June | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Beginning Balance | 4,707,451 | 4,520,587 | 4,281,878 | 4,309,511 | 4,305,328 | 4,403,906 | 4,513,879 | 4,630,075 | 4,745,444 | 4,922,540 | 5,140,025 | 5,213,470 | |
| Revenues | 278,516 | 259,033 | 225,773 | 319,426 | 252,334 | 303,199 | 327,860 | 291,374 | 343,639 | 379,060 | 300,957 | 330,347 | 3,611,519 |
| Expenditures | 465,380 | 497,742 | 198,139 | 323,610 | 153,756 | 193,227 | 211,664 | 176,005 | 166,543 | 161,576 | 227,512 | 397,293 | 3,172,446 |
| Ending Balance | 4,520,587 | 4,281,878 | 4,309,511 | 4,305,328 | 4,403,906 | 4,513,879 | 4,630,075 | 4,745,444 | 4,922,540 | 5,140,025 | 5,213,470 | 5,146,524 | |
| Monthly Revenue Percent | 7.71% | 7.17% | 6.25% | 8.84% | 6.99% | 8.40% | 9.08% | 8.07% | 9.52% | 10.50% | 8.33% | 9.15% | |
| Cumulative Revenue Percent | 7.71% | 14.88% | 21.14% | 29.98% | 36.97% | 45.36% | 54.44% | 62.51% | 72.02% | 82.52% | 90.85% | 100.00% | |

## Agency Name--Board of Nursing 482
## Fee Fund Cash Flow Estimate--With Enhancement

**FY 2026**

| *(Actuals)* | July | August | September | October | November | December | January | February | March | April | May | June | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Beginning Balance | 5,146,524 | 4,505,625 | 4,499,992 | 4,503,131 | 4,600,664 | 4,626,521 | 4,743,488 | 4,820,287 | 4,933,498 | 5,145,663 | 5,336,726 | 5,463,475 | |
| Revenues | 263,960 | 247,920 | 268,284 | 307,145 | 244,052 | 289,967 | 323,531 | 274,097 | 328,654 | 352,917 | 313,104 | 310,975 | 3,524,605 |
| Expenditures | 904,859 | 253,553 | 265,145 | 209,612 | 218,195 | 173,000 | 246,732 | 160,886 | 116,489 | 161,853 | 186,355 | 231,588 | 3,128,267 |
| Ending Balance | 4,505,625 | 4,499,992 | 4,503,131 | 4,600,664 | 4,626,521 | 4,743,488 | 4,820,287 | 4,933,498 | 5,145,663 | 5,336,726 | 5,463,475 | 5,542,862 | |
| Monthly Revenue Percent | 7.49% | 7.03% | 7.61% | 8.71% | 6.92% | 8.23% | 9.18% | 7.78% | 9.32% | 10.01% | 8.88% | 8.82% | |
| Cumulative Revenue Percent | 7.49% | 14.52% | 22.13% | 30.85% | 37.77% | 46.00% | 55.18% | 62.96% | 72.28% | 82.29% | 91.18% | 100.00% | |

**FY 2027**

| *(Based on Four-Year Trend)* | July | August | September | October | November | December | January | February | March | April | May | June | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Beginning Balance | 5,542,862 | 4,979,924 | 4,923,297 | 4,898,961 | 4,920,046 | 4,994,224 | 5,057,043 | 5,167,074 | 5,177,076 | 5,306,740 | 5,417,470 | 5,477,599 | |
| Revenues | 279,986 | 296,600 | 260,962 | 322,658 | 294,843 | 300,584 | 344,657 | 306,081 | 362,041 | 372,832 | 344,196 | 353,560 | 3,839,000 |
| Expenditures | 842,924 | 353,227 | 285,298 | 301,573 | 220,665 | 237,765 | 234,626 | 296,079 | 232,377 | 262,102 | 284,067 | 462,265 | 4,012,968 |
| Ending Balance | 4,979,924 | 4,923,297 | 4,898,961 | 4,920,046 | 4,994,224 | 5,057,043 | 5,167,074 | 5,177,076 | 5,306,740 | 5,417,470 | 5,477,599 | 5,368,894 | |
| Monthly Revenue Percent | 7.29% | 7.73% | 6.80% | 8.40% | 7.68% | 7.83% | 8.98% | 7.97% | 9.43% | 9.71% | 8.97% | 9.21% | |
| Cumulative Revenue Percent | 7.29% | 15.02% | 21.82% | 30.22% | 37.90% | 45.73% | 54.71% | 62.68% | 72.11% | 81.82% | 90.79% | 100.00% | |

**FY 2028**

| *(Based on Four-Year Trend)* | July | August | September | October | November | December | January | February | March | April | May | June | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Beginning Balance | 5,368,894 | 4,431,292 | 4,214,814 | 4,061,029 | 3,944,535 | 3,917,111 | 3,870,726 | 3,872,232 | 3,747,331 | 3,769,183 | 3,758,873 | 3,688,769 | |
| Revenues | 275,538 | 291,887 | 256,816 | 317,531 | 290,158 | 295,807 | 339,181 | 301,217 | 356,289 | 366,908 | 338,727 | 347,941 | 3,778,000 |
| Expenditures | 1,213,140 | 508,365 | 410,601 | 434,025 | 317,582 | 342,192 | 337,675 | 426,118 | 334,437 | 377,218 | 408,831 | 665,294 | 5,775,478 |
| Ending Balance | 4,431,292 | 4,214,814 | 4,061,029 | 3,944,535 | 3,917,111 | 3,870,726 | 3,872,232 | 3,747,331 | 3,769,183 | 3,758,873 | 3,688,769 | 3,371,416 | |
| Monthly Revenue Percent | 7.29% | 7.73% | 6.80% | 8.40% | 7.68% | 7.83% | 8.98% | 7.97% | 9.43% | 9.71% | 8.97% | 9.21% | |
| Cumulative Revenue Percent | 7.29% | 15.02% | 21.82% | 30.22% | 37.90% | 45.73% | 54.71% | 62.68% | 72.11% | 81.82% | 90.79% | 100.00% | |

**FY 2029**

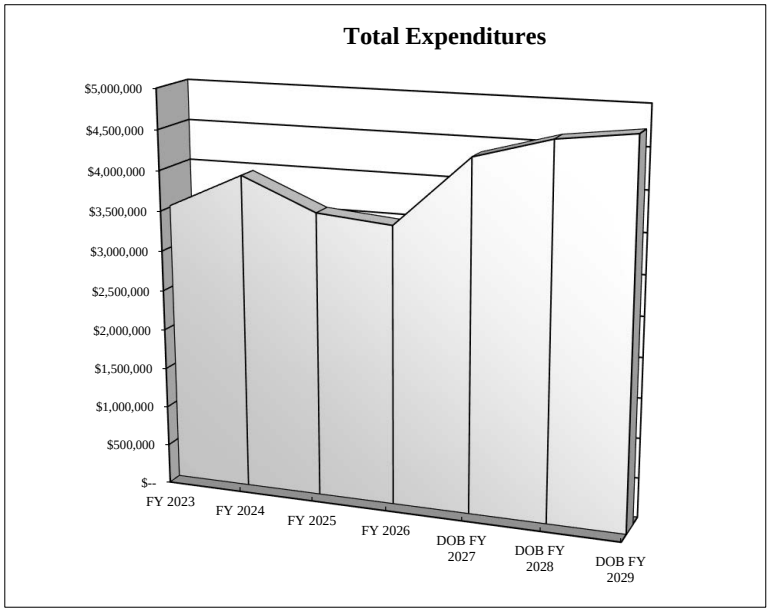
| *(Based on Four-Year Trend)* | July | August | September | October | November | December | January | February | March | April | May | June | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Beginning Balance | 3,371,416 | 2,731,670 | 2,644,678 | 2,596,034 | 2,591,900 | 2,648,221 | 2,691,626 | 2,782,986 | 2,768,119 | 2,879,503 | 2,969,253 | 3,006,035 | |
| Revenues | 282,831 | 299,613 | 263,613 | 325,936 | 297,838 | 303,637 | 348,158 | 309,190 | 365,719 | 376,619 | 347,693 | 357,153 | 3,878,000 |
| Expenditures | 922,577 | 386,605 | 312,257 | 330,070 | 241,517 | 260,232 | 256,798 | 324,057 | 254,335 | 286,869 | 310,911 | 505,948 | 4,392,176 |
| Ending Balance | 2,731,670 | 2,644,678 | 2,596,034 | 2,591,900 | 2,648,221 | 2,691,626 | 2,782,986 | 2,768,119 | 2,879,503 | 2,969,253 | 3,006,035 | 2,857,240 | |
| Monthly Revenue Percent | 7.29% | 7.73% | 6.80% | 8.40% | 7.68% | 7.83% | 8.98% | 7.97% | 9.43% | 9.71% | 8.97% | 9.21% | |
| Cumulative Revenue Percent | 7.29% | 15.02% | 21.82% | 30.22% | 37.90% | 45.73% | 54.71% | 62.68% | 72.11% | 81.82% | 90.79% | 100.00% | |

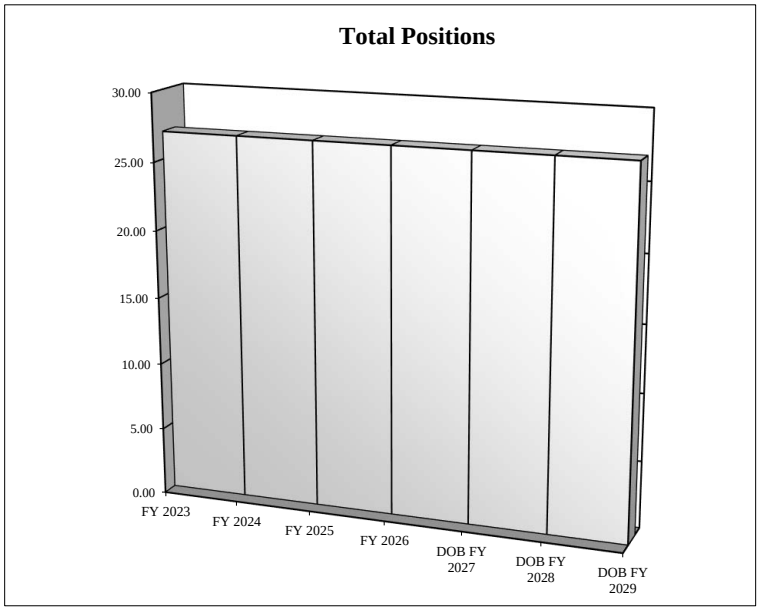
Agency Name: Board of Nursing--482

| | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 App. | FY 2027 Request | **DOB FY 2027** | FY 2028 Request | **DOB FY 2028** | FY 2029 Request | **DOB FY 2029** |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Total Expenditures** | | | | | | | | | | | |
| Salaries & Wages | $ 1,889,858 | $ 1,806,621 | $ 1,918,519 | $ 2,084,526 | $ 2,415,807 | $ 2,456,131 | **$ 2,456,131** | $ 2,869,489 | **$ 2,869,489** | $ 2,803,187 | **$ 2,803,187** |
| Shrinkage | -- | -- | -- | -- | -- | -- | -- | (174,112) | **(174,112)** | (174,112) | **(174,112)** |
| **Subtotal Salaries & Wages** | $ 1,889,858 | $ 1,806,621 | $ 1,918,519 | $ 2,084,526 | $ 2,415,807 | $ 2,456,131 | **$ 2,456,131** | $ 2,695,377 | **$ 2,695,377** | $ 2,629,075 | **$ 2,629,075** |
| Contractual Services | $ 1,288,172 | $ 1,404,496 | $ 1,517,387 | $ 1,359,451 | $ 1,845,519 | $ 1,817,195 | **$ 1,817,195** | $ 1,840,459 | **$ 1,840,459** | $ 1,813,459 | **$ 1,813,459** |
| Commodities | 22,561 | 22,494 | 20,941 | 17,785 | 16,000 | 16,000 | **16,000** | 16,000 | **16,000** | 16,000 | **16,000** |
| Capital Outlay | 318,341 | 725,715 | 111,293 | 25,352 | 85,642 | 73,642 | **73,642** | 73,642 | **73,642** | 283,642 | **283,642** |
| Debt Service | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Shifts | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| **State Operations** | $ 3,518,932 | $ 3,959,326 | $ 3,568,140 | $ 3,487,114 | $ 4,362,968 | $ 4,362,968 | **$ 4,362,968** | $ 4,625,478 | **$ 4,625,478** | $ 4,742,176 | **$ 4,742,176** |
| *Percent Change* | | 12.5% | -9.9% | -2.3% | 25.1% | 25.1% | **25.1%** | 6.0% | **6.0%** | 2.5% | **2.5%** |
| Aid to Locals | $ -- | $ -- | $ -- | $ -- | $ -- | $ -- | **$ --** | $ -- | **$ --** | $ -- | **$ --** |
| Other Assistance | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| **Operating Expenditures** | $ 3,518,932 | $ 3,959,326 | $ 3,568,140 | $ 3,487,114 | $ 4,362,968 | $ 4,362,968 | **$ 4,362,968** | $ 4,625,478 | **$ 4,625,478** | $ 4,742,176 | **$ 4,742,176** |
| Capital Improvements | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| **Total Reportable Expenditures** | $ 3,518,932 | $ 3,959,326 | $ 3,568,140 | $ 3,487,114 | $ 4,362,968 | $ 4,362,968 | **$ 4,362,968** | $ 4,625,478 | **$ 4,625,478** | $ 4,742,176 | **$ 4,742,176** |
| *Percent Change* | | 12.5% | -9.9% | -2.3% | 25.1% | 25.1% | **25.1%** | 6.0% | **6.0%** | 2.5% | **2.5%** |
| Non-Expense Items | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| **Reportable & Non-Reportable** | $ 3,518,932 | $ 3,959,326 | $ 3,568,140 | $ 3,487,114 | $ 4,362,968 | $ 4,362,968 | **$ 4,362,968** | $ 4,625,478 | **$ 4,625,478** | $ 4,742,176 | **$ 4,742,176** |
| *Percent Change* | | 12.5% | -9.9% | -2.3% | 25.1% | 25.1% | **25.1%** | 6.0% | **6.0%** | 2.5% | **2.5%** |
| **Financing** | | | | | | | | | | | |
| State General Fund | $ -- | $ -- | $ -- | $ -- | $ -- | $ -- | **$ --** | $ -- | **$ --** | $ -- | **$ --** |
| SGF Shifts | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Board of Nursing Fee Fund | 3,118,932 | 3,559,326 | 3,172,446 | 3,128,267 | 4,012,968 | 4,012,968 | **4,012,968** | 4,275,478 | **4,275,478** | 4,392,176 | **4,392,176** |
| American Rescue Plan Act Funds | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Non-SGF Shifts | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Criminal Background Fingerprint | 400,000 | 400,000 | 395,694 | 358,847 | 350,000 | 350,000 | **350,000** | 350,000 | **350,000** | 350,000 | **350,000** |
| Other | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| **Total** | $ 3,518,932 | $ 3,959,326 | $ 3,568,140 | $ 3,487,114 | $ 4,362,968 | $ 4,362,968 | **$ 4,362,968** | $ 4,625,478 | **$ 4,625,478** | $ 4,742,176 | **$ 4,742,176** |
| *Percent Change* | | 12.5% | -9.9% | -2.3% | 25.1% | 25.1% | **25.1%** | 6.0% | **6.0%** | 2.5% | **2.5%** |

Agency Name: Board of Nursing--482

| | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 App. | FY 2027 Request | **DOB FY 2027** | FY 2028 Request | **DOB FY 2028** | FY 2029 Request | **DOB FY 2029** |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Administration | $ 3,518,932 | $ 3,959,326 | $ 3,568,140 | $ 3,487,114 | $ 4,362,968 | $ 4,362,968 | **$ 4,362,968** | $ 4,625,478 | **$ 4,625,478** | $ 4,742,176 | **$ 4,742,176** |
| Shifts | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| **Total Expenditures** | $ 3,518,932 | $ 3,959,326 | $ 3,568,140 | $ 3,487,114 | $ 4,362,968 | $ 4,362,968 | **$ 4,362,968** | $ 4,625,478 | **$ 4,625,478** | $ 4,742,176 | **$ 4,742,176** |
| *Percent Change* | | 12.5% | -9.9% | -2.3% | 25.1% | 25.1% | **25.1%** | 6.0% | **6.0%** | 2.5% | **2.5%** |
| **Total Positions** | 27.00 | 27.00 | 27.00 | 27.00 | 27.00 | 27.00 | **27.00** | 27.00 | **27.00** | 27.00 | **27.00** |
| *Percent Change* | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | **0.0%** | 0.0% | **0.0%** | 0.0% | **0.0%** |



Agency Name: Board of Nursing--482

| | FY 2023 | FY 2024 | FY 2025 | FY 2026 | **FY 2027 Agency Est.** | **FY 2028 Agency Est.** | **FY 2029 Agency Est.** |
|---|---|---|---|---|---|---|---|
| **Key Performance Measures** | | | | | | | |
| Number of Investigations Open | 690 | 638 | 458 | 225 | **502** | **502** | **502** |
| Percentage of Initial Applications Processed within 3 Business Days | 100% | 100% | 99% | 99% | **99%** | **99%** | **99%** |
| Percentage of Reinstatement Licensure Applications Processed Within 3 Business Days | 100% | 100% | 100% | 100% | **100%** | **100%** | **100%** |
| Percentage of Application Information Entered in Licensing Software Accurately | 100% | 100% | 99% | 99% | **99%** | **99%** | **99%** |
| Percentage of Complaints Reviewed Within Two Weeks | 95% | 96% | 74% | 30% | **90%** | **90%** | **90%** |
| Cost Per Investigation | $ 466 | $ 598 | $ 523 | $ 560 | **$ 550** | **$ 550** | **$ 550** |

EXECUTIVE BRANCH

# 3-YEAR IT PLAN

## UPDATE

# 2026

Kansas
Office of Information Technology Services

Submitted by
**Jeff Maxon**
Executive Branch CITO
October 30th, 2026

# CITO'S MESSAGE



I am pleased to present the State of Kansas 2026 Executive Branch Three-Year Information Technology Plan. Developed in accordance with K.S.A. 75-7209(c), this plan reflects our continued commitment to providing reliable, secure, and cost-effective technology services that support the operations of state government and improve services for Kansans. Guided by our vision of *"Seamless and secure access to digital government resources anywhere, anytime,"* we remain focused on building a modern, sustainable, and responsive technology environment.

Our strategic direction continues to be guided by five overarching goals: Operational Excellence, Data-Driven Culture, a Cyber Secure and Cyber Aware Environment, Strategic Technology Transformation and Harmonized Architecture. Achieving these goals requires collaboration across agencies, thoughtful investments in technology, and a shared commitment to improving how government operates. As technology continues to evolve, we must balance opportunities presented by emerging technologies with the ongoing challenges of cybersecurity, aging infrastructure, limited resources, and increasing expectations for digital services.

Over the past year, Executive Branch agencies have made significant progress in modernizing technology, improving government operations, and improving their cybersecurity posture. These accomplishments include expanding the Enterprise Licensing Platform to additional agencies, modernizing critical business applications, transitioning systems to more sustainable cloud and hosting environments, and improving public access to government services through website modernization and digital workflows.

These achievements demonstrate the value of collaboration and enterprise-focused technology planning. Looking ahead, we will continue identifying opportunities to reduce duplication, improve interoperability, strengthen cybersecurity, and expand shared technology capabilities while recognizing the unique missions and operational needs of individual agencies. Emerging technologies, including artificial intelligence, automation, and advanced data analytics, present additional opportunities to improve efficiency, support informed decision-making, and enhance the services we provide to Kansans.

I want to thank the IT professionals, agency leaders, and partners across the Executive Branch whose dedication and expertise make this progress possible.  Together, we are strengthening the State's technology foundation and positioning Kansas for continued success in the years ahead.



**Jeff Maxon, MSIAC, CISSP, CISM**
Executive Branch Chief Information Technology Officer

# NON-CABINET SUCCESS STORIES

## Behavioral Sciences Regulatory Board

- Digitization or Process Improvement

  Beginning in 2026, the Behavioral Sciences Regulatory Board partnered with CE Broker to offer permanent licensees a free, optional portal for submitting continuing education documentation. To date, 16% of licensees have voluntarily activated CE Broker accounts.

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## Board of Barbering

- Digitization or Process Improvement

  The Board of Barbering expanded its use of electronic records through its integration with OITS-supported OneDrive, improving staff access to information and providing an additional means of verifying record accuracy. Real-time access to licensing information also allows the Board Inspector to verify renewal status while in the field, improving responsiveness to licensing inquiries.

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## Board of Healing Arts

- Application Modernization

  The agency moved to Accela as part of its licensing application modernization efforts.

- Infrastructure Modernization

  The agency upgraded physical security and room technology and supported the relocation of three departments to the seventh floor.

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## Board of Nursing

- Digitization or Process Improvement

  The Kansas State Board of Nursing received a 2026 StateScoop 50 State IT Innovation of the Year award for modernizing its investigative and disciplinary operations with System Automation's Evoke platform. The project replaced paper files, spreadsheets, and manual coordination with digital case management workflows, improving case visibility and information management. The award recognizes the work of KSBN staff, Board members, and partners to strengthen regulatory operations and protect the public.

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## Board of Pharmacy

- Infrastructure Modernization

  The Board of Pharmacy deployed state-issued devices to Board members, providing standardized technology to support secure access to agency information and Board business.

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## Board of Tax Appeals

- Cybersecurity

  The Board of Tax Appeals strengthened its cybersecurity capabilities through the deployment of a backup and immutability service, the State of Kansas endpoint management and remediation solution, and multi-factor authentication.

- Application Modernization

  The Board completed the production rollout of a new document management system and upgraded its case management system to the latest version.

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## Board of Veterinary Examiners

- Application Modernization

  With support from OITS and the Kansas Legislature, the Board of Veterinary Examiners implemented the Enterprise Licensing Platform using Accela. The first phase went live in April 2026, followed by a second phase in August. The system now supports applications, renewals, and reinstatements for veterinarians, veterinary premises, and registered veterinary technicians.

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# IT STRATEGIC FRAMEWORK

**VISION**

Seamless and secure access to digital government resources anywhere, anytime.

**MISSION**

Deliver reliable, secure, and cost-efficient enterprise technology and services.

## Strategic Goals and Objectives

### 01 OPERATIONAL EXCELLENCE

1. Align IT service delivery with agency missions, needs, and priorities
2. Strengthen service provider relationships with agencies
3. Standardize IT service delivery to reduce complexity and improve efficiency

**OUTCOMES** Trusted partner • Solution provider • Agile workforce • Fiscal responsibility • Service-driven

### 02 DATA DRIVEN CULTURE

1. Use data to inform decisions and continuous improvement
2. Promote data innovation, education, and literacy
3. Strengthen data governance and management principles

**OUTCOMES** Informed decisions • Federated data engagement • Adaptive reporting • Optimized services

### 03 A CYBER SECURE AND CYBER AWARE KANSAS

1. Establish an enterprise cybersecurity program protecting state IT resources
2. Advance cybersecurity through solutions and supportive services
3. Strengthen cybersecurity awareness and visibility of KISO efforts

**OUTCOMES** Secure • Resilient • Compliant • Consistent • Vigilant

### 04 STRATEGIC TECHNOLOGY TRANSFORMATION

1. Deliver solutions responsive to citizen and employee needs
2. Partner with agencies to align technology with future business needs
3. Introduce technologies that transform core business functions

**OUTCOMES** Cloud adoption • Digital enablement • Business innovation • Technology adoption • Citizen and employee focused

### 05 HARMONIZED ARCHITECTURE

1. Streamline project governance and lifecycle management
2. Build an Enterprise Architecture Community of Practice
3. Modernize the Kansas Information Technology Architecture (KITA)

**OUTCOMES** Reduced IT complexity • Improved interoperability • Increased agility • Optimized value • Enhanced security

# STATISTICS AND ANALYSIS

The finalized submissions describe 503 strategic actions. Most involve application or infrastructure modernization, while customer experience is the most frequently selected individual objective. Estimated end dates cluster in 2027, and nearly half of the actions span at least two years.

**503**

reported strategic actions

**71**

reporting organizations

Of the 71 organizations, 64 reported planned actions and seven reported no strategic actions.

## Customer experience leads the individual objectives

Six most frequently selected objectives as a share of all 503 actions




Actions can address multiple objectives. Percentages do not sum to 100. Nineteen actions have no objective assigned and remain in the denominator.

**60.6%** of actions address application or infrastructure modernization

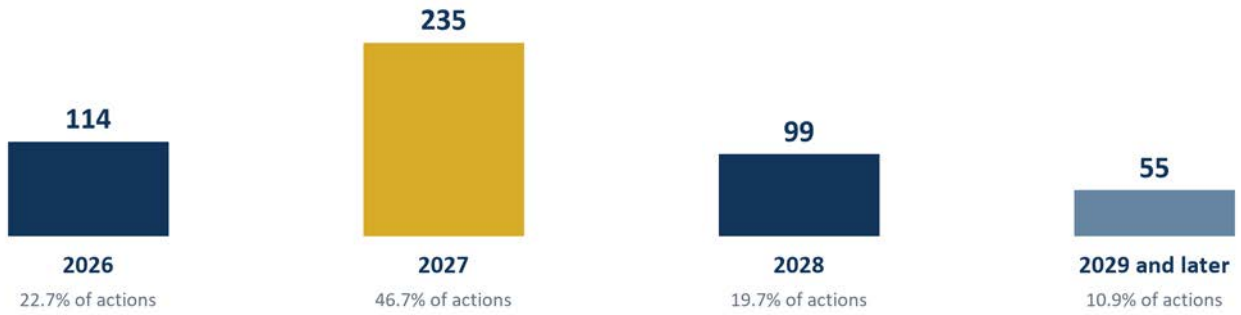
Application modernization appeared in 172 actions and infrastructure modernization in 156. Counting actions that address both gives 305 actions, making technology upgrades a majority of the reported work. Customer experience and process improvement also feature prominently, showing that agencies are planning changes to both technology and how services operate.

More than half of the actions, 276 (54.9 percent), identify multiple objectives. Many actions therefore combine several intended purposes, rather than fitting a single category.

## Estimated completions peak in 2027

**46.7%** of actions have estimated end dates in 2027

Agencies schedule 235 actions to end in 2027, more than the combined 213 scheduled for 2026 and 2028. This concentration makes 2027 the principal delivery year in the submitted plans and an important point for reviewing progress against milestones.




Estimated completion year for all 503 actions. Dates are planning estimates and do not establish completion status.

Overall, 448 actions (89.1 percent) have estimated end dates that fall in 2026 through 2028. The other 55 extend beyond that window, with estimated end dates as late as 2035.

## Nearly half of actions span at least two years

The estimated duration is two years or more for 251 actions (49.9 percent). Another 140 actions are expected to take less than a year. The plan combines shorter efforts with work extending across annual planning cycles, making continuity in staffing, funding and milestone tracking a practical consideration.




### Source and calculation notes

Source: Active Strategic Actions export dated October 19, 2026. All 503 action records are retained; seven entries reporting no actions are excluded. Scope includes Executive agencies, Regents institutions, Judicial and Legislative. Percentages use 503 actions and are rounded to one decimal. Counts describe reported actions, not relative cost, effort or achieved benefits.

Duration uses elapsed time between estimated start and end dates. Continuing services with older start dates remain included.

# Board of Nursing

THREE-YEAR INFORMATION TECHNOLOGY PLAN

**KSBN**

**VISION**

The Board of Nursing will act in accordance with the highest standards of ethics, accountability, efficiency, and openness. The Board subscribes to the idea that safe nursing care is a public trust. We approach our activities with a deep sense of purpose and responsibility. The public and regulated community alike can be assured of a balanced and sensible approach to regulation.

**MISSION**

The mission of the Board of Nursing is to protect and promote the welfare of the people of Kansas.

## AGENCY LEADERSHIP

**Adrian R. Guerrero, CPM**
Acting Executive Administrator
(Appointed April 10, 2026)

**Adrian R. Guerrero, CPM**
Director of Operations

**Adrian R. Guerrero, CPM**
Chief Information Officer (CIO)

## Agency Information

Leadership, purpose, and organizational details

| | |
|---|---|
| **Website** | https://ksbn.kansas.gov/ |
| **Agency Number** | 482 |
| **Kansas Citizen Customers** | 74,553 |
| **Agency Budget** | $4,362,968 |
| **Funding Mechanism** | Fee Funding |
| **Number of Employees** | 27 |

## Goals and Objectives

Agency priorities for the planning period

- **Goals**

  The KSBN goals and objectives are contained within the KSBN Strategic Plan and Annual Report. They both are located under the KSBN website - Resources - Administrative Resources tab.

## Agency IT Information

Technology organization and operating profile

**IT BUDGET**
**$859,018**

**IT EMPLOYEES**
**3**

**IT VISION**

Citizen and Customer Focused - Technology Driven.

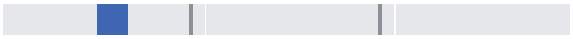
**IT MISSION**

The mission of the Board of Nursing is to protect and promote the welfare of the people of Kansas.

# Board of Nursing

THREE-YEAR INFORMATION TECHNOLOGY PLAN

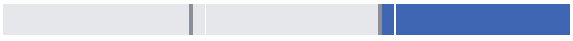
**2026 - 2028**
STRATEGIC ACTIONS

| Strategic Action<br>Objective alignment and scheduled dates | 3-Year Strategic Roadmap<br>2026 \| 2027 \| 2028 |
|---|---|
| **Board meeting packet digitization and historical records access**<br>OBJECTIVE ALIGNMENT<br>• Continuous Improvement of Customer Experience<br>• Digitization or Process Improvement<br>• Statutory or Regulatory or Policy Compliance<br>• Quality Assurance or Audit<br>• Other<br>Aug 2025 - Dec 2028 |  |
| **Data center procurement and continuity**<br>OBJECTIVE ALIGNMENT<br>• Infrastructure Modernization<br>Jan 2026 - Dec 2027 |  |
| **Develop succession plans for key KSBN staff**<br>OBJECTIVE ALIGNMENT<br>• Cybersecurity<br>• IT Skill Enhancement<br>• Other<br>Jul 2022 - Jun 2028 |  |
| **Digital accessibility and online service improvement**<br>OBJECTIVE ALIGNMENT<br>• Continuous Improvement of Customer Experience<br>• Statutory or Regulatory or Policy Compliance<br>Jul 2026 - Jun 2027 |  |
| **Ensure effective methods for consumer feedback to the Board & creation of survey per HB2528**<br>OBJECTIVE ALIGNMENT<br>• Continuous Improvement of Customer Experience<br>• Statutory or Regulatory or Policy Compliance<br>• Promotion of Agency Services<br>• Other<br>Sep 2022 - Dec 2028 |  |
| **Expand digital forms of communication. Create online videos**<br>Jul 2026 - Dec 2028 |  |
| **HB2528 records, voiding and external reporting**<br>OBJECTIVE ALIGNMENT<br>• Statutory or Regulatory or Policy Compliance<br>• Quality Assurance or Audit<br>Jul 2026 - Aug 2026 |  |
| **Infrastructure Modernization - Maintain infrastructure**<br>OBJECTIVE ALIGNMENT<br>• Infrastructure Modernization<br>Jan 2023 - Dec 2029 |  |

# Board of Nursing

THREE-YEAR INFORMATION TECHNOLOGY PLAN

**2026 - 2028**
STRATEGIC ACTIONS

| Strategic Action<br>Objective alignment and scheduled dates | 3-Year Strategic Roadmap<br>2026 2027 2028 |
|---|---|
| **KSBN Information Security Program**<br>OBJECTIVE ALIGNMENT<br>• Cybersecurity<br>• Statutory or Regulatory or Policy Compliance<br>• Quality Assurance or Audit<br>• IT Skill Enhancement<br>Jan 2026 - Dec 2028 |  |
| **Maintain Quality Customer Service – Audit accuracy and timeframes**<br>OBJECTIVE ALIGNMENT<br>• Continuous Improvement of Customer Experience<br>• Statutory or Regulatory or Policy Compliance<br>• Quality Assurance or Audit<br>Jul 2026 - Dec 2029 |  |
| **Migrate eForms Solution to New Platform**<br>OBJECTIVE ALIGNMENT<br>• Infrastructure Modernization<br>• Continuous Improvement of Customer Experience<br>• Digitization or Process Improvement<br>• Statutory or Regulatory or Policy Compliance<br>• Quality Assurance or Audit<br>Aug 2024 - Jun 2027 |  |
| **Monitor fiscal impact of Nurse Licensure Compact (NLC) implementation**<br>OBJECTIVE ALIGNMENT<br>• Statutory or Regulatory or Policy Compliance<br>• Quality Assurance or Audit<br>Jan 2023 - Dec 2028 |  |
| **Upgrade Document Management System (DMS)**<br>OBJECTIVE ALIGNMENT<br>• Infrastructure Modernization<br>• Continuous Improvement of Customer Experience<br>• Statutory or Regulatory or Policy Compliance<br>• Quality Assurance or Audit<br>Jan 2028 - Dec 2028 |  |
| **Upgrade MyLicense System Automation Licensing Platform - Evoke licensing migration (Phase 3)**<br>OBJECTIVE ALIGNMENT<br>• Application Modernization<br>• Digitization or Process Improvement<br>Jun 2027 - Dec 2028 |  |