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2020 | **EXECUTIVE BRANCH** **THREE-YEAR** **IT PLAN UPDATE**

CITO's Message



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Contained in this submission is an updated progress report of the strategic information technology plans each Executive Branch agency submitted last year. These updates include the status of previously submitted projects and goals and any newly added projects and goals for the coming year. This submission is to meet the requirement set by KSA 75-7209 (c) and KSA 75-7210.

It is my intent to submit a fresh three-year plan for each agency in the odd numbered years and a progress report version in the even numbered years.

As the primary steward of Executive Branch IT needs and projects, I plan to use this information to forecast and ensure appropriate infrastructure support and access to IT services for all Executive Branch agencies.

This plan will evolve as the health of state organizations improve and long-term visioning becomes clearer. The reality today is that the response to the COVID-19 pandemic has magnified our state's IT needs and made clear how finite our resources are. Citizen demands and expectations of state agencies related to IT and digital access to services have increased significantly; however, resource availability has not been able to maintain the same pace.

This summary is divided into two key submissions. First, you will read through success stories submitted by Cabinet agencies, non-cabinet agencies and Regent Institutions. The second half are the updates to 2019-2021 Executive Branch 3-year IT plan submissions. As stated earlier, these submissions include updates of previously submitted projects and goals as well as newly added projects and goals for the upcoming year.

On behalf of all the agencies represented in Executive Branch IT, I want to recognize all the great work and successes outlined in this document. Moving forward, I know we will turn the challenges and opportunities ahead of us into great successes as well.

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Cabinet Success Stories



Kansas Department for Aging and Disability Services (KDADS)

KDADS began a network consolidation earlier this year to allow KDADS to leverage Kansas Department for Children and Families' Net Motion (VPN) capabilities and allow for remote work. Having already begun this work, this placed the agency in a good position prior to the pandemic. Also, the agency is migrating all Oracle APEX Applications from on-premises, dilapidated hardware and infrastructure to the Oracle Cloud. This will help the agency with stability, redundancy, and our footprint in the on-premises environment.



Kansas Department for Children and Families (DCF)

When the pandemic hit, there was some work to be done in order to flex our staff from working in the office to working remotely. This includes our call center staff. We were able to locate, configure, and distribute more than 1,000 laptops to staff across the State. We also partnered with Accenture to provide an AWS Connect as a Virtual Contact Center to help agency staff continue to provide support for our customers while working remotely.



Kansas Department of Administration (DofA)

The state's financial development team implemented an archive/purge process for eight modules in SMART, the state's financial management system application. The framework for archiving, provided by Oracle/PeopleSoft, had been unable to handle the volume of data. In response, the financial development team built a framework and methodology from scratch to meet the state's archiving needs. In the industry, this is a remarkable achievement. The success and methodology developed will likely be referenced and used by other state groups in the future facing similar issues.



Kansas Department of Agriculture (KDA)

The agency undertook two significant application-related projects. The first project moved Pesticide Product Registration, Pesticide Business License Renewals, and Commercial Pesticide Applicator Renewals to an in-house application and saved four percent (approximately \$44K) of revenue that had been lost in third party fees. The second project involved developing an application for the in-house Industrial Hemp Licensing. This aided in regulating 208 grower licensees covering 11,000 acres in Kansas.



Kansas Department of Corrections (KDOC)

As part of a healthcare vendor change, the KDOC began consolidating its healthcare IT environment. The effort will significantly reduce the IT hardware footprint. Also this year, the KDOC was able to rapidly deploy equipment and services to continue to function and meet the needs of constituents during the onset of the pandemic. As part of this effort, the KDOC replaced antiquated proprietary video solutions with Zoom and Microsoft Teams to continue “normal” operations.



Kansas Department of Health and Environment (KDHE)

The agency is making an investment to create an application that will work across programs, bureaus, and regulated communities supported by the Division of Environment. This buildout of the Windsor Suite, which is currently ongoing, has been a great accomplishment. Kansas is the first state to fully implement with this vendor for this track and the agency is now being called upon to explain our processes and procedures.



Kansas Department of Revenue (KDOR)

The agency’s IT projects continue to move forward during a period when KDOR has shifted into a primarily remote telework posture. In addition, the divisions had enough web and mobile offerings that enabled vast amounts of customers to migrate from traditional services to online services during the closure period of the pandemic without causing large backlogs and service degradation.



Kansas Department of Wildlife, Parks and Tourism (KDWPT)

In the initial ramp up before the stay-at-home order, KDWPT was able to provide all necessary equipment to staff. This enabled staff to continue to work with agency offices that did not close and agency licensing vendors. KDWPT staff were able to expand the VPN service from a testing group of 4 to 65 agency staff without issues. KDWPT application developers also modified the agency’s document management system to use electronic signatures. In addition, developers worked closely with human resource staff and administration staff to make coordinated coding changes to the internal timesheet system to match all the changes that were coming down from the federal and state level in a timely fashion.

Kansas Highway Patrol (KHP)

Within a short period, the KHP moved its IT support services to a remote platform. The impact of COVID-19 on Troopers was minimal as each is assigned a mobile data unit. In addition, the Office of Information Technology Services (OITS) operational control of the Eisenhower State Office Building data center enables KHP to have an enhanced facility with minimal cost. Although in its infancy, this process will facilitate a rapid turn up of new equipment thus allowing subsequent projects to stay on task.

Kansas Department of Transportation (KDOT)

Among KDOT's successful undertakings have been:

- **Bridge Office Management System (BrM):** A major upgrade began for AASHTOWare BrM, the commercial off-the-shelf (COTS) application that maintains information on bridge inspections for KDOT management and provides data submission to the Federal Highway Administration (FHWA).
- **Environmental Services System (ESS):** Placed into production in 2020, ESS is an application that replaces a paper-based system of data collection to evaluate environmental impacts of construction projects.
- **IKE Driver Education Grant Program:** The Eisenhower Legacy Transportation Program provides assistance to driver's education programs to help individuals who may otherwise not have been able to participate. A new website allows drivers education providers to enroll and apply for a grant.
- **IKE Website:** With the new IKE Transportation Program, the agency needs to provide information to the public, government officials, and other interested entities. To aid in this effort, KDOT is developing a website for this that is scheduled for deployment early in the first quarter of 2021.
- **KanDrive & WICHway:** KanDrive and WICHway are internet portals that provide travelers with road condition and incident reporting information – KanDrive with state routes and WICHway with Wichita area roads. Both were running on aged technologies that were difficult to support. A new application brings the applications into one that will be deployed at the end of September 2020.
- **K-Hub:** The K-Hub application, completed in 2020, replaced a mainframe application, CANSYS, which could no longer be supported. This is a database repository of roadway attributes for 140,000 miles of roads.

Non-Cabinet Success Stories



Emergency Medical Services System

Our server was moved from the seventh-floor data center and new servers have been deployed. However, no modifications to firewall were needed as the move was accomplished by ethernet connection relocation. We also deployed Windows 10 agency wide and all end user software was updated to supported versions. Lastly, we quickly on-boarded 2 additional workstations to assist with increasing capacity of our mobile testing platform.

Board of Examiners in Optometry

All license application files have been scanned in.

Corporation Commission

The new Document Management System was a significant success during the early Covid19 work from home deployment.

Board of Regents

With all staff provided laptop devices and a VPN and advance discussions about how to work from home, our office was able to transition to 'work from home' relatively seamlessly, with no downtime. We've been able to take advantage of collaborative contracts with Regent institutions to obtain significant discounts for Zoom licenses for the office as well as Adobe products. We successfully completed an IT security audit with Legislative Post Audit while working remotely and we have seen good results from ongoing security awareness training and phishing cycles.

Public Employees Retirement System

Staff successfully rolled out laptops and NUC devices to KPERS staff to work remotely in response to the COVID 19 Pandemic.

Real Estate Commission

Implementation of phase 2 of online licensing system. Final phase 3 pending.

State Board of Nursing

KSBN recently deployed a bit of a pet project that uses voice-enabled artificial intelligence and is based on the Amazon Alexa platform to provide information to the public. It received a national award as well for being the first service of its kind in the nation. <https://ksbn.kansas.gov/alexa/>

State Board of Pharmacy and State Historical Society

OITS environment migration was a tremendous success! Julie's team was outstanding and assisted each of our staff members on an individual and ongoing basis to curb their learning curve. The agency has not experienced problems post-migration. The elimination of agency servers has freed physical space in the board office.

The consolidation and migration of shared drives is not only more convenient for routine agency operations but has substantially bolstered our responsiveness during the pandemic while all agency staff are working remotely (at least part of the time). The ability to send all IT issues to OITS help desk without hourly billing concerns has contributed to a faster response time on agency issues and relieved workload from Executive Director and the Assistant Director who were previously trying to trouble-shoot staff IT issues.

Regent Success Stories



Emporia State University (ESU)

Among many successes, the one that shines above the others is related to the institution's COVID response. The university deployed secure connections (VPN), infrastructure, faculty training, web conferencing licensing, virtual event options, and connectivity for students and faculty. Laptop devices were deployed to move to remote work, instruction, and learning to ensure the continuity of operations. The university also provided training/education of online and hybrid pedagogies to more than 150 of 300 faculty members in less than 3 months. The university implemented business process improvements and digital workflow for Human Resources, Registration, and Financial Aid.

Fort Hays State University (FHSU)

The biggest success for IT was how quickly and effectively on campus faculty/staff were transitioned to working remotely. This included providing laptops to those who only had desktops, setting up multiple displays for some workers at home, setting up VPN access to those who had not needed it before, and transitioning on campus courses to online materials. Several buildings on campus had network equipment upgraded with little to no down-time. Numerous websites have been improved/re-done. Hundreds of laptops have been upgraded/replaced this past year. Numerous servers have been upgraded to the latest OS version.

Kansas State University (KSU)

The Migration Readiness Plan kicked-off in May 2019. By July 2020, 333 virtual machines remained to be migrated. Benefits realized were preparedness for the challenges posed by COVID-19, cost optimization, reducing the on-premises data center's footprint, increased opportunities for growth/professional development of staff, and increased opportunities to collaborate across campus. K-State was the recipient of the E&I Cloud Award for Hybrid IaaS/PaaS, which recognizes the hybrid model, accelerated timeline, and careful planning. In March 2020, the focus turned to support and tools for online teaching, learning, research and outreach to ensure business continuity.

University of Kansas Medical Center (KUMC)

In response to the COVID pandemic, we depopulated campus, and we successfully transitioned to fully online courses and work-from-home. We then successfully restarted Fall 2020 on-campus classes.

Wichita State University (WSU)

- Successful pivot to online learning/remote work due to COVID 19 in short time frame.
- New online, standardized hardware purchasing capability
- Improved the quality of WSU-SOK data exchange for SHaRP system
- Deployment of High-Performance Computing (HPC) environment that is managed and utilized by multiple state agencies (to reduce redundancy of resources).

EBIT ENTERPRISE INITIATIVES |

Office of Information Technology (OITS)

Managed IT Operational Services

Data Center as a Service (DCaaS) implementation

DCaaS Phase 1 - The goal of this initiative is to outsource State of Kansas data center space, equipment, and services to a managed services provider. This initiative has two phases, one focused on providing for the needs of cabinet agencies, the other for the needs of non-cabinet organizations. A common goal of both is to avoid significant investment in the obsolete Landon Data Center by providing data center space through a third-party service provider. The cabinet agency service provider, Unisys, also performs technology support services (e.g. operating system upgrades and patching) and scheduled hardware refresh, thereby addressing the accumulated server and storage obsolescence issues across agencies. The primary facility is in Overland Park, KS with a disaster recovery location in Eagan, MN. This move is expected to be completed within the 3rd quarter of FY21.

The data center initiative through Unisys strongly supports improvement in the information security posture and modernization of the state's IT infrastructure by ensuring that hardware is refreshed on a regular basis and that firmware updates and operating systems are applied and patched according to service level agreements. The relocation of the Unisys production site to Overland Park, KS has resulted in higher throughput and better performance on the network connectivity overall. Migrations started in August 2020, after the build out of the Overland Park, KS data center - completed.

DCaaS Phase 2 - The goal of this project is to provide a basic data center space option in the State of Kansas for agencies requiring local space for some equipment. OITS will be moving from Landon Data Center to the Eisenhower Data Center all gear and systems unable to move to the production data center hosted by Unisys in Overland Park, KS. The Eisenhower Data Center is already built out, has redundant network connectivity, meets all compliance requirements for the State of Kansas and KCJIS. The move is to be completed by December 31, 2020.

Non-Cabinet Agency IT Managed Services Enablement

The goal of this initiative is to give non-cabinet agencies without IT support the resources to refresh obsolete systems not currently running on OITS hardware. It includes the transition of application software (usually for licensing) to supported software. OITS will help move systems to our Data Center as a Service (DCaaS) model be it Phase1 (Unisys) or Phase2 (Eisenhower Data Center) or manage at their location.

Business Device Management Improvements

Desktop as a Service (DtaaS) provider improvements

The goal of this initiative is to establish and maintain a consistent, managed business device service across EBIT for desktops, laptops and cellphone hardware. OITS will be releasing an RFP in FY2021 to find a provider for Desktop as a Service to replace the current vendor.

Unified Endpoint Management (UEM) initiative

Unified Endpoint Management (UEM) is an approach to securing and controlling desktop computers, laptops, smartphones, and tablets in a connected, cohesive manner from a single console. Unified Endpoint Management typically relies on the mobile device management (MDM) application program interfaces (APIs) in desktop and mobile operating systems. We are in the process and final design phases of implementing a single UEM solution to be used by all agencies to ensure that any device requesting access to state resources is enrolled into this solution.

Network and Telecom Improvements

Network Obsolescence Remediation

The goal of this initiative is to address the outdated equipment throughout the KANWIN network, the largest IP network in the state, and provide a sustainable core foundation for agency innovation and technology.

There are multiple layers of equipment that are not able to support current or future agency demands. This effort will focus on the key areas that create bottlenecks in order to improve performance. The project will require a multiyear approach that will involve all areas of the data, voice, and wireless network.

The vastness of this effort will require the state to leverage relationships with private sector partners, effectively decreasing technical debt and implementing a long-term sustainable solution for the state.

The first phase of the remediation has started in the Topeka state offices. All layer 2 switches that provide Ethernet capabilities are in the process of being replaced and upgraded with modern switching devices which provide higher bandwidth, better quality of service, and are supported by the manufacturer. Next, we are in the process of replacing all Cisco phone handsets which were unable to keep up with modern security requirements, and no longer supported by the manufacturer. Additional benefits will be realized by upgrading our existing Voice over IP (VOIP) systems to support enhanced recording functionality and provide remote workers software phone capabilities on their laptops. Lastly, we are looking into modern wide area network architectures to better serve our remote offices by providing higher bandwidth and better-quality Voice of IP (VOIP) capabilities at a lower cost.

KANWIN Software-Defined Wide Area Network (SD-WAN) Modernization

The goal of this initiative is to pilot SD-WAN and improve transport resiliency of remote state operational facilities. KDOR and OITS are currently working in concert to establish a pilot program for a few locations. KDOT has discovered a use case and would like to conduct further research. This would be an effort to support agency needs in a common fashion.

Service-based Management Improvements

The goal of the service-based strategy is to increase the efficiency and effectiveness of IT service delivery and management across the enterprise. This initiative addresses deficiencies in processes enabled by technology across the EBIT landscape.

This strategy encompasses the following initiatives that can be implemented in a waterfall or agile approach, depending on the capacity and resources.

Information Technology Service Management

Implement the core practices of Information Technology Service Management (ITSM), a customer-centric framework for IT service delivery and management within OITS. This paradigm shift stresses continual improvement of customer services rather than IT systems. It utilizes a best practice process framework known as the Information Technology Infrastructure Library (ITIL).

Process automation and inter-process interaction is performed by an already purchased tool called ServiceNow. While already implemented with limited Service Desk functions, the tool has the capability to add far more value to the delivery of IT services. The future enhancements will require a roadmap session (planning in process), training and organizational change management, and ongoing continuous improvement process owners. The following processes are included:

- Incident Management
- Request Management
- Problem Management
- Change Management
- Asset Management
- Contract and Vendor Management

This initiative strongly supports improvement in the information security posture of the state by applying consistent best practice to IT service delivery, inclusive of security services.

Information Technology Financial Management

Relaunched a financial management tool already purchased called Apptio. While it was implemented, the tool has not utilized to its fullest capacity. A relaunch was initiated and completed leveraging an automated workflow tool to increase transparency of the OITS spend.

The reorganized Statewide Cost Allocation Plan (SWCAP) Reporting Categories will be critical for better IT financial management. We have corrected the alignment of the SWCAP reporting categories with the actual services provided by OITS in FY19. The State is in discussion regarding the repayment settlement with Federal Department of Human Services (HHS).

IT Project Management

Per request by the Joint Committee on Information Technology (JCIT), the Information Technology Executive Council (ITEC), by way of the Information Technology Advisory Board (ITAB), has proposed an updated version of the IT Project reporting process currently facilitated by the Kansas Information Technology Office (KITO), contingent upon statutory changes. The purpose of the updated process is to report on the entire landscape of IT projects throughout the three branches of government and ensure that each project is receiving an appropriate level of oversight based on risk.

This update would provide a comprehensive view of all IT projects taking place in the various branches, providing enhanced opportunities for technical, architectural, and financial planning for all three CITO's and OITS.

The KITO office has operated to serve the three branch CITO's and facilitate the IT Project reporting and review process as required by statute and ITEC policy for many years. The office maintains experts versed in the documentation and reporting process and facilitates reporting to the Joint Committee on Information Technology.

With the new process listed above, it will be essential to have a single office versed in the policies, statutes, the tool, and the process as to efficiently meet the requirements. It will also streamline the communication process for JCIT members.

Information Security Initiatives

The KISO is continuing to build off the NIST Cybersecurity Framework and its continuous core functions of Identify, Protect, Detect, Respond, and Recover. Over the next year, the KISO will be focusing on the Identify, Detect, and Respond core functions. The KISO will be working to develop an executive branch command and control structure for cyber related events. Work will also be done to engage with agencies to enhance overall cyber preparedness to help them better respond to cyber incidents. The following are several of the core capabilities we will work on:

- **Respond**
 - Incident Response – planning, testing, and incident response education
- **Detect**
 - Security Posture monitoring – scanning and logging; alerting and patching; OEM supportable systems (getting off end of life systems)
- **Identify**
 - Identity and Access Management (IAM) - Due to the trust citizens place with our state agencies to handle personal information and the responsibility we must keep that information secure, OITS plans to pilot and introduce identity and access management to the executive branch. This initiative will strongly support improvement in the security posture of the state by reducing risk through the facilitation and management of digital identities (primarily for control of user access to information by role) across the executive branch workforce.

Single Sign On (SSO)

Today many users are required to maintain several sets of credentials to perform their daily duties. Single sign-on is an element of access control of multiple related, yet independent, software systems. The goal is to enable users to perform their duties across multiple solutions with one set of credentials.

This initiative will improve the security posture of the state by decreasing the need for users to write down multiple applications passwords. It will also increase efficiency of technical staff having to complete fewer password resets throughout daily business operations. SSO also enhances user efficiency by reducing the time spent signing into systems. Added up, users spend numerous hours a year signing into applications.

Multi-Factor Authentication

The single most important security control for protection from compromise and other malicious activity is Multi-Factor Authentication (MFA). MFA is an authentication method in which a user is granted access only after successfully presenting two or more pieces of evidence (or factors) to an authentication mechanism: knowledge (something the user and only the user knows), possession (something the user and only the user has), and inherence (something the user and only the user is). Passwords by themselves are inherently weak as they can be easily guessed or subjected to brute force attacks. In many cases, users may use the same password across multiple accounts both personal and work related greatly increasing their chances of being exploited. The goal is 100% adoption of MFA across all government activities.

MFA is currently required for accounts with privileged access in ITEC Policy #7230A. In addition, the newest draft of IRS data standards requires MFA for all end users. This draft is planned to go into effect after the newest version of NIST SP 800-53 is published.

Cabinet Agency 2019-2021 EB 3-Year IT Plan | 2020 Updates

The 2019-2021 EB 3-Year IT Plan is located at: <https://ebit.ks.gov/about/strategic-plan>.

Each Cabinet Agency listed is a dynamic link. Click the agency to review the 2020 Updates.

Cabinet Submissions

- Aging and Disability Services [15](#)
- Children and Families [18](#)
- Administration [23](#)
- Agriculture [27](#)
- Commerce [30](#)
- Corrections [31](#)
- Health & Environment [35](#)
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KANSAS DEPARTMENT FOR AGING AND DISABILITY SERVICES

Agency/Organization Head: Secretary Laura Howard

Agency/Organization CIO/IT Head: Jason R. Koehn

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

▪ Centralized Electronic Health Records – 4 State Hospitals

- Description: A new EHR is needed because the State Hospitals currently have home grown applications that serve as their EHR and they are antiquated along with lack of supportability. Additionally, this limits the ability of the state hospitals and community partners to communicate as individual patients move in and out of the hospital.
- Desired Outcome: Centralized EHR that all 4 State Hospitals utilize. Ease of supportability, reporting, and improved outcomes.

2020 Update: On-track, we are beginning vendor demos

▪ Enterprise Data Warehouse & Microsoft Power BI

- Description: Creating a data warehouse that can be leveraged by every DCF and KDADS Business Areas. MS Power BI is used as the visualization tool that helps with visualization of the data.
- Desired Outcome: To have all business areas within DCF and KDADS taking full advantage of the data warehouse. Utilizing Power BI as the visualization tool that will help with correlation and visualization of data to help drive quicker better decisions.

2020 Update: On-track, we are working with the Data Unit in KDADS to learn MS Power BI and to gather the data elements that must be placed into the Data Warehouse so they can begin building reports.

▪ Infrastructure Modernization

- Description: Consolidate DCF/KDADS infrastructure for reliability, availability, maintainability, and supportability can be increase economically while increasing the ability to share and use data between DCF and KDADS.
- Desired Outcome: Simplify supportability, open opportunities for resources to be shared between KDADS/DCF.

2020 Update: On-track, working through DCaaS and Active Directory Consolidation. We completed some network work early on in January of '20 so KDADS can utilize Net Motion (VPN).

▪ Data Exchange with Partners i.e. KDOL, KDOC, KDCF (Voc. Rehab)

- Description: Collaborate with Department of Labor, Commerce, and Rehab Services regarding employment for persons with disabilities.
- Desired Outcome: This and many other partnerships need to be developed to help all citizens who need help or have received help in the past get jobs or training for jobs.

2020 Update: On-track; however, delayed due to other priorities.

▪ Data Center as a Service (DCaaS)

- Description: Data Center as a Service will consolidate and migrate all software/ applications to the UNISYS Data Center. This initiative is to help with upgrade, patching, and consolidation of State of Kansas Infrastructure.
- Desired Outcome: Consolidation, New Hardware/Infrastructure, All State of Kansas infrastructure is removed from Landon and other State Data Centers to mitigate risk.

2020 Update: On-track, we are ready to go and have been refining our list of servers that we can migrate and decommission. We are waiting for UNISYS to get hardware in place. Delayed for nearly a year due to network work that was required by the State of Kansas/UNISYS. We will begin migrating our first servers here within the next week.

- **Desktop as a Service (DTaaS)**

- Description: Desktop as a Service is a lease service for desktops and laptops. It will help with refreshing the desktops and laptops that are in service. It will then put all these machines on a 5-year and 3-year refresh schedule.
- Desired Outcome: Refreshing machines that are out of support. We should no longer be in the business of building machines or fixing machines. We can leverage DTaaS to help us provide better support and usable equipment for our customers.

2020 Update: Off-track, the pandemic has delayed the DTaaS work because of the federal funds made available for one-time purchases. KDADS purchased laptops for staff due to these one-time funds being available. This will help with the budget in FY '22. Updated budget as it was impacted due to Pandemic. Unknown what will happen in FY '22.

- **Improve KDADS IT Security**

- Description: Identify options for KDADS to improve their ability to ensure confidentiality, integrity, and availability of all KDADS information.
- Desired Outcome: Offer KDADS leadership various security initiatives that can be done with the existing staff, and other initiatives that may include hiring security staff.

2020 Update: Off-track, delayed due to funding and the possibility of a new agency being created therefore project is on hold. We have established that we will have 1-full time ISO who will help with KDADS Central Office and State Hospitals; however, we know this is not enough, but it is a start.

2020 New IT Challenges or Updates to Existing

- Will have an ISO that will be helping with KDADS Central Office and State Hospitals.
- IT Challenge Update: Organizational Readiness and Funding - funding the IT Organization to support the agency has not been resolved yet however, we do have a new MOU that was signed and executed at the end of August. This is the first step to resolving some of our issues as an IT Organization.

2020 New IT Goals/Objectives

- Reorganization of IT Resources: Moving the DBA to the DBA Team, moving the BHD Staff into the BHD Team, and moving the BA to the BA Team. This will help with cross-training and so we can begin to leverage more IT Resources across KDADS and KDCF agencies.
- Another new IT Goal is to migrate all Oracle APEX Applications to the Oracle Cloud by the end of CY '20.

KANSAS DEPARTMENT FOR CHILDREN AND FAMILIES

Agency/Organization Head: Secretary Laura Howard

Agency/Organization CIO/IT Head: Jason R. Koehn

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

▪ **Structured Decision Making (SDM)**

- Description: The Structured Decision Making® (SDM) model for child protection assists agencies and workers in meeting their goals to promote the ongoing safety and well-being of children. This evidence- and research-based system identifies the key points in the life of a child welfare case and uses structured assessments to improve the consistency and validity of each decision.
- Desired Outcome: To aid PRC workers in their decision making on whether an investigation is needed or not. Also, the assessments will help determine if a child can safely remain in the home and the likelihood the family will be involved with the child welfare system.

2020 Update: Completed and in production.

▪ **Team Decision Making (TDM)**

- Description: TDM utilizes a team approach instead of a single caseworker to determine what to do in a crisis. TDM brings together parents, family, community members, and others to help assess the situation and determine the best approach to keep the child safe.
- Desired Outcome: TDM is also a part of the 4-county pilot to see if the outcomes achieved is what DCF expects.

2020 Update: Completed and in production.

- **Comprehensive Child Welfare Information System (CCWIS)**

- Description: CCWIS is a Federal Information System initiative to promote implementation of modernized child welfare information systems.
- Desired Outcome: Better data, data quality and data exchanges, supports development of data interfaces, provides a long-term solution for chronic child welfare issues, and will save money.

2020 Update: On-track, recently signed a contract with PCG for the CCWIS. Planning part of the project.

Updated budget for this project may be impacted due to the budget that we may or may not have in FY'22 due to the pandemic.

- **State Wage Information System (SWIS)**

- Description: SWIS is an intermediary between States' SUIAs (Unemployment Insurance Agencies) and States' PACIAs (Performance Accountability and Information Agencies) KDOL is the Kansas SUIA. Each state has their own. Commerce, VR, and KBOR all expressed interest in being Access PACIAs for Kansas.
- Desired Outcome: SWIS would allow VR (as a KS PACIA) to request wage info from the SUIA of any participating state.

2020 Update: On-track, completed the documentation required for us to view the information. We have yet to build anything new to ingest new data.

- **Federal RSA911 Changes**

- Description: The Rehabilitation Services Administration's Case Service Report (RSA-911) is the administrative data collected by each state Vocational Rehabilitation (VR) agency on consumers closed in a fiscal year. RSA-911 data include information regarding demographics, disability, service interventions, reason for case closure, sources of financial support, and employment status at closure.
- Desired Outcome: Federal Funding for VR Programs

2020 Update: On-going, this work is never completed. The Federal entity continues to update the RSA911 which causes us to make changes to the system.

- **Data Exchange with Partners i.e. KANSASWORKS, KDOL, KDOC**

- Description: Vocational Rehabilitations Services did have a data exchange in place between VR and KANSASWORKS. However, a few years ago that entity had a security breach and the data exchange was halted.
- Desired Outcome: This and many other partnerships need to be developed to help all citizens who need help or have received help in the past get jobs or training for jobs.

2020 Update: Off-track, change in priority. This is still very important; however, we do not have this prioritized at this time.

- **Phone System Update (VOIP)**

- Description: Replace all phones in the regions that are not on VOIP, so they are aligned with the rest of the cabinet agency.
- Desired Outcome: Replace multiple vendors currently handling the phones systems in the Regions. This will greatly reduce the complexity and expense involved in managing and supporting the applications. Reducing risks by consolidating to a single technology.

2020 Update: On-track, we are continuing with rolling out VOIP; however, we are looking at soft phone solutions as well. Change in description, not only looking at replacing with VOIP; however, we are looking at soft phone solutions and other call recording solutions as well. The description should be Phone System Update.

- **Signs of Safety (SoS)**

- Description: Kids Safety Assessment
- Desired Outcome: Replace current safety assessment in the KIDS system.

2020 Update: Completed and in production.

- **Foster Care Licensing Strategy for CLARIS**

- Description: Figure out what to do with CLARIS Support for Foster Care Licensing.
- Desired Outcome: Be able to do what Foster Care Licensing needs it to do for their business.

2020 Update: Off-track – currently a low priority.

- **Background Checks Integration with KBI**

- Description: TBD
- Desired Outcome: TB

2020 Update: Off-track currently a low priority.

▪ Vocational Rehabilitation System and Child Support Services Modernization

- Description: Child Support Services Modernization – The business needs a more modern technology and the ability to be mobile. Ease of supportability and it is getting harder every day to find talent that still work with CAGEN: COBOL. Voc. Rehab – The business needs a more modern technology and the ability to be mobile. Ease of supportability and it is getting harder every day to find talent that still work with Natural and ADABAS.
- Desired Outcome: Child Support Services – new and improved system, Voc. Rehab – new and improved system, more functionality and align with the rest of the industry.

2020 Update: On- track, moving along well. VR is documenting system requirements and will be bringing in a new PM since the PM we had for this effort has left the State.

On-track, moving along well. CSS Modernization is starting to review questions from the vendors on the RFP. Delayed – CSS is delayed from the original timeline due to the amount of time it took to get through the RFP Document and approved to be posted.

▪ KIDS to FACTS Interface

- Description: Build an interface to send data elements collected in KIDS to FACTS to prevent double entry by the workers.
- Desired Outcome: This interface will help with outcomes and will help the workforce be more efficient in their jobs

2020 Update: Off-track, this was delayed due to resources conducting research on the best way to build this interface. Their goal is to complete the work by November '20. Updated timeline changed due to research that needed to be completed.

▪ Enterprise Data Warehouse & Microsoft Power BI

- Description: Creating a data warehouse that can be leveraged by every DCF and KDADS Business Area. MS Power BI is used as the visualization tool that helps with visualization of the data.
- Desired Outcome: To have all business areas within DCF and KDADS taking full advantage of the data warehouse. Utilizing Power BI as the visualization tool that will help with correlation and visualization of data to help drive quicker, better decisions. Provide visualization of data at the fingertips of the leaders.

2020 Update: Off-track, some work has been completed with CSS but no additional work with any other program areas within DCF. Currently working on getting this prioritized within the agency. This goal will need to be revisited and presented to the Governance Committee to prioritize this initiative.

▪ Remove Access Barriers for Consumers

- Description: Online fillable applications for services, enhanced communication with consumers, ability to autogenerate texting notifications for court hearings, DNA appointments, and reminders to turn in documents.
- Desired Outcome: To enhance the consumers experience with DCF. Always have help at the consumers fingertips.

2020 Update: Off-track, has not been a prioritized initiative. Currently working on getting this prioritized within the agency. This goal will need to be revisited and presented to the Governance Committee to prioritize this initiative.

▪ Data Center as a Service (DCaaS)

- Description: Data Center as a Service will consolidate and migrate all software/applications to the UNISYS Data Center. This initiative is to help with upgrade, patching, and consolidation of State of Kansas Infrastructure.
- Desired Outcome: Consolidation, New Hardware/Infrastructure, All State of Kansas infrastructure is removed from Landon and other State Data Centers to mitigate risk.

2020 Update: Off-track, we are ready to go and have been refining our list of servers that we can migrate and decommission. Waiting for UNISYS to get hardware in place. Delayed for almost an entire year due to network work that was required by the State of Kansas/ UNISYS. Will begin migrating our first servers here within the next week.

2020 New IT Challenges or Updates to Existing

We will have a full time ISO that will be helping with DCF. We also need assistance for our developers so they can have a tool set or help with security of their code when building anything.

IT Challenge Update: Organizational Readiness and Funding - funding the IT organization to support the agency has not been resolved yet however, we do have a new MOU that was signed and executed at the end of August. This is the first step to resolving some of our issues as an IT organization.

2020 New IT Goals/Objectives

Telework Support: Establishing VPN, rolling out Laptops to all employees and staff, rolling out a Virtual Contact Center (VCC), Chat Bot, MS Teams, and continue to look at other technology to help our workforce work remote and continue to support our customers.

KANSAS DEPARTMENT OF ADMINISTRATION

Agency/Organization Head: Secretary DeAngela Burns-Wallace, Ed.D.

Agency/Organization CIO/IT Head: Josh White

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- **Establish an intrusion detection and breach mitigation strategy for our enterprise systems**

- Description: Implement and establish a security policy for the SOK PeopleSoft Systems regarding intrusion detection and breach mitigation and prevention. The strategy should consider first response, costs and secondary responses. Establish a Written Information Security Plan, Establish a Security Incident Response Team. Establish a consistent training mechanism for security awareness.
- Desired Outcome: Establish universal Intrusion detection and breach mitigation policies and procedures that can be used throughout the Agency for all applications.

2020 Update: On-track; however, updated timeline. The intrusion detection and breach mitigation strategy will directly relate to our abilities to leverage our PeopleSoft Security Platform. The strategy is contingent upon the completion of the security platform and our abilities to leverage its resources.

- **Establish and execute a data archiving and purge process for our PeopleSoft Financial Application**

- Description: The Financial Supply Chain Management (FSCM) or more commonly known as SMART application needs to limit its data retention to 8 years. July 2020 will mark the 9th year since implementation.
- Desired Outcome: Establish a data archiving and purge process for the SMART system that can be used each year.

2020 Update: Completed 8/30/202. Archive and purge processes/project has been completed. Other information: Execution of the archive process and documentation for methodology is being finalized.

- **Provide a cost-effective solution for Data Warehousing and/or Business Analytics**

- Description: Determine a need and appetite of the Agencies in the State for a centralized Data Warehouse and/or Business Analytics solution
- Desired Outcome: Find a COTS solution for data visualization or data reporting

2020 Update: Off-track and may not pursue a new solution; rather, we will look at existing technologies to provide for our users.

- **Receive timely and efficient user account services and server support either through our service provider (OITS) or internally**

- Description: DofA needs effective user account services and server support. OITS has not established realistic SLA's for issue management and resolution.
- Desired Outcome: Hold the service provider accountable for the services we pay.

2020 Update: Off-track; however, work in progress. Have identified (2) dedicated tier2 staff for DofA. These tier2 staff are working through the daily ticket queue for DofA and working on any other special projects for DofA. Other information: On task.

- **Establish an acceptable network circuit and wireless connection at Printing and Surplus**

- Description: The Office of Printing and Surplus needs a faster network and wireless connection.
- Desired Outcome: Upgrade the network circuit to a 1gb connection for Printing and Surplus

2020 Update: Completed 11/6/2019. The network circuit has been upgraded.

- **Streamline PeopleSoft testing scripts**

- Description: Establish a PeopleSoft Testing framework to supplement the testing cycles for PUMs and/or PeopleTools Upgrades.
- Desired Outcome: Supplement the PeopleSoft test scripts with a PeopleSoft Test Framework to reduce the testing timeframe for PUM upgrades by 75%.

2020 Update: Off-track; however, don't need to recast. Still a priority.

- **Create a comprehensive list of IT Assets and Inventory Management**

- Description: Establish an internal list of IT assets and licenses.
- Desired Outcome: Establish an internal list of IT assets and licenses. The list can be used to evaluate our assets and make strategic decisions about IT purchases.

2020 Update: Off-track; however, still in planning.

- **Move file repository off Mainframe**

- Description: Move the file repository solution from the mainframe to PeopleSoft Unix servers.
- Desired Outcome: Eliminate a 3rd party vendor (Ensono) and utilize PeopleSoft user security and PeopleSoft Unix servers for file repository.

2020 Update: Off-track and have not started yet. Still in planning.

- **Comply with the Kansas Cyber Security Act**

- Description: Implement any necessary staffing adjustments, policy updates or procedure changes to adhere to the Kansas Cyber Security Act
- Desired Outcome: Adhere to the Kansas Cyber Security Act as defined in Statute 75-7239-41 and reap the benefits of the responsibilities, reports or training that the KISO office shall provide.

2020 Update: On-track and in progress.

- **Sunset legacy/homegrown applications where possible**

- Description: Take a comprehensive look at all homegrown applications and pursue a commercial off-the-shelf (COTS) software if available and appropriate.
- Desired Outcome: Purchase COTS software to replace legacy applications where applicable.

2020 Update: On-track and in progress.

- **Risk Management**

2020 Update: Off-track. However, need to pursue IT risk assessment

- **Participate in the as-a-service programs provided by OITS when it makes business sense**
 - Description: Participate in and assist in the life-cycle development (if possible) of the as-a-service programs provided by OITS. Desktop as a Service, Consolidated AD, Network as a service, ITSM, etc.
 - Desired Outcome: Maximize the business and IT benefits of a consolidated IT service effort provided to the Executive Branch offices. Hold the service providers accountable for their system SLA's.

2020 Update: Completed 7/1/2019.

- **Implement a PeopleSoft Security Platform**
 - Description: The statewide PeopleSoft systems need a comprehensive, granular security platform to ensure the integrity of the application
 - Desired Outcome: Implement a PeopleSoft Security platform which includes: Multi-Factor Authentication, Data Masking/Redaction, click to view, and Data Logging and Analytics

2020 Update: Completed 9/15/2020 and live with pilot group 1.

- **Information Security**
- **Applications**
- **Automation**
- **Service Quality**
- **Optimization**

2020 Update: On-track.

2020 Updates to Agency and/or Leadership

- DofA has added a new office: the State Employee Health Benefits Program (SEHBP)
 - Adding SEHBP staff and IT systems adds a new set of complexities and, in addition, required support.

2020 New IT Challenges or Updates to Existing

Staffing: Not necessarily new - but we need to build bench strength in critical IT positions.

KANSAS DEPARTMENT OF AGRICULTURE

Agency/Organization Head: Secretary Mike Beam

Agency/Organization CIO/IT Head: Travis Rail

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

▪ **Improve End-User IT Services**

- Description: Improve various IT services and how they are managed.
- Desired Outcome: Customer satisfaction rating remains high.

2020 Update: Complete; however, on-going. Since October 2019, customers have completed 388 surveys with a 94% satisfaction score.

▪ **Improve Agency Business Applications**

- Description: Improve in-house applications by migrating off legacy technology.
- Desired Outcome: No Oracle servers on KDA network and in-house applications are serverless.

2020 Update: On-track; however, ongoing. Several business applications have been modernized off agency Oracle servers and moved into PaaS.

▪ **Implement Innovative Technologies to Improve Agency Productivity**

- Description: Use AI and new data storage technologies to improve agency productivity.
- Desired Outcome: Agency business units are more productive.

2020 Update: On-track and working with K-State to implement new technologies in Azure.

▪ **Improve File Sharing and GIS Services**

- Description: Migrate to new file sharing servers.
- Desired Outcome: KDA file shares are consistent and consolidated.

2020 Update: On-track and current about half migrated. Expected completion 12/31/2020. Slight delay due to COVID-19.

- **Migrate Laboratory IT Equipment to Manhattan**

- Description: KDA Laboratory is moving from Topeka to Manhattan in 2020 and will need to have all equipment and support process moved.
- Desired Outcome: All IT equipment for laboratory is moved and end-user support operation procedures are transferred to Manhattan service desk staff.

2020 Update: Completed 5/1/2020

- **Improve Network Performance for Field Offices**

- Description: All field offices need to have their KANWIN connectivity upgraded, and KDA main connection switched to leased fiber on its Washburn to LSOB leg.
- Desired Outcome: KDA fields offices are operation at network connection speed and overall agency bill is reduced by moving to leased fiber.

2020 Update: Completed 2/1/2020. All field offices upgraded to 50Mbps fiber.

- **Implement Information Technology Service Management Framework**

- Description: Implement ITSM.
- Desired Outcome: KDA IT will utilize ITIL for service management and all IT staff have some level of ITIL training.

2020 Update: On-track and agency has organized services into IT/business services. Working on CMDB and aligning with service desk software. Slight delay due to Covid-19.

- **Migrate Legacy Oracle Applications**

- Description: Migrate WSI and RECS application to ASP.NET MVC / MSSQL.
- Desired Outcome: No Oracle servers running on KDA network.

2020 Update: On-track and migrated WRIS application in late 2019. Working on two remaining applications.

- **Migrate Applications to Platform-as-a-Service**

- Description: Have all inhouse custom applications running on Azure App Services and Azure SQL Managed Instances.
- Desired Outcome: KDA inhouse applications are serverless.

2020 Update: On-track and have migrated internal databases to database platform. Working on vendor databases and applications.

- **Implement AI-based document scanning for physical forms.**

- Description: Use Azure Cognitive Services to analyze and import physical form data directly into agency databases.
- Desired Outcome: Agency is more efficient by reducing manual data entry processes.

2020 Update: On-track and still in evaluation phase.

- **Implement data lake technology for gathering and searching agency data**

- Description: Create a data lake where all agency structure and unstructured can reside and be searchable.
- Desired Outcome: Users can use the data lake to perform cross application and cross media (PDF, DOCX, XSLX, etc.) searches for specific terms and businesses.

2020 Update: On-track and still in evaluation phase.

2020 Updates to Agency and/or Leadership

- Kelsey Olson has been hired as Deputy Secretary for Kansas Department of Agriculture.
- Agency IT Staff reduced by 1 contractor, “staff augmentation” personnel gone.
- New IT Challenge: Improved remote/work-from-home tools. Increase agency bandwidth to cloud provider. Decrease agency IT spends where possible by working with vendors. Better utilization of staff working from home on mobile devices and home internet connectivity.

2020 New IT Goals/Objectives

- **Goal:** Move 3rd party applications to PaaS or hosted cloud offerings if possible.
 - **Objective:** Reduce agency wireless costs.
 - **Objective:** On-prem hardware out of Hale Library Data Center.

KANSAS DEPARTMENT OF COMMERCE

Agency/Organization Head: Secretary David Toland

Agency/Organization CIO/IT Head: Jim Haugh

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

▪ File Server Redesign/Consolidation

- Description: File Services over time at KDC have become spread out and unorganized. Several File Servers have been combined, folders have been duplicated several places, etc. The need for a new structure and a check on file rights is needed.
- Desired Outcome: A new streamlined File Services system that is easier to maintain and is current with the necessary security rights.

2020 Update: No additions, changes or updates currently to the 2019-2021 EB 3-year IT Plan for Kansas Department of Commerce.

▪ Server Modernization

- Description: Windows Server 2008 R2 will end support on 1/14/20. We have several servers still on this OS. We will need to get those servers up to a newer OS by that time.
- Desired Outcome: A KDC server environment that does not include out of support operating systems in our Datacenter.

2020 Update: No additions, changes or updates currently to the 2019-2021 EB 3-year IT Plan for Kansas Department of Commerce.

▪ Online Application Availability

- Description: KDC will begin accepting applications for various programs such as PEAK and Kansas Angels online within the Salesforce Communities.
- Desired Outcome: The availability for users to fill these applications out online will save time and effort from KDC Staff by having the information go directly into our Salesforce instance versus having Staff having to enter the information manually via submissions sent in through traditional mail or through e-mail.

2020 Update: No additions, changes or updates currently to the 2019-2021 EB 3-year IT Plan for Kansas Department of Commerce.

KANSAS DEPARTMENT OF CORRECTIONS

Agency/Organization Head: Secretary Jefferey Zmuda

Agency/Organization CIO/IT Head: Harold Sass

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Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

▪ Service Consolidation

- Description: Work with OITS on the various mechanism related to service consolidation in order to improve the efficiency and effectiveness of IT for the State of Kansas.
- Desired Outcome: Improve and increase the number of tools that are available to the KDOC in order to meet its mission.

2020 Update: KDOC is on-track in consolidating services and shifting to the efforts of providing services that relate directly to the mission and vision of KDOC. This effort is still moving forward as anticipated. Other information: KDOC has been progressing on the replacement of the systems of TOADS, JJIAMS, and CASIMS. The estimated completion for this effort on these 3 systems is January 2021.

▪ Core Applications

- Description: KDOC's antiquated applications are a deterrent to the agency being able to accomplish all its identified business objectives.
- Desired Outcome: Improve the effectiveness and efficiency of the agency using technology.

2020 Update: On-track and KDOC has progressed with the replacement of three of the five core applications. The remaining systems are the Offender Management Information System (OMIS) and Juvenile Correctional Facility System (JCFS). Delayed; however, the effort is still moving forward as anticipated on the 3 core applications, there are funding limitations for replacing OMIS and JCFS. Updated budget and KDOC has submitted an enhancement request in the budget for funding the replacement of the final two core systems OMIS and JCFS. It should be noted that OMIS was constructed in the 1970's and JCFS in the early 2000's.

- **Hardware/Infrastructure**

- Description: Provide the agency with a mechanism to keep IT hardware and infrastructure within performance lifetimes
- Desired Outcome: Ensure that IT hardware and infrastructure are within best practices for usage.

2020 Update: Off-track; however, KDOC continues the effort to replace core infrastructure as funding and time allow. Delayed and the replacement of IT infrastructure is moving forward; budget restrictions are limiting the overall effort. Updated budget and KDOC has submitted an enhancement request in the budget for additional funding to replace core infrastructure.

- **Implement response/sanctions grid and behavior management software**

- Description: Implement response/sanctions grid and behavior management software (4:1 Behavior Management System)
- Desired Outcome: Allow for the improved response to offender behavior lowering the risk to the public.

2020 Update: On-track and additional changes were requested of the vendor. While waiting on changes from the vendor, the agency decided to make this system a part of another system that is being replaced as part of a modernization. As part of the service consolidation effort KDOC is including in the build out of the Athena project phase 1 to replace TOADS, JJIAMS, and CASIMS.

- **Evaluate revocation process**

- Description: Evaluate revocation process to eliminate duplication, streamline paperwork, automate as much as possible and to track decision points for better data analysis while leveraging the 4:1 BMS into revocation process.
- Desired Outcome: Allow for the improved response to offender behavior lowering the risk to the public.

2020 Update: On-track and this is part of our legacy modernization process that is going on right now. Additional Information: The modernization process will have many notifications built in and designations to show where a revocation is at in the process. As part of the service consolidation effort KDOC is including in the build out of the Athena project phase 1 to replace TOADS, JJIAMS, and CASIMS.

▪ **Streamline information Reporting**

- Description: Streamline information reporting to improve command staff notification consistency, accuracy, timeliness, and data collection
- Desired Outcome: Improvement of mechanisms to allow that agency to make informed decisions.

2020 Update: On-track and this is part of our ongoing legacy modernization process. Some of this will be covered in Phase 1 and the rest in a 2nd phase. Additional Information: The new system will have built in reporting capabilities so that users can create their own reports as well as dashboards and home views. As part of the service consolidation effort KDOC is including in the build out of the Athena project phase 1 to replace TOADS, JJIAMS, and CASIMS.

▪ **Replace aged and ineffective information systems**

- Description: Develop a plan and seek funding to replace aged and ineffective information systems
- Desired Outcome:
 - Replace existing proprietary data systems maintained by the department
 - Establish technology infrastructure to augment offender programming and risk reduction
 - Fund and install a technology solution to better manage staffing of shifts and filing of posts at facilities
 - Seek additional mobile tools to assist parole staff in serving offenders
 - Automate the MAYSI – 2 Screening Tool used at juvenile intake

2020 Update: On-track and KDOC has progressed with the replacement of three of its five core applications. The remaining applications are the Offender Management Information System (OMIS) and Juvenile Correctional Facility System (JCFS). The effort is moving forward as anticipated with the 3 core applications. Funding limitations are delaying the replacement of OMIS and JCFS. The KDOC also has been progressing on the replacement of these systems: TOADS, JJIAMS, and CASIMS; estimated completion for the effort on these 3 systems is January 2021.

▪ **Predictive Analytics**

- Description: Complete one proof/sample case of predictive analytics on one question related to KDOC operations
- **Desired Outcome:** To improve that agility in which that agency makes choices that effect the safety of the State of Kansas

2020 Update: On-track and this has been recast as the Research division has shifted to a different organizational unit.

2020 New IT Challenges or Updates to Existing

Large amount of KDOC administrative staff working remotely is creating security surrounding the mobile workforce is a continuing concern as well as some individuals not having the ability to connect to broadband is continuing to have an impact.

2020 New IT Goals/Objectives

Rostering, programing offered via video services for residents, wireless for staff and residents, Secure email for residents to communicate with employees, driver's license, community-based services mobility, returning citizens access to mobile devices, and Second Chance Pell.

KANSAS DEPARTMENT OF HEALTH AND ENVIRONMENT

Agency/Organization Head: Secretary Lee A. Norman, M.D.

Agency/Organization CIO/IT Head: Glen Yancey

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

▪ **Java to Microsoft .Net**

- Description: The current application is written as a java-based application
- Desired Outcome: Rewriting the application language from java to Microsoft .Net

2020 Update: On-track and our Java based BER ImageNow document lookup application is in UAT and will go live in coordination with our ImageNow Upgrade objective. We continue to work on converting our Java based CLARIS application to .Net. Delayed due to COVID related projects and initiatives put this project on hold for 2 months. Updated timeline, DCF Foster Care's need for their vendor to integrate into CLARIS has caused an additional 6 months to be added to the timeline.

▪ **Oracle to SQL**

- Description: Our oracle footprint is getting smaller while costs are getting higher
- Desired Outcome: Migration of oracle footprint to SQL; streamlining services

2020 Update: Change Priority – This goal has been placed lower in priority

▪ **Software as a Service**

- Description: Migrating internally hosted and supported applications to vendor hosted solutions
- Desired Outcome: Increased customer service and support

2020 Update: Change Priority – This goal has been placed lower in priority.

▪ Windsor Suite Buildout

- Description: The Division of Environment has made an investment in creating an application that will work across programs, bureaus, and regulated communities they support
- Desired Outcome: Enterprise level support and maintenance model

2020 Update: On-track and BOA is complete, BER is 50%, BOW is 50%, BWM has not started. The BER portion has been recast, BOW is on track and BWM has not started yet. Updated timeline and BER has been recast.

▪ CLARIS

- Description: The current application is written as a java-based application
- Desired Outcome: Rewriting the application language from java to Microsoft .Net

2020 Update: On-track and we have converted all our Java standalone scheduled jobs to .NET console applications. DCF's CareMatch application is integrated into CLARIS through .NET. We have developed DCF's Regulated Childcare application in .NET, it is in UAT. Delayed – COVID related projects and initiatives put this project on hold for 2 months. Updated Timeline – DCF Foster Care's need for a vendor to integrate into CLARIS lowered the priority of converting the CLARIS application. The integration was written in .NET moving us in the direction of converting the application to .NET.

▪ Oracle Forms to Oracle Cloud

- Description: Our oracle footprint is getting smaller while costs are getting higher
- Desired Outcome: Migration from on premise oracle footprint to a cloud oracle footprint; streamlining services and support

2020 Update: This objective has been placed lower in priority.

▪ ImageNow Upgrade

- Description: Migrating internally hosted and supported application to a vendor hosted solution
- Desired Outcome: Increased customer service and support

2020 Update: On-track and set to upgrade on 9/28/2020. Delayed – This project was delayed because of COVID and competing priorities, we are back on track and scheduled to upgrade soon. Updated Timeline – Project has been recast and set to upgrade soon.

- **Windsor upgrade; Bureau of Remediation, then Bureau of Water, then Bureau of Waste Management**
 - Description: The Division of Environment has made an investment in creating an application that will work across programs, bureaus, and regulated communities they support.
 - Desired Outcome: Enterprise level support and maintenance model

2020 Update: On-track and BOA is complete, BER is 50%, BOW is 50%, BWM has not started. The BER portion has been recast, BOW is on track and BWM has not started yet. Updated Timeline: BER has been recast.

2020 Updates to Basic Agency IT Information

We have added staff to assist with the influx of COVID staffing needs and telework challenges.

New IT Challenges: Many staff are telecommuting which has brought a new set of challenges, remote users accessing the network, handling trouble tickets remotely, and increased network utilization with remote meetings occurring more frequently.

2020 New IT Goals/Objectives

Vital Statistics to Cloud and Lab Information Management System to a vendor hosted cloud are two new objectives we need added to our listing. LIMS has been migrated and is in production while Vital Statistics is in flight.

KANSAS DEPARTMENT OF LABOR

Agency/Organization Head: Acting Secretary Ryan Wright

Agency/Organization CIO/IT Head: Bill Periman

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives (Updated entire plan for 2020)

- **Conduct comprehensive review of current IT practices, processes and resources**
 - IT service management
 - Systems development life cycle
- **Empower Employees**
 - Review job titles and job descriptions to improve career paths
 - Promote opportunities for newer technology training
 - Encourage cross-training and expansion of responsibilities
- **Modernization**
 - Pursue phased modernization of all agency technology platforms
 - Update user interfaces to improve internal and external user experience
 - Improve agency technology scalability, flexibility and responsiveness
 - Ensure agency technology is supportable and affordable
- **Improve management of secure information**
 - Implementation of enhanced endpoint controls
 - Enhancements to current audit logging capabilities
 - Implementation of governance, risk, and compliance system
- **Develop an agency data management strategy**
 - Provide leadership with accurate and timely data to shape key operational and policy decisions
 - Ensure the ability to provide accurate and timely data for applicable state and federal reporting requirements

Agency IT Challenges

- **Name: IT Recruitment and Morale**

- Summary Statement: Recruitment and retention issues
- Category: Attrition/Recruiting/Talent Gap/Budget and Funding Issues
- Priority: High
- Detailed Description: KDOL IT face numerous challenges related to ensuring that we have the necessary talent to support and enhance agency technology.
 - KDOL IT faces challenges in identifying and recruiting top technology talent due to geographical location and competition from private industry.
 - Development of a remote work policy, even after pandemic conditions have improved, as a recruitment and retention strategy.
 - Use of contractors will be considered to fill specialized needs requiring high levels of compensation.
 - Sustainment of moral is challenging due to several months of pandemic-related deadlines and extended work hours. There also has been significant turnover within IT leadership.

- **Name: Failure to deliver projects**

- Summary Statement: Delays in delivery of projects and inconsistent results
- Category: Process Immaturity
- Priority: High
- Detailed Description: Lack of defined project management processes and responsibilities has resulted in several initiatives delayed in delivery.
 - A Project Management Office has been formed; but needs to be developed with appropriate resources and mature processes.
 - Development of a more rigorous and standardized requirements gathering process is needed.
 - Development of a more robust test environment along with detailed and standardized testing protocols.

- **Name: Development Life Cycle and QA**

- Summary Statement: Challenged to deliver reliable results in the first deployment
- Category: Process Immaturity
- Priority: High
- Detailed Description: Development methodologies and processes vary depending on the team and on the individual doing the work
 - Migration to Agile methodology is considered important as we prepare for modernization and continue to provide software solutions.
 - Review of software development life cycle for mainframe initiatives is needed to address lack of consistent processes and tools.

Agency IT Goals

- **Name: Organization Model to Product Management**
 - End Date: 2022
 - Description: After increased use of agile methodology and definition of modernization roadmap, begin activities to migrate to a model of product management for business and IT.
 - Desired Outcome: Improve process of management changes to systems with increased ownership of all parties.
- **Name: Increase value of data to KDOL business**
 - End Date: Q2, 2021
 - Description: Reduce number of data platforms and databases. Upskill IT data resources.
 - Desired Outcome: KDOL business will have enhanced access to relevant data. KDOL IT will provide reports and analytics in a faster and more comprehensive manner.
- **Name: Improve user experiences**
 - End Date: Q2, 2021
 - Description: Even prior to modernization, review websites and identify opportunities to simplify and improve internal and external user experience.
 - Desired Outcome: Increased customer satisfaction, reduced call volume to KDOL UI Contact Center, and improved responsiveness to customer service issues.
- **Name: Move KDOL IT delivery to service delivery management**
 - Category:
 - Start Date: Q4, 2020
 - End Date: Q2, 2021
 - Description: Improve use of key performance indicators to proactively manage technology and define performance standards. Develop process for identifying and managing task priorities
 - Desired Outcome: Reduced disruptions to internal and external users.

KANSAS DEPARTMENT OF REVENUE

Agency/Organization Head: Secretary Mark Burghart

Agency/Organization CIO/IT Head: Andy Sandberg

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

▪ Compliance & Modernization

- Description: The Internal Revenue Service, the American Association of Motor Vehicle Administrators, and the Kansas Legislature all have mandates that require changes to the KDOR systems annually.
- Desired Outcome: By making the required changes to our enterprise applications we maintain good standing with agency business partners, other states, and compliance organizations. KDOR systems are currently compliant and have modernization or upgrade projects ongoing currently with the Internal Revenue Service, the American Association of Motor Vehicle Administrators, and the Kansas legislative changes that were signed into law slated to go into effect this year.

2020 Update: On-track and KDOR systems are currently compliant and have modernization or upgrade projects ongoing to maintain compliance.

▪ Taxation & Vehicle 2020 - 2022 Legislative Releases

- Description: This year's (2020) Legislative Release impacts the following taxes: retailers' sales, retailers' compensating use, consumers' compensating use, withholding, corporate income, privilege, franchise, Homestead, individual income, food sales, Excise, and Motor Fuel. There are also changes to Special Credits both Refundable & Non-Refundable. Personalized plates, electric vehicles, vehicle rental plates, and various changes in fees etc.
- Desired Outcome: Supports our goal of Compliance and Legislation through the timely delivery of the Legislative Release in our enterprise applications.

2020 Update: On-track, supports our goal of Compliance through the timely delivery of system changes to reflect annual Legislative changes in our enterprise applications. We are on track to implement legislative updates at the end of each year to be in compliance with the following year effective dates.

- **Service Improvement**

- Description: Make KDOR systems and processes faster, easier to maintain, and to use.
- Desired Outcome: Improve our systems, applications, and processes to provide greater efficiency and improved customer experience to our agency users and Kansans consuming our applications and services.

2020 Update: On-track and will make KDOR systems and processes faster, easier to maintain, and easier to use.

- **Taxation Compliance Modernization**

- Description: Replace the current Audit application suite with a commercial off the shelf application that is used in other states. Improvement will include the implementation of additional data feeds and refine/expand the Refund Fraud Rules. For Audit, implement applications to support end-to-end electronic case management for field, desk and self: audit cases, including work papers and statistical sampling.
- Desired Outcome: Improve Refund Fraud Prevention, Better Data Analytics for Refund Fraud and Audit, and End-to-end Electronic Case Management for Audit Cases. Supports our goal of Modernization and improves efficiency by reducing manual work, improving case selection, pre-populating work papers, and automating correspondence creation/issuance.

2020 Update: Completed 8/31/2020. On-track – Refund Fraud Prevention, Better Data Analytics for refund Fraud and Audit, an End-to-end Electronic Case Management for Audit and Fed-State matching systems. (RSI Vendor). We entered in to a one-year support and maintenance period to 8/31/2021.

- **Taxation Channel Modernization 2019 Project**

- Description: KDOR will initiate a project to support the Division of Taxation's document and remittance capture and storage management systems. We will Replace/Upgrade the legacy solution supporting the receipt and processing of paper tax forms, vouchers and funds. The project will include software and hardware installation, configuration, testing and training.
- Desired Outcome: Supports our modernization goal by upgrading hardware and software, and our compliance goal by mitigating significant risks of system failures by replacing end of life software and hardware with more modern and capable systems.

2020 Update: Off-track; however, an approved KITO project to fully update/replace the Division of Taxation's document, remittance capture and storage management systems. Delayed, the RFP process has taken much longer than anticipated. Finalizing contracts now. Off track (starting) about 4 months (RFP), however, we project to achieve the planned implementation for 2021 tax season. Updated timeline.

▪ **Datacenter & Server Migration**

- Description: In an effort to modernize our aged infrastructure we are in the process of moving our applications and servers to both public and private government cloud providers.
- Desired Outcome: Supports our goal of Modernization by upgrading the servers, operating systems, hardware, and datacenters that are used to provide services by KDOR to ensure optimal performance and the stability of agency applications; and our goal of Compliance by maintaining our alignment with OITS and other executive branch agencies.

2020 Update: Off-track – to modernize our aged infrastructure we are in the process of moving our applications and servers to both public and private clouds government cloud providers. Statewide delays in implementations are affecting the agency timeline in private cloud migration. The delays are ultimately going to be beneficial as the vendor has paused to make the needed changes in the offering to make the solution performant for the state agencies. Updated timeline, adjusted target date December 2020.

▪ **Taxation Internal Revenue Service Mandates & Security**

- Description: Audit findings, and changes in the published security controls of the Internal Revenue Service Publication 1075 require application, network, access control, and process changes. Program changes to satisfy the requirements mandated by the Internal Revenue Service, and all other security and compliance partners.
- Desired Outcome: Supports our goal of Compliance through meeting the requirements of the Internal Revenue Service and American Association of Motor Vehicle Administrators and ensuring the security of the taxpayers' data and protecting KDOR's standing with the Internal Revenue Service and other compliance partners.

2020 Update: On-track – 2019 IRS Pub. 1075 Inspection/Disclosure was completed timely. The IRS has rescheduled their next inspection for November 2020, this will be virtual inspection due to COVID-19 and the meetings and process has begun. Updated timeline, the IRS has rescheduled their inspection for November 2020 and moved to a virtual inspection process.

- **Taxation Database platform upgrade**

- Description: Update the core components of the Kansas tax system to the latest and most secure versions available to ensure future secure operations of the Kansas tax collection process.
- Desired Outcome: Supports our goal of Modernization by upgrading software, and our goal of Compliance by avoiding operating our enterprise tax applications on an unsupported database version.

2020 Update: On-track, update to one of the core components of the Kansas tax system to the latest/most secure versions available to ensure future secure operations of the Kansas tax collection process. To maintain state and federal compliance we are required to replace systems and software to remain in current mainstream support channels to ensure vendor support is available. Updated timeline, we have contracted to perform the system upgrades to implement before 2020 ends. Currently on track.

- **Vehicle Services, National Motor Vehicle Title Information System (NMVTIS) Project**

- Description: KDOR will implement an integrated state online inquiry and update interface where titling data is communicated between Motor Vehicle Registration System and NMVTIS using network messaging.
- Desired Outcome: KDOR is making the necessary enhancements to the Title and Registration System, Motor Vehicle Registration System, for validating title data and reporting to the national NMVTIS database. NMVTIS is a Department of Justice (DOJ) database maintained by the American Association of Motor Vehicle Administrators (AAMVA). NMVTIS allows an electronic means to verify and exchange titling, brand, and odometer data among motor vehicle administrators, law enforcement officials, prospective purchasers and insurance carriers. Supports our goal of Compliance by meeting the Department of Justice (DOJ) regulations for title verification and data reporting. To help mitigate on a national level the introduction of stolen motor vehicles into interstate commerce; protect states and consumers from fraud; reduce the use of stolen vehicles for illicit purposes including funding of criminal enterprises and provide consumers protection from unsafe vehicles.

2020 Update: Off-track, integrated state online inquiry and update interface. Titling data is communicated between Motor Vehicle Registration System and NMVTIS (National Title system) using network messaging. Delayed, constraints with national approvals coming from AAMVA and Department of Justice pushed out target dates - update to January 16, 2021. User acceptance testing in process. Updated timeline from published date of November 2019, to adjusted January 16, 2021 target date at this time.

▪ Vehicles Driver Services, State to State (S2S) Project

- Description: State to State allows participating Driver's License Administrators to limit a person to one driver license among the participating states, enables participating Driver's License Administrators to send a request to another State to terminate a DL/ID, and provides participating Driver's License Administrators with the ability to electronically accept driver history from other states. In addition, for those participating states that want to be Real ID compliant, it enables the DLA to determine if an applicant holds a REAL ID credential in another state, allowing it to limit a person to one REAL ID credential among the participating states. KDOR will make enhancements to the current Driver License System, KanLicense, to develop and maintain a coded interface to S2S that is compliant with the current version of the S2S Specifications.
- Desired Outcome: Supports our goal of Compliance by meeting the requirements in the current Enforcement of S2S Compliance document (available on AAMVA website at <http://www.aamva.org/State:to:State>) as amended by the S2S Governance Committee.

2020 Update: Off-track, State to State (S2S) allows participating Driver's License (DL) Administrators to limit one person to one DL among participating states, enables partner DL Administrators to communicate. Working with AAMVA for final approval now. Testing with AAMVA at the current time. Updated timeline from published date of May 2020, to adjusted December 14, 2020 target date at this time.

▪ Vehicles Driver Services, Web Appointments Project

- Description: Using current 3rd party software, a Web Appointment Calendar module will be added in addition to the current Wait Line Management System that is deployed in KDOR's large Driver's License locations. Appointment scheduling software allows customers the convenience of booking available appointments from their computer or smartphone. This project provides an easy to use walkthrough method for scheduling open appointments that meet their needs.
- Desired Outcome: Supports our goal of Service Improvement by providing a web service that allows current and potential Kansas drivers to schedule an appointment for a future date at their preferred Driver's License Office.

2020 Update: Completed March 2020. Web Appointment Calendar module will be added in addition to the current Wait Line Management System that is deployed in KDOR's large Driver's License locations. This adds an appointment feature to KDOR electronic wait line management system. Additional information: KDOR has leaned heavily on this feature during the COVID pandemic and will continue to implement this in offices that could benefit from it. It allows us to limit the number of Kansans in the offices.

▪ **Vehicles Driver Services, DIEP Upgrade**

- Description: The current Driver's License issuance system vendor is needing to update their software and while doing that they are going to mask the social security number in the application. This project changes the way social security numbers will be displayed in the KDOR and vendor systems used to perform Driver's license issuance and control functions.
- Desired Outcome: Supports our goal of Compliance by protecting taxpayers PII by masking the social security number.

2020 Update: Completed April 30, 2020. Digital Image Exchange Program (DIEP) The current Driver's License issuance system vendor to update their software and mask the SSN in the application.

▪ **Vehicles Driver Services, Kansas Department of Corrections**

- Description: This project will improve the current ability to deliver services to the incarcerated population in Kansas. Using remote peripherals, we can perform the over the counter license and ID issuance tasks inside the Kansas Correctional facilities without the need to transport inmates to Driver's License offices around the state.
- Desired Outcome: Supports our goal of Service Improvement whereby individuals in the Reentry program will be able to get a license/ID card, and clear any impediments to driving credentials, in advance of being released from state prison facilities.

2020 Update: Completed March 2020. Web Appointment Calendar module will be added in addition to the current Wait Line Management System that is deployed in KDOR's large Driver's License locations. This adds an appointment feature to KDOR electronic wait line management system. Additional information: KDOR has leaned heavily on this feature during the COVID pandemic and will continue to implement this in offices than could benefit from it. It allows us to limit the number of Kansans in the offices.

▪ **Vehicle Driver Services, Demi 1: Renew by Mail**

- Description: Work with a vendor to allow people that usually renew by Mail to go through the iKan mobile app to renew/change. Individuals that would qualify for this would have the opportunity to renew through the iKan application instead of sending in paperwork to be renewed. The internal Driver Licensing staff would then process these requests electronically and a credential would be mailed out to them.
- Desired Outcome: Supports our goals of Service Improvement and Modernization by doing away with the current paper process and providing the ability to do this online, which would greatly increase the efficiency of the current process.

2020 Update: Off-track, to allow people that usually renew by Mail to go through the iKan mobile app to renew/change. Delayed, newer mobile application services have eliminated the need for the original scope of this project

- **Vehicles Driver Services, Digital Image Exchange Program (DIEP) Images in KanLicense**
 - Description: This would allow for images to be used in more driver's license issuance processes. This phase will allow for more images to be available in commercial and problem driver transactions. When doing the IM/IO calls for CDLIS/PDPS, we would also do our DIEP calls and it would display the image along with the responses from AAMVA.
 - Desired Outcome: Supports our goal of Service Improvement by helping to detect fraud easier, at the examiner level. Also, will help with the S2S initiative.

2020 Update: Off-track, this allows for images to be used in more driver's license issuance processes; and for more images to be available in commercial and problem driver transactions. Delayed – DIEP is in Production. DIEP in KanLicense where they can see the images is NOT in KanLicense yet, date adjusted out after S2S. Target date July 2020 pushed into 2021. Will be implemented after State to State. Updated timeline, start project in January/February 2021.

- **Research & Analysis Local sales tax rate changes automated messaging**
 - Description: Deploy web portal for local governments to submit sales tax rate changes, CIDs/TDDs, and transient guest rate changes. A web portal was developed for local governments to submit sales tax rate changes, CIDs/TDDs, and transient guest rate changes. The project is in the final testing phases.
 - Desired Outcome: Supports our goals of Modernization and Service Improvement by providing an online tool for the users and moving the process away from paper and to electronic.

2020 Update: Completed August 2020. Developed a web portal for local governments to submit sales tax rate changes, CIDs/TDDs, and transient guest rate changes. This is scheduled to go live in November 2020 when Research & Analysis distributes the instructions to the taxing jurisdictions.

2020 Updates to Agency and/or Leadership

- Office of Legal Services Chief Counsel David Clauser: CHANGE to "Office of Legal Services General Counsel Jay Befort".

2020 New IT Challenges or Updates to Existing

- No, with the COVID-19 Pandemic exception of our workforce working 90% remote very successfully since March 13, to date.

KANSAS DEPARTMENT OF TRANSPORTATION

Agency/Organization Head: Secretary Julie Lorenz

Agency/Organization CIO/IT Head: Jeff Neal

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Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

▪ GIS Expansion

- Description: KDOT is currently engaged in a project that replaces the CANSYS application. This replacement is referred to as K-Hub. The new K-Hub environment introduces significant advancements of current and emerging GIS technologies over what currently existed. These advancements not only provide opportunities for applications that already utilized GIS but also for applications that hadn't.
- Desired Outcome: Introduction of GIS function enhancements to end-user functionality such as use of data collection applications in the field and employment of mapping functionality to capture linear, point and area referencing.

2020 Update: On-track and our Java based BER ImageNow document lookup application is in UAT and will go live in coordination with our ImageNow Upgrade objective. We continue to work on converting our Java based CLARIS application to .Net. Delayed due to COVID related projects and initiatives put this project on hold for 2 months. Updated timeline, DCF Foster Care's need for their vendor to integrate into CLARIS has caused an additional 6 months to be added to the timeline.

▪ 3DModelling

- Description: The advancement of CADD technologies that utilize the benefits of 3D is steadily maturing. Since the early part of 2015, KDOT has been evaluating these technologies to prepare for eventual adoption.
- Desired Outcome: Eventual development of all project plans in 3D. Possible conversion of a limited number of active 2D designed projects to 3D where practical.

2020 Update: On-track, the advancement of CADD technologies that utilize the benefits of 3D is steadily maturing. Since the early part of 2015, KDOT has been evaluating these technologies to prepare for eventual adoption. Eventual development of all project plans in 3D. Possible conversion of a limited number of active 2D designed projects to 3D where practical.

▪ **Business Intelligence & Predictive Analysis**

- Description: Data analysis has been a key managerial activity for as long as data has been collected in KDOT. Various tools and processes have been employed over the years to continually enhance how that is done. Business Intelligence (BI) and Predictive Analysis (PA) tools have been around for a while and are continually maturing. KDOT is evaluating tools for BI & PA for eventual acquisition. The evaluation includes the data structure and other aspects required to facilitate use of the tools.
- Desired Outcome: Acquire the tools, deploy for use, conduct appropriate technical training and insure adoption of the new functionality across the agency.

2020 Update: On-track, KDOT will continue to invest in new technologies as they become useful to the agency. Plans are to expand the tool set of our Data Warehouse so that it can provide more than a simple reporting function. We will continue to evaluate the needs of the business and identify new tool sets to meet those business needs.

▪ **Migrate all legacy applications to modern technologies**

- Description: There are nine (9) applications on the mainframe currently. The Consumable Inventory system has been migrated to modern technologies. The CANSYS and CMS systems are being replaced with COTS solutions and are scheduled to be off the mainframe in a couple of years. The other six (6) applications will be moved, as resources allow, in the next two or three years. In addition to mainframe apps, there are other apps that are dated and need to be modernized.
- Desired Outcome: Moved systems from the mainframe to modern technologies.

2020 Update: On-track and this is an ongoing effort to update our applications to modern technologies and to get off older unsupported technologies. Though we are making progress, additional resources would allow us to move this project more quickly.

▪ **ITS Network Installation (DWDM)**

- Description: Establish the new DWDM ITS Infrastructure for the Kansas Department of Transportation.
- Desired Outcome: Upgrading KDOT's existing fiber network to use new technologies will increase its data carrying capacity to partially meet the goals of our Secretary.

2020 Update: Off-track, working to establish the new DWDM ITS Infrastructure. This is delayed because the state contracted vendor, CenturyLink / Lumen Technologies, has not provisioned our DC power feeds in the KDOT co-located space in the POP buildings for the already purchased DWDM network equipment. Once we have proper power feeds in the POPs on KDOT's rights-of-way along I70 and I135 the project will proceed. Updated Timeline: The project end date is now projected to be 12/31/2020.

▪ GIS Expansion

- Description: KDOT is currently engaged in a project that replaces the CANSYS application. This replacement is referred to as K-Hub. The new K-Hub environment introduces significant advancements of current and emerging GIS technologies over what currently existed. These advancements not only provide opportunities for applications that already utilized GIS but also for applications that hadn't.
- Desired Outcome: Development of IT staff skills in the expanded GIS opportunities to have the competencies to develop and support the GIS enablement of KDOT applications.

2020 Update: On-track, KDOT will continue to invest in new technologies as they become useful to the agency. Plans are to expand the tool set of our Data Warehouse so that it can provide more than a simple reporting function. We will continue to evaluate the needs of the business and identify new tool sets to meet those business needs.

▪ 3D Modeling

- Description: Continue to evaluation and planning for 2D to 3D designs.
- Desired Outcome: Establish policy and processes for employing 3D designs. Start using 3D designs in select projects.

2020 Update: On-track and KDOT will continue the evaluation and planning for 2D to 3D designs. The policy and processes for employing 3D designs have been completed and will now provide guidance as we migrate to 3D designs over time.

▪ Business Intelligence & Predictive Analysis

- Description: Continue to evaluate KDOT requirements for use of a business analysis & predictive analysis tools and the data structure and other aspects required to facilitate use of the tool.
- Desired Outcome: Selection and procurement of the tools and establish framework of processes, data structure, training and standards for the agency to employ.

2020 Update: On-track and we will continue to evaluate KDOT requirements for use of a business analysis & predictive analysis tools and the data structure and other aspects required to facilitate use of the tool. We will continue to select and procure the tools, and establish framework of processes, data structure, training and standards for the agency to employ.

- **Migrate all systems off the mainframe**

- Description: Continue the planning and evaluation of the scheduling of each application for conversion. There are dependencies such as other projects, interfaces involved and resource availability.
- Desired Outcome: Get each application(s) moved to modern technologies in a schedule that is reasonable and practical.

2020 Update: On-track and KDOT will continue the planning and evaluation of the scheduling of each application for conversion. There are dependencies such as other projects, interfaces involved and resource availability. The goal continues to be to get each application(s) moved to modern technologies in a schedule that is reasonable and practical.

- **ITS Network Installation (DWDM)**

- Description: Complete installation of the infrastructure for the new DWDM ITS Infrastructure for the Kansas Department of Transportation.
- Desired Outcome: The work being performed is in support of an overall project that will lead to the replacement of Cisco ONS15454 SONET-based equipment that currently transports both Ethernet and DS3 (Motorola 800MHz) services between sites. To facilitate the replacement of the ONS15454 equipment, a new NCS2000 DWDM system will be concurrently installed. The ONS15454 equipment will be run in parallel with the new NCS2000 and other systems while KDOT staff performs cutovers at their discretion.

2020 Update: Off-track; however, KDOT will complete installation of the infrastructure for the new DWDM ITS Infrastructure for the agency. Delayed, as stated above, as soon as we have proper power feeds in the POPs on KDOT's rights-of-way along I70 and I135 the project will proceed.

2020 New IT Goals/Objectives

- Successfully migrate all appropriate KDOT hosted applications to the new Unisys Offsite Data Center.
- Deploy new networking solution to KDOT field offices.
- Successfully onboard and assist the Program Management Consultant (PMC) in support of the new IKE Transportation Program.
- Replace the existing Construction Management System with new AASHTOWare Project software.

2020 Basic Agency Information Updates

- FY21 Budget: \$1,504,433,761 (FY20, from 2020 KDOT Budget Analysis Report)
- Number of Employees: 2,147 (from agency Time Reporting System)
- Number of Kansas Customers: 2,911,510 (population of Kansas as of 7/1/2018, from US Census website)

2020 Basic Agency IT Information Updates

- FY21 IT Budget is \$19,545,072. For the agency as a whole, the CARES Act request will include an additional \$1,196,818 for IT hardware (laptops, monitors, printers, etc.), plus \$300,126 for charges to exchange 414 employee desktop computers for laptops.
- Number of Employees: For FY21, the KDOT Office of IT Services has funding for 90 full-time positions but as of 7/1/2020 only 75 positions were filled. (See Agency IT Challenges section below regarding recruitment.)

2020 New IT Challenges or Updates to Existing

- In addition to the challenges identified last year's ITMBP submittal, the following item has changed:
- Name: Recruitment and retention of staff with knowledge of current and emerging technologies required to support agency needs.
- Summary Statement: Recently, due to the COVID-19 pandemic, we have been in a hiring freeze so some of our critical positions remain vacant. Even prior to the hiring freeze, we were having trouble finding qualified candidates. There had been some applicants that were looking to work remotely, but at the time, KDOT had no policy for working from home. This may change after the pandemic as working remotely is becoming more acceptable.

KANSAS DEPARTMENT OF WILDLIFE, PARKS AND TOURISM

Agency/Organization Head: Secretary Brad Loveless

Agency/Organization CIO/IT Head: Jason Dickson

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Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- **Work with OITS as needed to integrate statewide service consolidation efforts into department processes.**
 - Description: Work with OITS on email consolidation, desktop as a service (DTaaS), data center as a service (DCaaS), network as a service (NaaS).
 - Desired Outcome: Work with OITS project managers on different consolidation projects and provide them with information and help in a timely matter. With working with them to make a smooth transition for KDWPT staff and programs.

2020 Update: On-track, working with OITS on Desktop as a service, Data Center as a Service, Network as a Service (NaaS), and User Endpoint Management.

- **Support and maintain KDWPT's internal database (DB) mining and reporting software.**
 - Description:
 - Maintain connections to correct DB's and create reports using the software to be used by agency staff to fulfill their duties.
 - Provide consultation and advise for business units in the use of their unique database applications and reporting requirements.
 - Build reports and DB connections in-house or with assistance from private contractors.
 - Maintain/enhance reports such as accounting reports by which data is imported from SMART and then split out into the agency's accounting formulas, specific fisheries reports that combine different database sources and information into one report and Special Hunt application draws to determine who is awarded a special hunt.
 - Purchase and manage the hardware and software for these applications.
 - Desired Outcome: To provide KDWPT staff with a reporting tool that contains all information for the agency with the ability to connect that information together for reporting.

2020 Update: On-track

▪ **Support and maintain KDWPT public-facing web applications.**

- Description:
 - Maintaining KDWPT public-facing web applications includes, but is not limited to KSOutdoors.com, agency public website, and public-facing applications such as Special Hunts Application, Online Hunter Education Certification, Aquatic Nuisance Species Certification and Sandhill Crane Identity Certification.
 - Purchase and manage the hardware and software for these applications.
 - Build and maintain web-based applications in-house to specific criteria per project and address change requests by agency staff.
 - Keep updates and security protocols current.
 - Advise the Tourism Division as needed concerning TravelKS.com, a travel website built and maintained by a 3rd party provider.
- Desired Outcome: To provide up-to-date websites and applications.

2020 Update: On-track.

▪ **Support and maintain KDWPT internal web applications.**

- Description:
 - Support and maintain KDWPT internal web applications that include but is not limited to the Intranet portal, document management system, asset management system, contract management system, budget planning system, Fisheries and Wildlife Intranet portal, fisheries dashboard, Education (Hunter Ed, Furharvester Ed, Boater Ed) portals and time sheet system.
 - Purchase and manage the hardware and software for internal web applications.
 - Build and maintain internal web-based applications in-house to specific criteria per project and address change requests by agency staff.
 - Keep updates and security protocols current.
- Desired Outcome: Provide up-to-date, secure and user-friendly internal web applications.

2020 Update: On-track

▪ **Provide services and procedures to upgrade or replace out of date hardware**

- Description:
 - Provide staff with procedures for upgrading or replacing out of date hardware.
 - Manage procedures for machine setups done by the IT section.
- Desired Outcome: Provide the agency with help in getting all hardware up to date.

2020 Update: On-track. This past year KDWPT setup and provided staff 170 computers. They also made sure any staff going to work from home were equipped with the right equipment before the work from home order was initiated.

▪ **Design, support and maintain KDWPT network architecture**

- Description:
 - Work with Office of Information Technology Services (OITS) and third-party ISP's to maintain network connectivity and continuity at all KDWPT offices.
 - Work internally to manage firewalls, servers, switches and routers to maintain network connectivity for employees and the public to applicable KDWPT services.
 - To the extent possible, focus on using open-source applications to control costs and increase functional flexibility.
- Desired Outcome: Provide reliable network connectivity and continuity at all KDWPT offices.

2020 Update: : On-track. In addition, a change in current description: Work with OITS and third-party phone providers to maintain and support phone systems and connections in KDWPT offices.

▪ **Provide an avenue for more on-site IT support**

- Description: With agency staff spread across the state it has been a challenge to provide good onsite hardware and technical support because if IT support staff were not at the Pratt office, then other IT staff would have to cover those calls. That being said, our goal with our newly added IT support person is to provide more onsite support.
- Desired Outcome: The desired outcome is to provide the more onsite support to agency staff.

2020 Update: On-track

▪ **Support and maintain all KDWPT IT systems to comply with agency and ITEC security policies**

- Description:
 - Determine best means of protecting agency hardware, software and data from security threats and manage these systems.
 - Purchase and maintain contracts for anti-virus software.
 - Purchase and maintain service contracts for firmware and software security updates for specific systems.
 - Maintain systems so that all updates are being done in a timely fashion.
 - Build and maintain a centralized network directory so that all security policies and patches can be sent out from a central location.
- Desired Outcome: Provide the agency with a secure computing environment that consistently meets or exceeds ITEC and KCJIS requirements

2020 Update: On-track.

- **Maintain backups of all agency - supported systems and data.**

- Description:
 - Maintain and test backups for internal and external applications.
 - Create clones for high-priority systems at offsite locations for fast fail-over.
 - Create an enterprise-wide backup system to include the use of off-site data centers, for secure, automatic backup.
- Desired Outcome: Provide secured and up-to-date backups of vital systems.

2020 Update: : On-track.

- **Maintain IT COOP Plan**

- Description:
 - Work with KDWPT's emergency management team to maintain the IT COOP plan to be used when the department COOP plan is activated.
 - Maintain a set of updated computers that can be deployed as needed.
- Desired Outcome: Provide a comprehensive operations plan for disaster recovery.

2020 Update: On-track

- **Migration from the LSOB data center to DCaaS**

- Description: The objective is to work with OITS to migrate the KDWPT's public website and applications from servers in the LSOB to the instances on the DCaaS.
- Desired Outcome: The smooth migration of KDWPT's public website and applications from LSOB to DCaaS with the least amount of down time and interruptions.

2020 Update: On-track. KDWPT is scheduled to be migrated from the LSOB data center to DCaaS by the end of CY2020.

- **Create Creel Data Sampling Reports in SAS**

- Description: Connect the SAS system to the fisheries dashboard database and using that information create sampling reports for the fisheries section. These reports will replace Microsoft Access reports and will be able to be used in the current fisheries SAS reports. Formulas are being provided by the fisheries research section.
- Desired Outcome: A set of reports updated nightly with new information that the fisheries section can use for their projects.

2020 Update: Off-track. Due to other SAS developer projects, this objective was closed and combined with other advancement to the Fisheries Dashboard application to create a new phase two project plan

- **SAS Server Upgrade**

- Description: Migrate SAS applications and reporting tools to new upgraded server.
- Desired Outcome: SAS applications and reports will be migrated successfully to a new server.

2020 Update: This project has been recast to be completed in CY2021. Working with the SAS vendor, it was determined a different setup could be used to further enhance resources without compromising the license rules. With this change of setup and configuration KDWPT is rescheduling the project so more time can be used in the planning and test phases. Updated timeline with an end date 2021.

- **Add Text to Speech Technology to KDWPT Certificate Courses**

- Description: To allow for better web accessibility, KDWPT is working with a text to speech API to set up the different certification tests with text to speech. The first test to be added to is the Online Hunter Education Course, with Sandhill Crane and Aquatic Nuisance Species to follow.
- Desired Outcome: For each of the KDWPT's certifications tests to be set up with text to voice for better web accessibility.

2020 Update: Completed October 2019.

- **Add the Ability for the Public to Print Free Hunter Education Duplicate Cards**

- Description: Modify the current internal hunter education instructor database to allow export of newly certified students to a combined Students database (Hunter Ed, Boater Ed, Bowhunter Ed, Furharvester Ed). Then specific information from this database will be transferred to the Programs database so that constituents can do a lookup on certificate number and download a copy of their certificate to print.
- Desired Outcome: Is to expand on this and add all certificates, Hunter Ed, Boater Ed, Bowhunter Ed, Furharvester Ed, to the public portal for easy access to duplicated cards.

2020 Update: Completed 10/23/2019. This objective was expanded to include Hunter Ed, Bowhunter Ed and Furharvester Ed certificates. This was done after the initial completed date of the hunter education certificates.

- **Internal application for tracking UAS drone permits**

- Description: This is an internal application for tracking UAS drone permits assigned to the public for use with animal nuisance situations. The application will be housed on the Fish & Wildlife intranet portal.
- Desired Outcome: An application to be able to record KDWPT UAS drone permits provided to the public for easy reporting.

2020 Update: On-track. Due to expanding the education certificate project and modification to the agency's document management system to help with work from home, this project was recast to be started in October 2020 and completed in early 2021. Updated timeline - Start Date: October 2020, End Date: Early 2021

- **Add all KanWIN locations to KDWPT Active Directory**

- Description: This will take some travel time for IT support staff. Currently remote offices are not connected directly to the KDWPT active directory. The objective is to send out IT support staff to these offices and have them connect each computer to the domain. We will set up a schedule with the offices to make sure we have maximum capacity of staff at those offices when IT staff are there. They will go through the computers and make sure they are connected to the domain.
- Desired Outcome: The desired outcome is to have all KDWPT offices on the KanWIN network connected the KDWPT active directory.

2020 Update: On-track.

- **Add non-KanWIN offices to KDWPT Active Directory**

- Description: This will follow moving the KanWIN locations to the Active Directory. Staff will travel to all non-KanWIN locations and connect each computer to the domain.
- Desired Outcome: Finish connecting all KDWPT offices to the KDWPT active directory.

2020 Update: On-track.

- **Replace Agency Firewalls**

- Description: KDWPT is in the process of setting up new outside, internal and failover firewalls for the KDWPT. Firewalls have been purchased and KDWPT's Information System Administrator is working on setup and configuration.
- Desired Outcome: For KDWPT to have all upgraded firewalls.

2020 Update: On-track. This was delayed when goals were changed to focus on staff working from home. Staff were moved from this project to enhance and monitor the agencies VPN services. It has been rescheduled to be finished in CY2021.

- **Re-organize and automate agency backup procedures**

- **Description:** KDWPT is working on re-organizing and automating all agency backup procedures. We are currently working on syncing systems to different locations so that if one goes down changes can be made to the other location. Some items are still manual as we wait to see how the DCaaS is going to handle backups and recovery.
- **Desired Outcome:** A tested and automated backup system.

2020 Update: On-track. This objective has been put on hold due to the need to replace the agency's phone systems. It will be recast once the phone replacement project is complete. Updated Timeline: On-Hold.

2020 New IT Goals/Objectives

- **Name: KDWPT Phone System Replacement**

- **Name of IT Goal or Agency Goal Supported:** Support and maintain network architecture
- **Budgeted:** In Process
- **Start Date, End Date:** 2020 - 2021
- **Description:** KDWPT has 13 locations that use out-of-date phone systems. This objective is to replace the phone systems at the locations that do not have good bandwidth with on-premises systems. Then move the Pratt Operations to a new VOIP or softphone system. A VOIP or softphone system will give KDWPT more freedom in modifying messages, call trees, groups, queues and have it so people could forward or even connect to their phones from offsite.

- **Name: User Endpoint Management Migration (UEM)**

- **Name of IT Goal or Agency Goal Supported:** Support and maintain network architecture, Support and maintain all KDWPT IT systems to comply with agency and ITECT security policies.
- **Budgeted:** Yes
- **Start Date, End Date:** 2021
- **Description:** OITS in working with KDWPT and other agencies has established a new user endpoint management (UEM) system to connect all mobile device to a KDWPT central management tool. In doing so, KDWPT is partnering with OITS to start migrating agency mobile devices to the UEM system. This system will enhance the ability for KDWPT to manage policies on the phones and better help trouble shoot and reset phones when needed.

2020 Basic Agency Information

- Number of Employees: 462 FTE

KANSAS HIGHWAY PATROL

Agency/Organization Head: Col. Herman Jones

Agency/Organization CIO/IT Head: Kelly Johnson

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

▪ In-Car Camera Update

- Description: Currently the KHP utilizes an older in-car video system. This platform creates one or two DVDs per Trooper, per day. Although the system is viable, the vast number of DVDs creates an enormous task for records. The video resolution of modern systems, as well as the ability to store video digitally for instantaneous retrieval would provide a significant improvement for public and officer safety, records (KORA) processing, and executive reviews.

The KHP has examined several systems and is currently planning to issue an RFP to select a vendor for the next generation of in-car video system. This platform will include body worn camera (BWC) support.

The project will be broken into phases, with phase I occurring at the end of calendar year 2019. The KHP graduating class will be issued vehicles equipped with this new video platform, likely 31 or 32 devices. This purchase will not raise to the level of KITO oversight; however, we are issuing an RFP to be able to pursue additional phases in FY 21 and/or FY22 as funding permits.

IT oversight in this project will primarily be for data transmission from each vehicle to the storage location, access to the video for records department, security and access control, as well as working as the technical liaison. Storage for the video is planned to be at the vendor hosted location.

- Desired Outcome: When all cameras are deployed, the amount of storage for DVDs will be vastly reduced, supervisory and legal staff will have rapid access to video evidence, records will be able to respond to KORA and subpoena requests much faster, and the KHP will be able to provide legal teams with electronic access to video without mailing DVDs manually.

2020 Update: On-track, this project has received KITO High-Level approval and the contract is signed. Final steps/meetings are occurring to firm up deliverables before baselining the project.

▪ CJIS Software Refresh

- Description: Many of the software applications in use by the law enforcement divisions are outdated. Since these are diverse stand-alone packages (not integrated), they require repetitive time-consuming input, which leads to errors. The software that is being considered includes, Computer Aided Dispatch (CAD), Records Management System (RMS), Forms Processing (KLER), E-Citation (DigiTicket), Evidence Management (New), and Automatic Vehicle Location (New).

These packages will be integrated into a single, comprehensive environment, allowing for single entry of data. The desired platform will allow Troopers to self-dispatch, while keeping our dispatch centers informed of their status.

- Desired Outcome: The primary need is to refresh the aging CAD system which continues to exhibit issues, often when multiple units are responding. The consolidation will reduce the number of external vendors and enable the agency to enjoy the benefits of an integrated platform. We are currently working with other State agencies to gauge their interest in a shared platform. This system can be integrated with other dispatch centers for the sharing of information and records

2020 Update: On-track, this project received KITO High-Level approval. The contract is signed. Final steps/meetings are occurring to firm up deliverables before baselining the project.

▪ MDU Refresh

- Description: Each Trooper vehicle is equipped with a ruggedized laptop, known as a mobile data unit (MDU). These devices provide access to CJIS and other law enforcement data, e-mail, messaging, e-citation, and forms processing. Currently, these devices are running Windows 7, which is scheduled to be end of life 12/2019. Given the critical nature of these computers, they are refreshed on a regular basis and are slated for replacement in 2020, which will coincide with the Windows 10 upgrade.
- Desired Outcome: All Troopers will be issued new devices, with IT scheduled the deployment and moving their files. It personalizes the experience for each Trooper to ensure as seamless a transition as possible. Current mounting plates can be reused, so the process should be complete by 7/2020.

2020 Update: On-track. This project is awaiting high-level approval and is on track for a March 31, 2021 completion.

- **Training Academy Technology Upgrade**

- Description: The KHP maintains a training location in Salina, Ks. This location includes classrooms, a dormitory, gymnasium, Troop C, and dispatch. Apart from training KHP personnel, this location is used by many other entities, both law enforcement and civilian.

In FY2019, the KHP upgraded two of the classrooms with the latest in video equipment, including advanced network and audio components. To continue this process, in FY2020 new wireless access points will be installed in the dormitories and throughout the training facility. This will allow students in either location access to the Internet, training information, and home agencies.

- Desired Outcome: The training building and dormitories will have ubiquitous wireless access to the Internet throughout both locations.

2020 Update: Delayed. This project has been quoted; however, a more comprehensive approach will be taken. It is currently held.

- **Other KHP Projects**

- Description: The KHP has numerous other projects underway which may have an IT component involved. The projects include drones, which will need some type of data communications channel to a remote storage device, as well as integration with the in-car camera project (and records access). Other projects include upgrades to radar, tasers, and other law-enforcement specific items.
- Desired Outcome: The KHP must build an infrastructure robust and saleable enough to quickly respond to additional needs quickly. This will be accomplished by upgrading the current infrastructure or the build out of the new location.

2020 Update: On-track. Critical connect is a new project designed to enhance the radio network of the KHP. It is currently in the High-level KITO design phase.

- **New Data Center**

- Description: OITS has issued an RFP for a new Kansas based data center to house agency owned servers and infrastructure. Currently the primary data center for KHP owned devices is in a secure location at the State Defense Building. The previous Executive Branch CITO requested that the KHP servers be moved to another location. If this is still desired, the KHP staff will need to commission the new location quickly to provide a foundation for the initiatives previously listed.

The process would be to commission a new series of servers / storage to serve as a platform for VMWare devices. This platform would also house the new services for the CJIS software upgrade (priority). New firewall and security appliances will be integrated before releasing any services from this facility. Services would be transitioned over to the new platform, including the secure gateways to outside agencies.

- Desired Outcome: If this move is required, then servers would be commissioned as soon as possible (pending network connectivity) to allow the CJIS software process to continue. Over the next 6-12 months, existing VMWare servers would be moved, and new IP addresses assigned.

2020 Update: On-track. Recently OITS assumed operations of the ESOB data center. This location will house KHP CJIS equipment, which is currently underway. Updated Timeline: The new data center will primarily support the new CJIS software initiative (Project #1), as well as the In-Car camera system (#2). It is on schedule as those projects were delayed.

2020 New IT Goals/Objectives

Item #5 in the project list is a very recent additional project, which will enhance access to the KDOT radio system employed by KHP. We are currently working on the KITO paperwork to being working with the vendor.

2020 Updates to Agency and/or Leadership

- Various changes at the Major, Captain, and Lieutenant level

2020 Basic Agency Information Updates

- The KHP has been restructured to align with an updated vision for efficiency. Troops and civilian departments have been moved within the agency to best fit this model.

2020 Basic Agency IT Information Updates

- Major Andrew Dean has replaced Major Scott Harrington as the Executive Commander over administrative functions. This division include IT operations.

2020 New IT Challenges or Updates to Existing

- The COVID pandemic has caused all agencies to deploy remote work capabilities. The KHP is primarily a mobile agency, however accommodations were made to ensure continued operations for civilian staff members to work from home. Subsequently, the agency has developed a comprehensive mobilization plan which is under consideration for CARES funding.

Non-Cabinet Agency 2019-2021 EB 3-Year IT Plan | 2020 Updates

The 2019-2021 EB 3-Year IT Plan is located at: <https://ebit.ks.gov/about/strategic-plan>.

Each Cabinet Agency listed is a dynamic link. Click the agency to review the **2020 Updates**.

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The Kansas Department of Credit Unions did not provide an update; however, the Executive Branch CITO continues to work with all agencies to develop IT Plans and address specific needs and concerns.

ABSTRACTERS BOARD OF EXAMINERS

Agency/Organization Head: Shawn Herrick

Agency/Organization CIO/IT Head: N/A

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- **Agency IT Challenges**
 - Limited IT Support
 - This is a single person agency. A budget for similar IT support to large agencies is not possible
 - Budget Constraints
 - Medium
- **Security defense and requirements**
 - Without an IT support staff, it is difficult to keep up on the latest in the cybersecurity realm
 - Security/Budget Constraints
 - High

2020 Update: Get a State of Kansas email address

BOARD OF INDIGENTS' DEFENSE SERVICES

Agency/Organization Head: Heather Cessna

Agency/Organization CIO/IT Head: Kim Mason, Assistant Director

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

▪ **Security Upgrade:**

- Description: Continue to enhance our security protocol by upgrading our Barracuda SPAM filter to a level that can handle e-mail encryption, upgrading Cisco firewalls, and installing additional walls and door security for seven offices.
- Desired Outcome: To provide the most advanced security/cybersecurity possible for the agency.

2020 Update: Partially on-track, we completed some of the security upgrades needed but fell short due to funding issues. Delayed, further progress has been delayed due to the approved funding for FY2021 being lapsed at the start of the new fiscal cycle.

▪ **Server Upgrade:**

- Description: Upgrade aging servers to accommodate newer technology that will support the current and future data processing and storage needs of the agency.
- Desired Outcome: To provide current reliable hardware to support the agency users' data.

2020 Update: Off-track, purchases were put on hold due to funding issues. This is another area where approved funding for FY2021 lapsed at the start of the new fiscal cycle.

▪ **Upgrade Bandwidth/Connectivity**

- Description: Upgrade bandwidth/connectivity to the best available for each outlying office.
- Desired Outcome: To provide reliable connectivity

2020 Update: Off-track, the cost of expanded bandwidth in the agency's 16 offices has proven to be cost prohibitive. To expand bandwidth to provide the best available connectivity to all our offices, we need ongoing additional funding as the costs are prohibitive and recurring.

- **Increased Security/Cybersecurity:**

- Description: Continue to enhance our security protocol by upgrading our Barracuda SPAM filter to a level that can handle e-mail encryption, upgrading Cisco firewalls, and installing additional walls and door security for seven offices.
- Desired Outcome: To provide the most advanced security/cybersecurity possible for the agency.

2020 Update: Partially on-track, we completed some of the security upgrades but fell short due to funding issues. Further progress has been delayed due to the approved funding for FY2021 being lapsed at the start of the new fiscal cycle.

- **Server and Bandwidth:**

- Description: Upgrade aging servers to accommodate newer technology that will support the current and future data processing and storage needs of the agency. And upgrade bandwidth/connectivity to the best available for each outlying office.
- Desired Outcome: To provide reliable connectivity to users with our datacenter and to enhance our backup procedures.

2020 Update: 2020 Update: Get a State of Kansas email address

2020 Basic Agency Information Updates

- Our current year budget is \$35,130,280 (FY2021)

2020 New IT Goals/Objectives

- Upgrade the stand-alone phone systems in several offices as they are antiquated and are no longer supported. This may prove to be cost prohibitive for our current budget levels and will likely be addressed in a budget request for FY2023.
- A small victory for our security protocol, we were able to get our Barracuda SPAM filter upgraded to a level that would handle email encryption. And in part thanks to Federal relief funding, we were able to procure laptop computers to support remote working for our offices; most of our staff members had desktop PCs rather than laptops. While the laptops were not part of our previous IT Plan, it was a very beneficial IT upgrade for our agency staff given the nature of how we all need to conduct business in the current pandemic environment.

CITIZENS' UTILITY RATEPAYER BOARD

Agency/Organization Head: David Nickel

Agency/Organization CIO/IT Head: N/A

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- The Kansas Corporation Commission (KCC) provides IT for the Citizens' Utility Ratepayer Board (CURB) pursuant to Kansas statutes (K.S.A. 66-1222, et seq.). Therefore, CURB does not have any IT goals independent of the KCC. All IT services provided to CURB by the KCC are satisfactory, thus CURB has no IT challenges, goals or objectives at this time.

KANSAS DENTAL BOARD

Agency/Organization Head: Lane Hemsley

Agency/Organization CIO/IT Head: Office of Information Technology supported agency

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- **Licensing Software:**
 - Description: Licensing software
 - Desired Outcome: Obtain licensing software to retire the existing Access database and deploy a new licensing software system for the agency and other similarly situated licensing agencies.

2020 Update: Off-track, licensing software is a long-range goal. The Board office will need additional assistance and resources to make this become reality.

2020 New IT Goals/Objectives

- Number of Employees and Annualized Attrition Rate: 3.0 FTE with one employee departing within the last 5 years (due to death).

KANSAS BEHAVIORAL SCIENCES REGULATORY BOARD

Agency/Organization Head: Max L. Foster Jr., Executive Director

Agency/Organization CIO/IT Head: Office of Information Technology supported agency

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- **See link above.**

2020 Complete Agency 3-Year IT Plan Updated

Basic Agency Information

- **Vision**

The Kansas Behavioral Sciences Regulatory Board will act in accordance with the statutes and regulations and will ensure that all standards are applied uniformly to all applicants and credentialed professionals. The Board and agency staff will act in accordance with the highest standards of ethics, accountability, efficiency and openness. In addition, we will also ensure that all regulated professionals and the public are treated in a respectful, helpful and nondiscriminatory manner.

- **Mission**

The agency's mission, as statutorily established by the Legislature through its enactment of K.S.A. 74-7501, which created the Kansas Behavioral Sciences Regulatory Board, is to protect the public's health, safety and welfare from unlawful or unprofessional practitioners who fall under the board's jurisdiction. To this end, the agency has defined the statutory credentialing qualifications by establishing, through rules and regulations, minimal educational and experiential requirements that applicants seeking credentialing in each of the regulated groups must satisfy before the board grants the applicable credential. Also, to this end, the board has defined statutorily prohibited conduct through rules and regulations and has defined those acts that constitute unprofessional or incompetent practice.

- **Total Budget**

- FY 2021: \$959,271
- FY 2022: \$959,145
- FY 2023 \$968,062

Goals & Objectives

▪ Licensing and License Renewal Program

- To timely and accurately issue and renew licenses to those meeting the required qualifications.
- To grant licensure to those applicants who demonstrate that they meet the statutorily established minimal levels of competence to provide mental health services to Kansas consumers.
- To promptly process biennial renewals and insure continued compliance with continuing education requirements by those practicing in this state.
- To meet statutory time limit in responding to open records requests and, when appropriate, to disseminate accurate information to all those who request such.
- To continue accuracy and promptness in providing reports and information disseminated by the Board.
- Develop and enhance internal and external relationships through effective communication with all stakeholders.
- Establish and maintain regulatory procedures and standards reflective of the developing and emerging professional practice trends within each regulated discipline.

▪ Investigation and Disciplinary Program Goal

- To provide public protection by ongoing evaluation and improvement of the disciplinary process of the Behavioral Sciences Regulatory Board.
- Maintain an average length of time from receipt of alleged violations to completion of investigations to 120 days.
- To take swift and decisive action when investigations reveal probable cause of conduct for which disciplinary measures are appropriate. To effectively enforce orders of the Board and to identify and prevent individuals from unlawful and unauthorized practice of professions regulated by the Board.

Agency Business Units

▪ Two agency subprograms

- Licensing / License renewal subprogram
- Investigation / Disciplinary subprogram

▪ Agency Funding Mechanism(s)

- Kansas Behavioral Sciences Regulatory Board Fee Fund

▪ Number of Employees

- 9 Full-time Staff

▪ Number of Kansas Citizen Customers

- 13,387 Current licensees as of July 1, 2020

Basic Agency IT Information

PLEASE NOTE: The Behavioral Sciences Regulatory Board does not have an IT program that is specifically related to agency activity. We are part of the OITS platform/network, and OITS provides all IT support on a “fee for service” basis.

- Budget: none, included in operations
- Number of Employees: 0

Agency IT Challenges

- Maintaining a state-of-the-art licensure database
- Our current licensing database was an Access database. It was almost 20 years old. In addition, by moving into the domain supported by OITS, the access database became very slow and, in some instances, not responsive. We have been told this is because Access is not compatible with internet friendly processes. On 8/28/20 we launched My License Office as the new licensing database. This new state of the art platform will increase staff efficiency.
- Technology Obsolescence
- Mission Critical
- As stated above, since we moved to the OITS supported platform, the performance of our Access database slowed tremendously. Queries that used to take a few seconds now take 10 minutes. This problem has been eliminated with the launch of the new database platform.

Agency IT Goals Productivity and Application Modernization.

- Increase staff efficiency in providing customer service by launching “My License Office”. This was completed on 8/28/20.
- Increase customer service to licensees.
- Utilize Desktop as a Service in replacement plan for current desktop computers
- Mandate cybersecurity training for all staff members

Agency IT Objectives

- Name: Replace current licensing database with a state-of-the-art licensure database
- Name of IT Goal or Agency Goal Supported:
 - Increase staff efficiency in providing service to customers by replacing an aging and obsolete licensure database.
- Budgeted: yes
- Start Date: Start of FY 2020
- End Date: 8/28/20
- Description:
 - Replaced Access database with My License Office (MLO) licensing software
- Desired Outcome:
 - Increased staff efficiency and greater customer satisfaction

KANSAS BOARD OF TECHNICAL PROFESSIONALS

Agency/Organization Head: Larry Karns

Agency/Organization CIO/IT Head: Office of Information Technology supported agency

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- **AS400 Removal and Scanning**
 - Description: Remove obsolete equipment and scan files.
 - Desired Outcome: Removal of unnecessary equipment; digitation of licensing and disciplinary complaint files.

2020 New IT Goals/Objectives

- Switch to on-line applications

KANSAS BOARD OF ACCOUNTANCY

Agency/Organization Head: Susan Somers, Executive Director

Agency/Organization CIO/IT Head: Office of Information Technology supported agency

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

We currently utilize OITS for our IT support; we have online renewal registrations provided through Kansas.gov. There are no plans to change our current policies and procedures. We intend to continue to use our Access Database with SQL server backup; continue to use desktop as a service through OITS; continue to provide online renewals through Kansas.gov.

2020 Agency Goals and/or Objectives Updates

No additions, changes or updates currently to the 2019-2021 EB 3-year IT Plan for Kansas Board of Accountancy.

KANSAS BOARD OF BARBERING

Agency/Organization Head: Victoria Rajewski, Chair, Cassiopeia Capps, Administrator

Agency/Organization CIO/IT Head: Office of Information Technology supported agency

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

Not received.

2020 Complete Agency 3-Year IT Plan Submission

Basic Agency Information

- **Vision:**

Throughout its long history the Kansas Board of Barbering has and will continue to act in accordance with the highest standards of ethics, accountability, efficiency, and openness. Members of the board and staff continue to affirm their interests in the barbering profession. They approach their activities with a sense of purpose and responsibility. The general public and the regulated community, i.e., barbers, barber instructors, barber shops, and barber colleges and their students, may be assured of a fair, balanced, and sensible approach to regulation.

- **Mission:**

The mission of the Kansas Board of Barbering is to protect the health and welfare of the consuming public through the enforcement of existing barber statutes and sanitary regulations established for the barbering profession; to ensure that only qualified and well trained barbers and barber instructors are licensed; to ensure that all shops and barber colleges are properly licensed for operation; and to provide information to barbers concerning all technical, medical, and scientific data which may enhance the protection of the public. In addition, the mission of this agency includes updating electronic files with academic test scores and updating the Kansas Board of Barbering Website and improving the online payment portal. This includes an electronic tablet for in-office website access to make online payments.

- **Total Budget:** \$141,042

- **Goals & Objectives:**

1. Protect the public health and safety by ensuring that all barbers, shop owners, barber colleges and students meet Kansas Department of Health and Environment standards.
2. Reduce the number of expired licenses by a minimum of 2% per year.
3. Improve barber licensure examinee success rate. As part of requesting an increase to fee caps, the board, and its administrator and staff plan a complete administrative cleanup of our statutes and regulations. We plan to add the three-year experience requirement for becoming an instructor, and to propose the addition of a chair lease license.

- **Agency Business Units:** 1660 Barbers, and 553 Shops
- **Agency Funding Mechanism(s):** Fee Funded
- **Number of Employees:** 3 Staff positions and 5 Board members
- **Number of Kansas Citizen Customers:** Unknown
- **Agency/Organization CIO/IT Head:** N/A, Support is handled by OITS

Basic Agency IT Information

- **Mission:**
The mission of Information Technology is to provide secure, cost effective, innovative solutions to the Kansas Board of Barbering so they can serve the citizens of Kansas.
- **Budget:** None
- **Number of Employees and Annualized Attrition Rate:** No IT-specific employees
- **Agency/Organization CIO/IT Head:** N/A, Support is handled by OITS

Agency IT Challenges

- **Name:** Lack of IT Budget
 - **Summary Statement:** The board has a limited budget for IT purposes. This includes any upgrades for hardware, new/updated software licensing, and infrastructure upgrades to keep agency secure as technology progresses.
 - **Category:** Budget Constraints
 - **Priority (High, Medium, Low):** High
 - **Detailed Description:** The board is running on antiquated devices (computers, monitors, printers, etc.) and an antiquated infrastructure for the devices. Due to a manual licensing process, licenses are still typed out on an electronic typewriter. Licensed software such as Adobe and Microsoft office suites are out-of-support or on the verge of out-of-support. KBOB is a critical risk for security vulnerabilities.

Agency IT Goals

- **Name:** Refresh of Equipment (Immediate goal)
 - **Category:** Hardware Infrastructure
 - **Start Date, End Date:** Start date January 2021- End date December 2021 (Pending Budget Approval)
 - **Description:** Workstations, Microsoft Office, Adobe and Antivirus software are updated to supported versions.
 - **Desired Outcome:** Being on supported hardware and software will provide the board with better security and make support by IT more manageable.
 - **Agency/Organization CIO/IT Head:** N/A. IT support is handled by OITS

- **Name:** Migration of KBOB into OITS Managed Environment (Long-Term Goal)
 - **Category:** Agency Infrastructure
 - **Start Date, End Date:** Start date September 2021- End date June 2022
 - **Description:** KBOB infrastructure is setup as a “workgroup”. Workgroups are limited in the way they can share data across multiple devices and are very hard to manage from an IT perspective.
 - **Desired Outcome:** By migrating KBOB into the OITS managed environment, KBOB’s Operating systems, Office Suite, Patch Management and Anti-Virus solution would be managed and updated by OITS. KBOB would also have the availability to work remotely if needed; something that is currently not available to their staff. This entire process will be more efficient for KBOB to perform their day to day tasks. This also allows their devices to be in a more secure infrastructure.
 - **Agency/Organization CIO/IT Head:** N/A. IT support is handled by OITS

Agency IT Objectives

- **Name:** Inventory of Agency Devices, software and processes
 - **Name of IT Goal or Agency Goal Supported:** Refresh of Equipment/Migration of KBOB to OITS managed environment
 - **Budgeted (Y/N), Budget (if available):** Yes (as contractual services not IT specific)
 - **Start Date, End Date:** Start 9/1/2020 – 9/3/2020
 - **Description:** OITS will document devices, software, and processes used to perform business functions. This will be used to determine and address immediate IT needs.
 - **Desired Outcome:** Full understanding of KBOB environment.
- **Name:** Upgrade workstations and Adobe software
 - **Name of IT Goal or Agency Goal Supported:** Refresh of Equipment
 - **Budgeted (Y/N), Budget (if available):** Yes (pending approval)
 - **Start Date, End Date:** TBD
 - **Description:** OITS will provide quotes of workstations currently provided under the Desktop as a Service program (DtaaS). They will also provide a quote for webcams and for updated Adobe licensing. KBOB would procure the devices, purchase software and OITS will update the workstations and software under an hourly basis if done outside of KBOB moving under the OITS managed environment. If the upgrade of devices and the software is done after KBOB is migrated to OITS managed environment, no additional setup cost would be accrued.
 - **Desired Outcome:** Devices are covered under supported technology and warrantied. Adobe software used is in supported state by Adobe.
- **Name:** Migration of KBOB infrastructure to OITS Managed Environment
 - **Name of IT Goal or Agency Goal Supported:** Migration to OITS managed environment
 - **Budgeted:** No (will be determined by OITS project estimates dollar amount)
 - **Start Date, End Date:** Start TBD
 - **Description:** OITS will migrate user accounts, devices and infrastructure to the OITS managed environment.
 - **Desired Outcome:** KBOB’s infrastructure would be a perpetually updated and managed state by OITS and allow for KBOB’s users to focus on their business processes and not IT needs.

KANSAS BOARD OF COSMETOLOGY

Agency/Organization Head: Laura Gloeckner, Executive Director

Agency/Organization CIO/IT Head: Office of Information Technology supported agency

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- To provide updated, secure, and consistent online resources for licensees and provide employees the resources needed to do their jobs in a fiscally responsible manner.

2020 Update: Off-track, licensing software is a long-range goal. The Board office will need additional assistance and resources to make this become reality.

- Set up an MOU with BOHA; Clarify MOU with BOHA for services plan and for current projects that need completed to ensure maximum results (Licensees demand IT services, but IT services cannot keep up with IT demand); Participate and engage with OITS regarding customer service and higher costs; Encourage IT security to drives costs down; Clarification on cost indices for budget purposes.

2020 Update: This objective was completed throughout the fiscal year based on the objective's many components. The MOU was updated Nov. 2019. Cost indices were updated prior to the FY21 budget submission. BOHA and OITS services have improved.

2020 Basic Agency Information Updates

- **FY21 Total Budget:** \$1,151,641.00

2020 Basic Agency IT Information Updates

FY21 budget for IT services is approximately \$37,000 for OITS and \$70,000 for BOHA services to host MyLicense Office (MLO), our licensing database. Our agency has 16 total employees and an attrition rate of approximately 6.6%

2020 New IT Challenges or Updates to Existing

IT challenges include the restriction of not being able to return leased equipment when necessary, phone solutions for teleworking, and configuration and development of specific modules in MLO and implementing necessary updates to MLO database. The FY21 cost for OITS decreased due to adjustments to the cost indices and services with OITS have improved. BOHA implemented the online renewal portal, and BOHA services have also improved.

2020 New IT Goals/Objectives

To complete updates to MLO database, eGov and verification (facility address search) as well as configure the Enforcement module in MLO.

KANSAS BOARD OF EXAMINERS IN OPTOMETRY

Agency/Organization Head: Jan Murray, Executive Officer

Agency/Organization CIO/IT Head: Office of Information Technology supported agency

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

▪ Online Applications

- Description: Having a licensing program that will enable new applicants to apply online and submit all requirements electronically
- Desired Outcomes: No paper application

2020 Update: Off-track, we have been running into issues with finding a suitable program. Delayed, finding a suitable / affordable / compatible program that will work with the Board's existing licensing database.

▪ Archive Paper Files

- Description: Digitizing all paper files and storing for State Archives
- Desired Outcomes: No paper files

2020 Update: On-track, licensing files have been scanned but not miscellaneous items in file cabinet. Boxing files for State Archives. With Covid-19 state travel restrictions, the board is unable to take boxes to State Archives.

▪ File Cleanup

- Description: Cleaning up digital files and moving to 0365
- Desired Outcomes: Cut costs for storage fees.

2020 Update: On-track, on going process. Will be sending electronic files to Archives.

▪ Plan and initiate going paperless

- Description: Accepting online applications and digitizing all paper files
- Desired Outcomes: No paper files

2020 Update: Off-track, until we can get an online licensing program, we will always have paper.

KANSAS BOARD OF EXAMINERS FOR HEARING AIDS

Agency/Organization Head: Zack Miller, Executive Director

Agency/Organization CIO/IT Head: N/A

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Basic Agency IT Information

- Budget: None, included in operations
- Number of Employees: 0, receives support from OITS on an hourly basis when issues arise

Agency IT Challenges

- **Lack of IT Support**
 - The agency is a single employee without any IT support. The only time IT support is provided is if something breaks and OITS is called in on an hourly basis to support.
 - Budget Constraints
 - Medium
- **Lack of Available Technology**
 - The agency still requires a paper process to renew licenses. This is arduous for a single employee to review paperwork and then maintain paper files for all licenses.
 - Budgetary Constraints
 - High

Agency IT Goals/Objectives

- Digitize Licensing Process
- Digitization/Online Service
- 2019-2023
- The agency still requires a paper process to renew licenses. This is arduous for a single employee to review paperwork and then maintain paper files for all licenses.
- This feature would allow for an online renewal process like other licenses in the state and provide easier access to public records and a searchable database of files. The agency could also decrease their physical footprint for file storage.
- Budget: None, included in operations
- Number of Employees: 0, receives support from OITS on an hourly basis when issues arise

KANSAS BOARD OF REGENTS

Agency/Organization Head: Gary E. Steed, Executive Director

Agency/Organization CIO/IT Head: N/A

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

▪ **Improve Security**

- Description: We will continuously reassess and improve our data security stance.
- Desired Outcomes: Provide greater security for our data and reduce risk of inappropriate disclosure.

2020 Update: On-track, protection of IT security will be an ongoing process.

▪ **Improve Availability**

- Description: To have the appropriate access to our data available always.
- Desired Outcomes: As close to 24/7 access to our data and systems as possible.

2020 Update: On-track, the agency has an effective record of system availability, but IT will always strive to minimize user outages.

▪ **Implement a central log management system**

- Description: In order to comply with ITEC policy 7230a and to improve our security stance, we will be assessing and implementing a central log management solution.
- Desired Outcomes: Gain insight into security events and have more proactive approach to discovering malicious activity.

2020 Update: Delayed, may be done by 12/31/20 but Covid-19 challenges may delay.

▪ **Implement a Web Application Firewall**

- Description: Our standard firewall blocks unwanted traffic to our network but must allow all https to our web server without any inspection (traffic is encrypted). The Web Application Firewall is a proxy between the server and user, and so can decrypt and inspect all traffic. It looks for and can block Cross Site Scripting attacks, SQL injection, Generic attacks, known exploits, inadvertent information disclosure, and is a valuable logging tool to view traffic and improve software code.
- Desired Outcomes: Gain insight into security events, block attacks on the application.

2020 Update: Completed 10/1/2019.

- **Improve disaster recovery time**

- Description: We will assess new tools and options to increase our recovery time in case of a disaster to our datacenter. This will likely include looking at cloud hybrid options and will likely have other impacts in areas like backup and networking.
- Desired Outcomes: Improve recovery time for a disaster in our data center to two days.

2020 Update: On-track.

- **Upgrade all Windows 2008/2008r2 servers**

- Description: Microsoft support for Windows 2008 and 2008r2 ends in January of 2020. We will upgrade all such servers to Windows 2012r2 or 2016.
- Desired Outcomes: Use Supported software

2020 Update: Completed 2/1/2020.

- **Adobe Acrobat Upgrade**

- Description: Our version of Acrobat Pro DC reaches end of support on 4/7/2020. We will assess option to either move to other software or upgrade to current version and decommission the current software before it reaches end of life.
- Desired Outcomes: Gain insight into security events and have more proactive approach to discovering malicious activity.

2020 Update: Completed 7/1/2020. Delayed, the upgrade was delayed due to Covid-19 and challenges with coordinating with the Regents universities, but it has been completed.

2020 New IT Goals/Objectives

Re-bid agency's phone contract, looking for more simplicity, and take advantage of VOIP applications with possible greater integration into MS Teams. Current contract expires mid- 2021.

BOARD OF TAX APPEALS

Agency/Organization Head: Ronald Mason

Agency/Organization CIO/IT Head: N/A

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- No additions, changes or updates currently to the 2019-2021 EB 3-year IT Plan for the Board of Tax Appeals.

KANSAS COMMISSION FOR PEACE OFFICERS STANDARDS & TRAINING

Agency/Organization Head: Gary E. Steed, Executive Director

Agency/Organization CIO/IT Head: N/A

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

No IT goals or objectives submitted.

2020 New IT Goals/Objectives

- Upgrade telephones to VOIP
- Purchased IAPro Software

KANSAS COMMISSION ON VETERANS AFFAIRS

Agency/Organization Head: Gregg Burden

Agency/Organization CIO/IT Head: Eric Rohleder

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- In cooperation with OITS, VoIP installation/implementation projects at the Kansas Veterans Home and Kansas Soldiers Home. The agency has no large IT goals planned.

2020 Update: Completed.

- Replace firewall appliances at Kansas Veterans Home and Kansas Nursing Home (as funding is available)

2020 Update: Completed firewall replacement project on 8/1/2020.

- Comply with all state requirements for cybersecurity.

2020 Update: Ongoing.

2020 Basic Agency Information Updates

- **Total Budget:** Base Budget \$27.2 M (All Funding Sources), SGF -- \$6.0 M, SIBF -- \$2.7 M

2020 New IT Goals/Objectives

- **Agency IT Goals** - Complete security camera project at Kansas Veterans Home and Kansas Soldiers Home.
- **As budget permits:**
 - Replace end of life switches at the Kansas Veterans Home and Kansas Soldiers Home.
 - Upgrade current fiber-optics at the Kansas Veterans Home and Kansas Soldiers Home.
 - Implement plan to update all user end point devices in all business units utilizing cascade development and replacement techniques.
 - Replace servers at the Kansas Veterans Home and Kansas Soldiers Home and Central Office.

KANSAS CORPORATION COMMISSION

Agency/Organization Head: Lynn Retz

Agency/Organization CIO/IT Head: Todd Reinert

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

▪ Document Management System

- Description: Implement agency wide document management system by the end of FY 2020.
 - Complete Utilities Division and Fiscal Section by the end of Fiscal Year 2020.
 - Develop plan to incorporate each Division and section in the agency by the end of FY 2020.
 - Complete the incorporation of all business units of the Commission by the end of FY 2022.

2020 Update: On-track, this project has been broken into multiple phases. The initial implementation and training phase have been completed. In the second phase, all the divisions across the agency will be migrated into the system. The second phase is progressing well.

▪ Docket System

- Description: Implement Docket system to replace the aging eStar system by the end of FY 2021
 - Convert eStar system into new system.
 - Import and integrate all eStar documents into the Document Management System Training

2020 Update: Delayed, this project is delayed in part due to the Covid19 impacts and forced us to change agency priorities.

▪ RBDMS Replacement

- Description: Replace current legacy RBDMS with system that utilizes current technology by the end of FY 2021.
 - Convert the legacy RBDMS into new system
 - Import and integrate all RBDMS documents into the document management system
 - Build workflows to/from the KOLAR system

2020 Update: Delayed – we are now in the process of doing an analysis of our options. This will be a multiyear project with cross-system and cross-agency impacts.

▪ Legacy Programs

- Description: Replace existing legacy programs with web-based application by the end of FY 2021.
 - Replace timesheets
 - Replace remaining legacy Oracle Forms and Report applications
 - Move standalone Access database in Conservation either into RBDMS or a true multi-user database available to staff
 - Abandon all use of Microsoft Access throughout the agency

2020 Update: Delayed, the agency is reevaluating how we conduct business and how that impacts current programs and applications. We will be spending several months addressing the need to migrate or replace legacy applications. Change in Priority, with the Covid19 conditions that presented during the past year, we have had to adjust the priority of the project.

▪ Succession Planning

- Description: Develop a succession plan for each position in the Information Technology section focusing on technology skills and coverage by the end of FY 2020
 - Detail job duties
 - Cross-training
 - Develop succession plan
 - Future iterations should incorporate multi-level coverage (not Employee A covers for employee B, but Employees A & C covers Employee B)

2020 Update: On-track – this planning is on-going.

▪ Training

- Description: Develop a training plan for IT staff to enhance skill levels and retain talented employees by the end of FY 2020

2020 Update: On-track – training is never ending, and we are constantly addressing these needs.

▪ Technology Refresh

- Description: Develop a detailed plan for a technology refresh of agency IT equipment or a path forward if the cloud is the chosen path by the end of FY 2021
 - Firewalls
 - Network Switches
 - SAN
 - Databases
 - VMWare
 - Desktop/Laptop
 - Communication/Office Suite

2020 Update: On-track – this is a continual process that is adjusting with the needs of the business environment.

2020 Updates to Agency and Leadership

- Susan K. Duffy, Chair
- Dwight D. Keen, Commissioner
- Andrew French, Commissioner

2020 Basic Agency IT Information Updates

- Number of Employees and Annualized Attrition Rate: 12 FTE, 2020 Attrition Rate (2/13 = 15.3%)

2020 New IT Challenges or Updates to Existing

During the past year we navigated the ongoing impacts of the Covid19 virus on our workforce and the agency is readdressing priorities of many goals and objectives. Agency staff have shifted between working in the office to work from home as conditions warrant. We are switching more staff to laptop computers to provide them greater flexibility in where they can perform their work. We are also making security changes to the IT infrastructure to keep protections in line with the changing work environment. These rapid technology adjustments create significant unplanned workloads and expenses for the agency.

KANSAS EMERGENCY MEDICAL SERVICES BOARD

Agency/Organization Head: Joseph House, Executive Director

Agency/Organization CIO/IT Head: James Kennedy

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

▪ **Public Portal Promotion**

- Description: We continue to look at ways to make our processes easier for our end users. We have changed internal process so that even paper forms are scanned and stored with the service or user profile. Our challenge is getting those users and services to use the Public Portal and online forms as designed. Adoption of electronic/computerized forms is our largest challenge with this goal.
- Desired Outcomes: 100% of our public is utilizing the online mechanisms we must submit applications and interact with our agency.

2020 Update: On-track, added more portal options for EMS Providers, Services, and Educational Institutions to update and maintain data and educational offerings. As time goes by, more EMS providers, services, and Educational institutions become more comfortable using online offerings. However, some are more comfortable with paper forms. Some forms/applications have not been adapted to the portal. More changes and/or software development may be needed. The board has begun discussions about enacting a regulatory requirement to utilize the online platform for all applications. There are approximately 10 forms remaining to be moved onto the online platform.

▪ **Data Quality**

- Description: We generally have data appropriately limited in access, both internally and externally. One concern we have is with the quality of the data we collect and share. Getting our end users (EMS providers and ambulance services) to maintain and report accurately is an ongoing struggle – even with things as easy as keeping contact information current.
- Desired Outcomes: Mechanisms are in place to improve the quality of the data being submitted through our electronic systems and that information being provided is consistently updated.

2020 Update: On-track, we continue to update questions and answers to improve data reliability.

▪ **Hardware/Software Updates**

- Description: We strive to ensure all devices are running up-to-date, supported operating systems and software. We have multiple devices (laptops, desktops, and servers) in various stages of readiness for deployment. We also have updates for deployment on audio/visual and backup products. Finally, we have a need to update our firewall.
- Desired Outcomes: All software and hardware have been updated and deployed.

2020 Update: Recast to June 30, 2021 for replacement of firewall. One device remains for deployment. All other tasks have been completed. Additionally, the plan includes a device replacement rotation. Due to a constant updating of devices pursuant to this replacement plan, we are considering making this an ongoing Goal. Updated Timeline - Changed end date to June 30, 2021 to accommodate the replacement of our firewall.

▪ **Application Update**

- Description: Our Licensure application needs to continue to evolve and improve. We have the capability of our licensure application communicating and linking with another enterprise solution within our office that would save our public users and our agency users a considerable amount of time if the linkage were established and functional. Our current licensure solution has not provided us the stability necessary to retire our legacy data system causing us to utilize this Informix SQL technology longer than we have expected.
- Desired Outcomes: Our Licensure application becomes a user friendly, easy to navigate system that our public has minimal concerns in navigating. Enterprise systems will communicate effectively and share the appropriate information with minimal to no user intervention. Stability in our licensure system increases and maintains that allows us to retire our legacy system after 31 years in production.

2020 Update: On-track, development/improvement of the Licensure system is an on-going process. Updated Timeline – changed end date to November 2021. A new contract was not finalized until late January 2020 and with the state shutdown secondary to the pandemic, this project was set aside to devote time and resources to aiding our local units of government.

▪ **Password Security**

- Description: System users passwords need to improve to reflect the challenges being posed within today's IT world. Most of our user passwords are too short and, in some cases, too simple.
- Desired Outcomes: Agency system users will have an industry defined strong password.

2020 Update: On-track, development/improvement of the Licensure system is an on-going process. Updated Timeline – changed end date to November 2021. A new contract was not finalized until late January 2020 and with the state shutdown secondary to the pandemic, this project was set aside to devote time and resources to aiding our local units of government.

- **KEMSIS Project Maintenance**

- Description: Maintenance of existing contracted solution. Currently the system is up for bid and the bids are within the technical proposal review process. Anticipated to award the contract in late October for a January 1, 2020 “go-live” date.
- Desired Outcomes: System remains compliant with the National EMS Information System (NEMSIS) and provides agency staff the platform necessary to perform daily business.

2020 Update: On-track, contract awarded in December 2019, finalized in late January 2020. This remains an ongoing objective.

- **PayIt – User Optimization**

- Description: Consultation and discussion with PayIt to look into utilizing their platform as a means to overlay our public portal system and provide for a more simple and efficient means for our public to communicate on licensing and certification items with our office.
- Desired Outcomes: A simple, easy-to-use public interface that assists with navigating applications.

2020 Update: On-track, recast to start January 2021 and end March 2021. Set aside due to other priorities. Delayed – due to other priorities related to the timing of awarding the contract for our licensing system. Updated Timeline - changed start date to January 2021 and end date to March 2021 for reasons noted.

- **Server Update and Relocation**

- Description: Configuration of the 1 server is completed and both servers are deployed into production. The servers are located in their new area which requires configuration of the firewall. OITS will be consulted on the process of reconfiguring the firewall in order for our servers to access through the existing KANWIN connection in our office.
- Desired Outcomes: Both servers are deployed into production and we are able to vacate the Landon State Office Building Data Center space.

2020 Update: Completed 11/6/2019.

- **Licensure/ePCR Connection**

- Description: Tables will be reconfigured for our ePCR system and our Licensure system to effectively transfer data between the two systems as designed. This involves a synchronizing of data across a minimum of 15 tables and the development and utilization of Universal IDs for each data value.
- Desired Outcomes: Information from our Licensure system will be fed automatically to our ePCR system without user involvement.

2020 Update: On-track – recast to start November 2020 and end July 2021. Delayed – due to the timing of the awarding of the contract and other priorities emerging, this project was delayed – start and end dates recast. Updated Timeline – changed start date to November 2020 and end date of July 2021 for reason noted.

- **Website Optimization**

- Description: Our agency website has become cluttered over the years and has become difficult to navigate, including the inability to utilize a standard search bar successfully. We hope to partner with marketing individuals to design our website in a fashion where it is easy to find the information the user is searching for while still providing the document server access that our public has come to enjoy being available. There are still areas of our website that need to be modernized in order to be completely accessible.
- Desired Outcomes: Our agency website is updated, user friendly, and assists in promoting the agency, the state, and the EMS industry effectively.

2020 Update: On-track – modernization is still needed. Site searchability has improved. Site is now HTTPS. Delayed – more changes needed to make the site more accessible to mobile devices not originally anticipated in the scope of this objective.

2020 Basic Agency IT Information Updates

- Added approved operating budget amount for FY2021 - \$2,607,784.

2020 New IT Challenges or Updates to Existing

- Operating System Updates - only 1 device remains needed to replace.
- Server Relocation and Deployment - completed on 11/6/2019.
- Other Software Updates - completed during FY2020.

2020 New IT Goals/Objectives

- **IT Security**

- Start Date: October 2020.
- End Date: Ongoing with an increased emphasis through June 2021.
- Description: Although this has been done regularly over the past several years, with the move towards an online user experience and remote teleworking, our agency has chosen to place an increased emphasis upon IT security and security awareness. We will be updating security policies, increasing access to IT security courses, and increasing internal audits related to personal information contained within our internal databases.
- Desired Outcomes: Agency staff will have a fundamental awareness of IT security and a complex ability to apply this awareness within the state government environment.

KANSAS HUMAN RIGHTS COMMISSION

Agency/Organization Head: Ruth Glover

Agency/Organization CIO/IT Head: N/A

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- No additions, changes or updates currently to the 2019-2021 EB 3-year IT Plan for Kansas Human Rights Commission.

KANSAS LOTTERY

Agency/Organization Head: Stephen Durrell, Executive Director

Agency/Organization CIO/IT Head: Darren Dreier

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- **Visualize Network**

2020 Update: On-track, having meeting with multiple vendors to verify that the work that is to be done is right for us and will accomplish the overall goal of the project. Virtualizing our network will allow the lottery to move our virtual environment from DC to another DC while not interrupting the current work environment and will bolster our business continuity plan. Also adds even more security to allow VM firewall rules in the virtual environment.

- **Visualize Desktops**

2020 Update: On-track, having meeting with multiple vendors to verify that the work that is to be done is right for us and will accomplish the overall goal of the project. Implementing virtual desktops will allow the lottery to have our employees' desktops saved to the network and then accessible when needed away from work or when there is a disaster. This also allows us to have our people up and working faster in a disaster to allow for a quick return of our services to the State of Kansas.

- **Upgrade Servers**

2020 Update: On-track, upgrading of servers is an ongoing task to keep the lottery IT secure and up to date.

- **Plan and Initiate Going Paperless**

2020 Update: Off-track – OITS has installed access points and we are working on configuration for authentication into the wireless networks.

2020 Basic Agency Information Updates

Vision and Mission statement: The vision of the Lottery is to be proactive in the industry, to maintain public confidence in all lottery products, and to provide services that meet or exceed the expectations of the Kansas citizenry. The mission of the Kansas Lottery is to produce the greatest amount of revenue possible for the State of Kansas while ensuring the integrity of all games.

2020 New IT Challenges or Updates to Existing

- OITS delays created by limited KISO staffing

2020 New IT Goals/Objectives

- **Application Development Projects:** We have multiple in house application development projects that are geared toward creating an application that meets the needs of a central task that is needed to comply with audit findings.

KANSAS PUBLIC EMPLOYEES RETIREMENT SYSTEM (KPERS)

Agency/Organization Head: Alan Conroy

Agency/Organization CIO/IT Head: John Cahill

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- **Application Modernization:**

- KPERS is actively engaged in an internal project to rewrite our Member Web Portal on a non-proprietary platform. This modernization includes functionality, security and will include responsive design technology. Start Date 7/19, End Date 6/2.
- KPERS is currently engaged in an internal project to rewrite our public facing retirement calculation applications on a non-proprietary platform. This modernization includes functionality, security and will include responsive design technology. Start Date 7/19, End Date 6/20.

2020 Update: Off-track, both projects for the Member Web Portal and public facing retirement calculation were never started. Will be revisited during Modernization. Cancelled – the scope of work for the MWP was not appropriate for the fixes needed and was cancelled. The work for the Calculation application was cancelled as well.

- **Digitization/Online Services**

- KPERS is actively engaged in a project to create a mobile application to support new members to the KPERS system. This project is expected to improve communication and education for new members. This project may grow to include other targeted KPERS audiences. Start Date 8/6, End Date 3/20.
- Cloud-based call center. KPERS has begun a project with Amazon Connect to replace the antiquated Dept. of Administration call center. Increased functionality, improved support and disaster recovery capabilities are the drivers. Start Date 9/19, End Date 6/20.
- KPERS is engaged in research to procure print and mailing services. The goal is to find cost effective, professional print and mail services. Reducing manual processes related to these services. Start Date 8/19, End Date 1/20.

2020 Update: Cancelled, the mobile application project cancelled and will be revisited during modernization. They will need to be performed at a later date when the PAS is modernized and can handle this type of application.

- **Enterprise Applications**

- KPERS is actively engaged in a data management/reporting project. We are building data driven processes to replace code driven processes. We are building database redundancy, implementing improved data management processes, data warehousing and reporting capabilities. Start Date 7/19, End Date 7/22.
- Procurement/migration to new Pension Administration System. Project will follow the business process documentation project with the goal of having a modern consolidated system to support KPERS and its activities. Start Date 1/21. End Date 1/26.

2020 Update: Delayed, the process of database improvements has not begun, however; the process of looking at modernization of the current PAS has begun. It was delayed over a year. We have begun the process of documenting the KITS system databases and look to have that completed by the end of October.

- **Infrastructure - Cloud Based Data Center:** KPERS is reviewing options to move to a cloud-based data center. The project's goal is to identify a cloud tenant to meet the high level of security and functionality required. We are reviewing PAAS and SAAS opportunities. The goals include consolidation of a number of security products and cloud-based disaster recovery services. Start Date 8/20, End Date 6/21.

2020 Update: On-track – the assessment was completed in June 2020. At my direction, we will be creating a plan to put our DR backup infrastructure into the cloud and begin testing in October of 2020. Next step will be to select a cloud vendor.

- **Security:** KPERS is engaged with several vendors in the identity verification space. The focus will be to provide additional security and fraud protection for our pension system and its members while using our online systems. Start Date 5/19, End Date 3/20.

2020 Update: Completed August 2020. Implemented Lexus/Nexus Threat Matrix into our UAT environment to add another security layer for our members and to validate log on and password reset processes. We are getting ready to move in to the “watch mode” in production by September 2021.

- **Data Governance:** KPERS will review and create a more formal Data Governance program to address KPERS data. Start Date 11/19, End Date 6/20 Goals include:
 - Achieve consistency in collecting and reporting data.
 - Achieve high quality data in our collection, analysis, and reporting.
 - Ensure policies and processes for adequate security and protection of data.
 - Data and employee classifications
 - Ensure transparency in our data processes.
 - Respond in a timely manner to issues involving data

2020 Update: Off-track – there has been some draft documentation created but no formal adoption by the organization. It has been highlighted in our Business Assessment and look for it to be prioritized for modernization - not started.

- **Business Process definition:** The goal of this project is to define and document current business processes to allow KPERS to create an RFP for a modern Pension Administration system. The project will include defining system current and future platform components, communications requirements, business intelligence, business process management (BPM), system and data migration services, security requirements and project timelines. Start Date 7/20, End Date 1/21

2020 Update: Delayed – the process has not begun. Our Business Assessment has begun, and this will be prioritized as we move forward with the future roadmap – not started.

2020 Updates to Agency and Leadership

- CIO - John Cahill (Hired May 4, 2020)

2020 New IT Challenges or Updates to Existing

We are still facing issues with our current KITS system which is proprietary and requires significant vendor intervention to fix issues. We are rebuilding our application development team to augment the numerous issues with the system and to gain the necessary knowledge of the KTIS system. We have over 300 PIRS that require attention. We are working on a roadmap for modernization. We have several issues with the current phone system that we are currently working with OITS to resolve.

2020 New IT Goals/Objectives

- **Modernization:** Completing the business assessment and selecting the future roadmap to either fix and upgrade the Pension administration system or move to a new platform altogether. This process will include documenting all business process, defining current state, gap analysis, Communication requirements, Business Intelligence, BPM, Data migration and security requirements.
- **Application Modernization** - we will begin work to rewrite the Member Web Portal. Application Modernization - rewrite new calculation functionality including responsive design, functionality and security. Enterprise Applications - continue the work of Data reporting and begin the process of implementing a data warehouse and BI tools. Infrastructure - work with OITS to implement many new features, including softphones and other features currently not available. Infrastructure - Move to cloud-based Data Center, will continue to test capabilities in the cloud. Security - complete a full security assessment and work to shore up our security posture both internally and externally.

KANSAS RACING AND GAMING COMMISSION

Agency/Organization Head: Donald Brownlee, Executive Director

Agency/Organization CIO/IT Head: Dennis Bachman

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- Initially not submitted in 2019

Basic Agency Information

- **Philosophy:**

The KRGC approaches its duties with a dedicated sense of purpose and responsibility in service to the public in order to maintain the integrity of gaming, to ensure accountability and compliance with gaming regulations, to educate the public concerning illegal and unregulated gaming operations, to educate operators and the public about responsible gambling practices, and to protect the health, safety and welfare of animals racing at licensed Kansas racetracks.

- **Key Goals:**

- Number of background investigations completed (individual & corporate)
- Percentage of employee licenses denied by the Commission
- Number of initial EGM inspections/certifications
- Number of Criminal Case Reports
- Illegal gaming machines seized (# does not include components, prizes and other related items seized)
- Illegal gambling complaints received
- Local criminal prosecutions initiated with KRGC assistance (Includes prosecutions where KRGC was appointed special counsel to prosecute as well as those where KRGC provided education, guidance, technical expertise, etc. to county or district attorneys that resulted in initiation of prosecutions.)
- Number of VEP enrollees granted access to lottery gaming facility
- Number of new Voluntary Exclusion Program enrollments: 55300
- All funding for KRGC is generated through special revenue funds. All KRGC expenses are funded by the regulated community (four State-owned casinos and licensed vendors). No State general funds are expended by KRGC.
- Number of Employees KRGC has 86.5 FTE budgeted
- Number of Kansas Citizen Customers 2.913 million
- Director of IT: Dennis Bachman

- **Vision:**

To be compliant with the Cybersecurity laws and provide the safest possible I.T. environment with courteous, prompt service for an Information technology system with confidentiality, integrity, and availability meeting the agency 24/7 needs to ensure top integrity performance to the casinos, agents and staff.

- **Mission:**

Provide the Kansas Racing and Gaming Commission with state standards compliant, timely, reliable, cost-effective and secure information technology solutions with support the agency's mission and enable its core regulatory and administrative processes.

The KRGC's primary mission is to ensure that gambling at facilities with state-owned casino games and pari-mutuel racetrack gambling is conducted with integrity. As a regulatory agency, our chief mission is to seek compliance. As a law enforcement agency, our charge is to educate the public about illegal gambling and to coordinate state agency and local law enforcement efforts to combat illegal gambling in Kansas. At the present time, all pari-mutuel licenses for horse and dog racing in Kansas have either lapsed or been revoked. No pari-mutuel racing has been conducted in Kansas since 2009. The KRGC currently regulates Boot Hill Casino and Resort in Dodge City, the Kansas Star Casino in Mulvane and the Hollywood Casino at the Kansas Speedway in Kansas City. The Kansas Crossing Casino in Pittsburg, Kansas opened in April 2017.

- **Budget:** None

- **Number of Employees and Annualized Attrition Rate:** 81

- **Agency/Organization CIO/IT Head:** Dennis E. Bachman, Director of IT and Cyber-Security

Agency IT Goals:

- **CYBER-SECURITY**

- Category (Security)
- 02/2020, Ongoing
- New Cyber-Security Plan
- Desired Outcome: To be compliant with the new law, ITEC, and to provide most secure ongoing security plan with annual tabletop reviews, drills, and training exercises.

Agency IT Objectives:

- **DESKTOP DEPLOYMENT 1** to include purchase of up to date office production software (2016 & 2019)
 - Budgeted: Yes
 - Start Date, End Date: 8/2020 TO 12/2020
 - Description: Ensure strong security measures and keep all production hardware and software under warranty with valid licenses.
 - Desired Outcome: To prevent unwanted dissemination of agency information and to be compliant across the entire infrastructure.
- **Move of Servers**
 - Budgeted: Yes
 - Start Date, End Date: 2/2020 TO 10/2020
 - Description: Moving agency file and exchange server from remote location to the office.
 - Desired Outcome: Allows immediate access, eases of maintenance by small staff, reduce costs for storage.
- **SERVE-U Secure FTP system**
 - Budgeted: Yes
 - Start Date, End Date: 8/2020 TO 12/2020
 - Description: Ensure strong security measures and provide method to transfer large files to and from the agency while encrypted.
 - Desired Outcome: To prevent unwanted dissemination of agency information and to be compliant across the entire infrastructure.

KANSAS REAL ESTATE APPRAISAL BOARD

Agency/Organization Head: Sally Pritchett

Agency/Organization CIO/IT Head: Sally Pritchett and Carroll Pessagno

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- Contract with a service to scan all documents and store to cloud.

2020 Update: No additions, changes or updates currently to the 2019-2021 EB 3-year IT Plan for Kansas Real Estate Appraisal Board.

2019-2021 Agency IT Goals and/or Objectives

- Still the major issue is trying to upgrade our current Access database.

KANSAS REAL ESTATE COMMISSION

Agency/Organization Head: Erik Wisner

Agency/Organization CIO/IT Head: Office of Information Technology supported agency

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- **Offer online licensing services 24/7**

- Description: KREC offers the ability for licensees to renew and change demographic information via online portal. In Fall 2019, licensees will be able to change their affiliation (activate/reactivate etc.) license.
- Desired Outcomes: The last piece will be automating initial license application process. Limiting factor currently is the KBI fingerprinting process and ability for that information to automatically upload into our system.

2020 Update: On-track – KREC currently offers the ability for licensees to renew, change affiliation status (activate/reactivate etc.) and demographic information via on-line portal. Limiting factor currently is the KBI fingerprinting process and ability for that information to automatically upload into our system. Change in Description - the last piece will be automating initial license application process. See KBI issue. Everything else should be ready by summer of 2021.

- **Automated Case Management System**

- Description: KREC would like to create an automated case management system for tracking pending investigations.
- Desired Outcomes: System will automatically create ticket when information is entered and allow for effective tracking of ticket until investigation completed.

2020 Update: Off-track – KREC would like to create an automated case management system for tracking pending investigations. Alternative cost- effective solution outside of current access DB.

- **KREC Project Manager**

- Description: KREC promoted an employee to serve as the liaison between the commission and all vendors related to new IT licensing services.
- Desired Outcomes: Effective management of IT licensing services.

2020 Update: Complete.

2020 New IT Challenges or Updates to Existing

- Consistent Increase in OITS user fees.
- Need to add soft phone solution to allow agency to answer calls outside of physical office.

2020 New IT Goals/Objectives

- Upgrading technology so all staff can work remotely if needed. Need phone solution.

Budget Narrative

Narrative Information for Biennial Agencies---DA 400

Division of the Budget
State of Kansas

Agency: Kansas Real Estate Commission
Agency No.: 549

DATE, 2020

Larry L. Campbell, Chief Budget Officer
Division of the Budget
Landon State Office Building, Suite 504
900 SW Jackson
Topeka, Kansas 66612

Mr. Campbell:

Enclosed is the budget request for the Kansas Real Estate Commission for FY 21 through 23. The request includes two enhancements and the creation of an additional fund for litigation expenses.

If you have any questions or need additional information concerning the budget document, do not hesitate to contact me.

Sincerely,



Erik Wisner
Executive Director
For the Kansas Real Estate Commission

Narrative Information for Biennial Agencies---DA 400

Division of the Budget
State of Kansas

Agency: Kansas Real Estate Commission
Agency No.: 549

MISSION:

To protect the public interest in the selling, purchasing and leasing of real estate and developing responsive policies and procedures which are customer service focused and not unduly burdensome to regulated real estate licensees.

STATUTORY HISTORY:

The Kansas Real Estate Commission operates under the authority granted by K.S.A. 74-4201 et seq. K.S.A. 58-3034 et seq. prescribes licensing standards for real estate brokers and salespersons. K.S.A. 58-30,101 et seq. governs brokerage relationships between real estate salespersons, brokers, and their clients and customers.

The Kansas Real Estate Commission administers a program of licensure, education, and compliance relating to the transacting of real estate by salespersons and brokers in Kansas. The commission is composed of five members appointed by the Governor for staggered four-year terms. One member is appointed from each congressional district and one member from the state at large. At least three members shall have been real estate brokers for at least five years and at least one member shall have never been a real estate broker.

AGENCY-WIDE OVERVIEW:**Current year:**

In FY 17, the commission made significant preparations and expenditures for relocating our office in downtown Topeka. The commission downsized our office foot print from over 4700 sq. Ft to approximately 3500 sq. ft. The commission anticipates annual rent savings of \$10,000. In FY 18, the commission deployed a new licensing system to allow licensees to maintain their license through a web-based application. The 2019 Legislature passed SB 60 which increased broker pre-license education hours from 24 to at least 60 and reduced the look back period for real estate transaction experience from two out of the last five years to two out of the last three years. In FY 20, an enhancement to the licensing system will allow licensees and brokerages to change their company affiliations through the application.

Budget Years—Allocated Resource Budget:

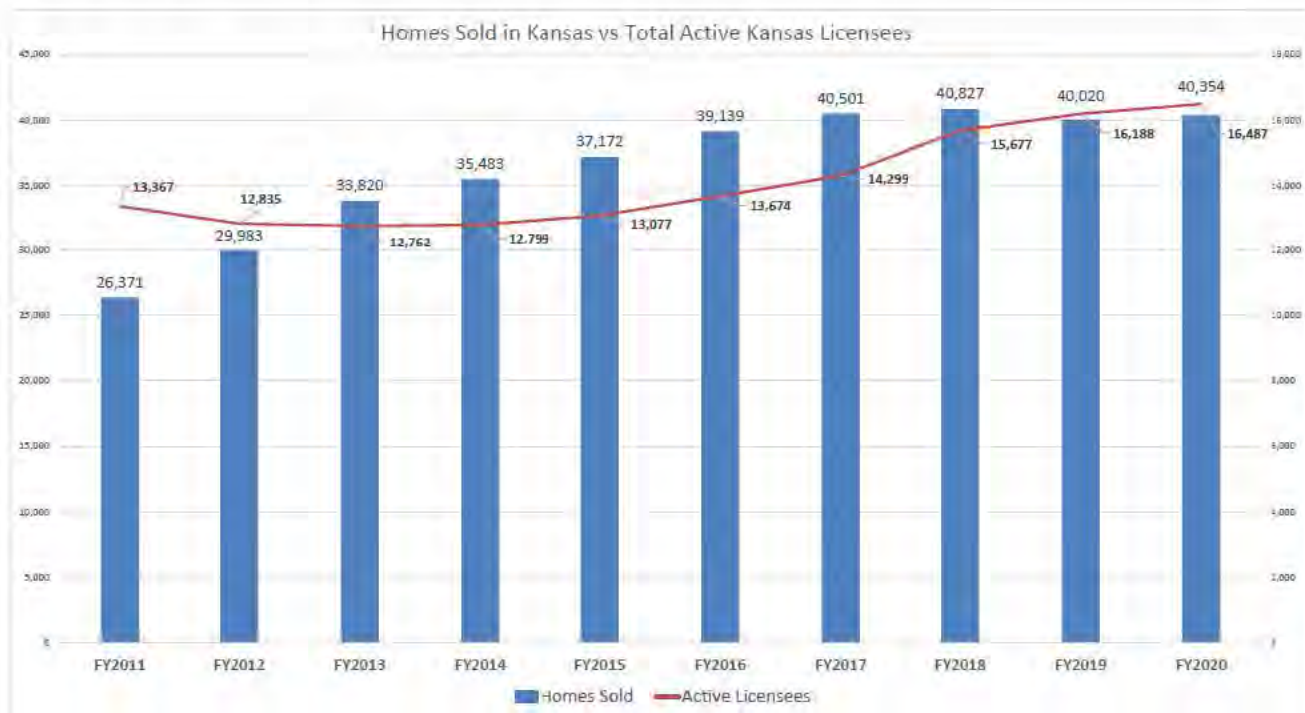
In FY 21, the commission hopes to have fully automated the original license application by incorporating background check information obtained from the KBI when they implement the electronic collection of fingerprints.

Narrative Information for Biennial Agencies---DA 400

Division of the Budget
State of Kansas

Agency: Kansas Real Estate Commission
Agency No.: 549

The commission experienced significant growth in licensee numbers from FY 15-FY 19. The table below compares Kansas home sales to fiscal year end licensee count. The commission usually sees about an 18 to 24-month lag in licensee count syncing with market conditions. Based on the flat sales amounts beginning in FY 18 and the slight decrease in FY 19, the commission projects a slight increase in licensee count in FY 20 and a minor decrease in licensee count in FY 21.



Narrative Information for Biennial Agencies---DA 400

Division of the Budget
State of Kansas

Agency: Kansas Real Estate Commission
Agency No.: 549

Actual Position Data:

The commission has 11.8 FTE unclassified regular permanent positions. The commission recruits and retains high quality staff members by allowing flexible work schedules and providing the opportunity to work from home.

Position	FTE Count	Main Office	Home Office
Executive Director	1	1	0
Licensing and Education Director	1	1	0
Licensing Specialists	2	2	0
Education Specialist	.9	0	1
Compliance Director	1	1	0
Real Estate Specialists	4.8	2	3
Legal Assistant	1	1	0
Total	11.8	8	4

Replace with org chart. Include FTE count and location.

Narrative Information for Biennial Agencies---DA 400

Division of the Budget
State of Kansas

Agency: Kansas Real Estate Commission
Agency No.: 549

OBJECTIVES:

To protect the public interest by:

1. Licensing only those individuals who have successfully completed all pre-licensing and continuing education requirements required by Kansas law;
2. Increasing consumers' and licensees' knowledge of Kansas real estate practice law through education and outreach;
3. Regulating real estate licensed activities to require compliance with commission statutes and regulations.

Strategies for Objective #1:

- Thoroughly review applications for licensure to ensure they meet statutory requirements.
- Contract with a reliable third-party testing service to develop and administer pre-licensure examinations.
- Renew only real estate salesperson and broker licenses meeting mandatory continuing education requirements.
- Provide more online services to licensees including license transfers, change of company affiliation and demographic data.

<u>Output Measures:</u>	FY 19 Actual	FY 20 Actual	FY 21 Estimate	FY 22 Estimate	FY 23 Estimate
Total number of active Real Estate Licenses	16188	16498	16700	16700	16700
Total number of original Real Estate Licenses issued	1803	1661	1800	1575	1500
Total number of applicants taking Kansas licensing examination	3155	2651	3000	2600	2300
Percent of candidates for salespersons' examination eligible for licensure	63%	66%	67%	68%	69%
Percent of candidates for brokers' license examination eligible for licensure	66%	70%	71%	72%	73%
Number of completed real estate applications denied	18	42	35	34	33
Number of hearings requested because of denials of original applications for licensure	11	25	22	21	20
Average regulatory cost per real estate license*	\$78.53	\$75.94	\$78.63	\$79.17	\$79.82
Percent of licenses that take more than one business day to be issued	1%	1%	1%	1%	1%
Percentage of licenses renewed online	91%	94%	95%	96%	96%
Percentage of licensees who use online system to make license changes	84%	87%	91%	93%	95%

* Calculated using total number of active real estate licensees divided by total expenditures in each fiscal year.

Narrative Information for Biennial Agencies---DA 400

Division of the Budget
State of Kansas

Agency: Kansas Real Estate Commission
Agency No.: 549

Strategies for Objective #2:

- Ensure education course outlines submitted for approval meet the objectives of pre-licensing and continuing education.
- Monitor education courses to ensure education provided by instructors match approved outlines.
- Facilitate meetings with schools and staff members to identify common violations of the license law, and brokerage relationships law, and new topics that should be taught to licensees.

Output Measures:	FY 19 Actual	FY 20 Actual	FY 21 Estimate	FY 22 Estimate	FY 23 Estimate
Number of salesperson pre-license courses approved	20	24	26	28	30
Number of schools providing continuing education	51	55	57	59	60

Strategies for Objective #3:

- Review trust account records and transaction files of real estate brokers to ensure licensees' compliance with the license law and the Brokerage Relationships in Real Estate Transactions Act.
- Respond promptly to inquiries and complaints made by consumers and licensees.
- Respond promptly with disciplinary action against licensees who violate Kansas real estate practice laws and regulations.

Output Measures:	FY 19 Actual	FY 20 Actual	FY 21 Estimate	FY 22 Estimate	FY 23 Estimate
Number of complaints logged	248	252	260	265	260
Percent of closed complaints resulting in disciplinary action*	25%	12%	18%	25%	20%
Number of compliance reviews performed	397	281	300	350	350
Percent of companies found with violations because of compliance reviews	75%	73%	70%	65%	65%
Number of transactions of companies that had compliance reviews	40,616	12,839	20,000	30,000	30,000
Percent of licensees who consent to electronic service of disciplinary action	N/A	55%	76%	82%	87%

* Represents only those cases closed during the fiscal year. Cases may carry-over into the next fiscal year before they close. If disciplinary action is recommended, the agency order may not be drafted yet, the licensee may have accepted the agency order imposing disciplinary action or the licensee may have requested a hearing on the discipline imposed.

Narrative Information for Biennial Agencies---DA 400

Division of the Budget
State of Kansas

Agency: Kansas Real Estate Commission
Agency No.: 549

EXPENDITURE JUSTIFICATION BY OBJECT CODES:**Object Code 100: Salaries and Wages**

The commission has 11.7 funded FTE Unclassified positions. Since FY 19, the commission has shifted some funding for the education specialist position from the real estate fee fund to the recovery revolving fund. This is necessary due to an increase in schools providing continuing education and the need to effectively monitor these new courses. Monitoring education courses is an allowable expense from the recovery revolving fund. FY 21 includes a technical shrinkage adjustment to account for the Legislature not carrying over the FY 20 pay plan expenditure authority into FY 21.

FY 2021: \$812,711

FY 2022:

FY 2023:

Object Codes 200: Contractual Services

Major expenditures in this category are for building rent, charges paid to the KBI for licensee background checks and information technology services provided by contract vendors, OITS and the Board of Healing Arts.

FY 2021: \$507,764

FY 2022:

FY 2023:

Object Code 300 Commodities:

Major expenditures in this category are for motor vehicle fuel and office supplies.

FY 2021: \$3,625

FY 2022:

FY 2023:

Narrative Information for Biennial Agencies---DA 400

Division of the Budget
State of Kansas

Agency: Kansas Real Estate Commission
Agency No.: 549

Object Codes 400: Capital Outlay:

The major expenditure in this category is IT equipment including monitors and docking stations for leased laptop computers.

FY 2021: \$2,336

FY 2022:

FY 2023:

Explanation of Receipt Estimates---DA 405

Division of the Budget
State of Kansas

Agency: Kansas Real Estate Commission
Agency No.: 549

2721 Real Estate Fee Fund

The Real Estate Fee Fund is the primary receipting and expenditure fund of the commission. The fund is where all license, application and other fees are deposited. This fund is cyclical with the economy and housing market as licensees enter and exit the real estate business. The current two-year license fee for a salesperson is \$125 and a broker is \$175. The increase in revenues in FY 18 is due to the repayment of funds swept in 2009. This was authorized by the Legislature in 2017. The reduction in estimated revenue collection for FY 20 and 21 is related to a reduction in application and licensee fees based on a decrease in home sale estimates.

FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
\$1,102,512	\$1,409,866	\$1,220,987	\$1,175,900	\$1,122,500

2722 Background Investigation Fee Fund

Each individual applying for a new license after July 1, 2007 is required to be fingerprinted and submit to a criminal history record check through the KBI/FBI. The KBI/FBI criminal history check fee is currently \$60. The fee is used to pay for the cost of the criminal history check, participation in the KBI Rapback Program and the commission's administrative costs. The KBI Rapback Program provides an update regarding new criminal arrests and dispositions for any licensees who have been fingerprinted. The 2009 Legislature approved the creation of a no-limit fund for the KBI/FBI background checks.

FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
\$125,755	\$127,479	\$123,786	\$125,000	\$122,500

7368 Real Estate Revolving Recovery Fund

The Revolving Recovery Fund is funded by the transfer of earnest money deposited in a broker's trust account for more than five years that can't be returned to the rightful owner and by interest earned on the monies in the fund. Usually, the rightful owner either cannot be found or a dispute regarding the earnest money existed between the buyer and seller and was not resolved through a release or court order. If a court finds the consumer was injured because of a licensee's violation of certain provisions of Kansas law, the court can order a claim to be paid from the fund. The commission is authorized to use any amount in the fund that exceeds \$250,000 for educational and consumer outreach purposes. The increase in revenue in FY 19 is due to a payment of \$67,000 in August 2018 from a large brokerage who is closing an old trust account.

FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
\$22,397	\$20,012	\$81,329	\$16,500	\$16,500

KANSAS STATE BOARD OF HEALING ARTS

Agency/Organization Head: Tucker Poling

Agency/Organization CIO/IT Head: Todd Standeford

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- **Keep Agency system current provide enhancements as necessary to support business functions.**
 - Description: Coordination with the other agencies is necessary since appropriate testing must be performed by each agency for each upgrade. In addition, a familiarity with each agency's business processes is essential. All of this takes time and dedication by IT staff as well as the respective agency staff members. And the technology keeps changing. As new features and functions are added to the product, the users envision more and better ways to utilize the system. That then involves more IT staff time for design and configuration.
 - Desired Outcomes: Have a platform that facilitates efficient and effective licensing and regulatory functions in a secure manner.
- **IT Security Posture**
 - Description: Explore options for employing either on in person security professional or a service, possibly from the KISO, to provide these needed functions.
 - Desired Outcomes: Maintain the security of our systems and the data that they contain.
- **Keep Agency system current provide enhancements as necessary to support business functions.**
 - Description:
 - Receive, test, and implement upgrades when they become available.
 - Provide IT dedicated staff with current training on systems and security.
 - Provide training to staff on systems and security.
 - Provide opportunities for staff to be exposed to new system functionality and features.

2020 Updates to Agency and Leadership

- Agency Head: Tucker Poling, tucker.poling@ks.gov

2020 New IT Goals/Objectives

- In FY 2023, our 2 SANs will be reaching end of life. We will be looking at a project to replace both units and the virtual hosts that work with them to provide our infrastructure. This project will be somewhere in the range of \$300,000.00. The objective will be to acquire the necessary hardware and convert all agency data onto the new equipment.

KANSAS STATE BOARD OF MORTUARY ARTS

Agency/Organization Head: John W. Carey III, Executive Secretary

Agency/Organization CIO/IT Head: N/A

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- N/A

2020 Updates to Agency and Leadership

- Executive Secretary Mack Smith, retired September 4, 2020. John W. Carey III is now the current Executive Secretary.

2020 Basic Agency Information Updates

- John W. Carey III email, jw.carey@ks.gov

KANSAS STATE BOARD OF NURSING

Agency/Organization Head: Carol Moreland, MSN, RN, CPM

Agency/Organization CIO/IT Head: Adrian Guerrero

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- **Retain independent status of the Board of Nursing.**

2020 Update: On-track, continue to monitor legislation, submit data to our national organization, NCSBN for Commitment to Ongoing Regulatory Excellence (CORE) reports, monitor performance indicators for agency, educate regarding performance of agency and dashboard regarding agency performance.

- **Monitor fiscal impact of NLC implementation.**

2020 Update: On-track, monitor licensing statistics and agency budget via monthly agency fiscal reports and report to Finance Committee and Board members quarterly.

- **Maintaining a superior information technology infrastructure.**

2020 Update: On-track, identify and replace equipment that needs updated, review and evaluate new or existing technology and how to improve or incorporate into KSBN, establish new production data center and off site data center, be proactive with state IT reorganizations and explore new ways to present information on website (instructional videos). Updated Budget – COVID-19 has necessitated the need for the majority of the staff to telework. Secured additional laptops and extra monitors needed by staff to telework effectively in FY 20 budget. Included in FY 22 budget request funds to update the equipment in our data center to support the infrastructure of the agency.

- **Maintain centralized repository to locate status of investigative and discipline cases.**

2020 Update: On-track, Develop and maintain a uniform database to monitor status of investigative and discipline cases. Train staff and monitor usage. Updated Budget: Funds to utilize the Enforcement Module of My License Office were included in FY 22 budget request.

- **Maintain and upgrade the electronic storage of agency records.**

2020 Update: On-track, review and revise agency record retention schedule, review position descriptions to include imaging of agency records. Track agency records that are imaged. Change in Priority – revision of Investigative Files retention schedule was presented at the June 2020 Investigative Committee. When approved, the revision of the retention schedule will go to the State Record Committee. Secured funding from the state “Kansas Digital Imaging Program Fund” via the 2015 Kansas Legislature House Sub. for Senate Bill 112, which assists state agencies in digital document imaging projects. The project will assist KSBN in converting paper-to-digital in Investigative and Licensing records.

- **Monitor funding for K-Tracs.**

2020 Update: On-track, monitor legislative funding for K-Tracs, track impact of increased fee fund transfer for K-Tracs, participate in generating funding solutions. Updated Budget – continue to provide feedback regarding fiscal impact of K-TRACS on agency budget. Agency representation at K-TRACS status updated meetings in August 2020. Monitor progress at the KS Board of Pharmacy, who manages the K-TRACS System and participate in fiscal review meetings.

- **Develop succession plans for key board members and agency staff; Recruit develop & retain qualified staff.**

2020 Update: On-track, evaluate agency structure, identify key board members and agency staff and develop succession plans for the transfer of institutional knowledge. Monitor open positions, reasons for existing staff leaving agency, explore pay plan options, optimize orientation for new staff and appropriate education to enhance staff knowledge. Updated Timeline – filled key positions in the agency with qualified staff. Working on redesigning orientation for new employees. Continue to look for professional development opportunities for staff to increase their knowledge and skills while promoting need for continuous learning.

- **Appropriate orientation of Board members about responsibilities of serving as a Board member.**

2020 Update: Completed February 2020. Redesigned current Board orientation information and developed a board member portal. Evaluate content needed and evaluate changes. February and September 2020 the redesigned Board orientation was presented via Zoom. Board Portal designed for iPads. September 2020 will distribute and evaluation for the effectiveness of the redesigned Board orientation and make changes as needed based on feedback.

- **Applicants will be licensed within 5 - 7 business days after receipt of all required and approved information.**

2020 Update: On-track, this goal will remain an agency strategic objective. The agency reviews 10% of applications each month to review accuracy, timelines and completeness of applications. Review of audits for continuous improvement is an ongoing objective for the agency and is part of the licensing staff performance management reviews.

- **Potential Nurse Practice Act violations submitted to the Board are reviewed and assessed within six months.**

2020 Update: This goal will remain an agency strategic objective. The agency reviews cases to ensure timelines and completeness of the investigative process. Review of cases for continuous improvement is an ongoing objective for the agency and is part of the licensing staff performance management reviews.

- **Information services provided to consumers and nurses are of high quality and are clear, accurate and current.**

2020 Update: Completed, this goal will remain an agency strategic objective. Review of operations for continuous improvement is an ongoing objective for the agency.

- **Ensure effective methods for consumer feedback to the Board.**

2020 Update: On-track, KSBN has been reviewing other state's Boards of Nursing customer feedback surveys for incorporating and updating the current feedback survey. This project was delayed due to COVID.

- **Communication pathways between board members, agency staff and consumers are consistent and clear.**

2020 Update: On-track, this goal will remain an agency strategic objective. Review of operations for continuous improvement is an ongoing objective for the agency.

- **Expand digital forms of communication.**

2020 Update: Completed April 2020. This goal will remain a strategic objective. One accomplishment this year was the migration from a paper based KSBN Nursing Newsletter to a fully digital version. All active Kansas nurses receive this newsletter quarterly and is available to the public via digital download off the website.

- **Continuous quality improvement for identification, processing adjudication of Nurse Practice Act violations.**

2020 Update: Completed, this goal will remain an agency strategic objective. Review of operations for continuous improvement is an ongoing objective for the agency.

- **Work with OITS and state vendors to finalize the move of production data center into the ISG location.**

2020 Update: On-track, KSBN achieved significant milestones on the ISG data center move including establishing network connectivity, primary and backup firewall, switches and moving of a data server for testing. The project is in extended status due to COVID. Timeline for completion is dependent on OITS, ISG and KSBN availability.

- **Upgrade the licensing software version of MLO.**

2020 Update: Completed November 2019.

- **Upgrade the SQL database servers.**

2020 Update: Completed November 2019.

- **Install new KSBN data backup software.**

2020 Update: On-track, project extended due to COVID. Upgrade slated to occur in conjunction with data center move.

- **Upgrade agency Perceptive Content document management system to the latest build and begin integrating project with Perceptive and System Automation MLO licensing software.**

2020 Update: On-track, project extended due to COVID. Upgrade slated to occur in November 2020. As part of the imaging upgrade project, KSBN will automate the current eGov application preservation documents within the imaging system. This is a slight change in project scope that will enhance the user experience and streamline the application storage method.

- **Activating the workforce survey.**

2020 Update: : Completed November 2019.

- **Re-evaluate and implement Investigative Tracking in MLO software.**

2020 Update: On-track, develop and maintain a uniform database to monitor status of investigative and discipline cases. Train staff and monitor usage. Updated Budget – Funds to utilize the Enforcement Module of My License Office were included in FY 22 budget request.

- **Begin alias name tracking online.**

2020 Update: Completed November 2019.

- **Modernize the Online Education Annual Reporting tool with Kansas.gov.**

2020 Update: On-track, this project delayed due to a reporting solution was being created by our national organization NCSBN. The KSBN Board will be reviewing this solution at the Sept 2020 board meeting to determine if the board wishes to switch to the national model. This model will provide for comparisons with other boards of nursing from across the U.S.

- **Activating the License Card Printing via User Portals.**

2020 Update: Completed November 2019.

- **NCLEX Imports / Exports.**

2020 Update: Scheduled to be completed November 2020.

- **Work with KITO to upgrading agency firewalls due to end of life status.**

2020 Update: Completed December 2019.

- **Upgrade all KSBN staff computers to Windows 2010.**

2020 Update: Completed January 2020.

- **Upgrade KSBN Board Member electronic board meeting iPads.**

2020 Update: Completed March 2020.

- **Update the agency Alexa platform's content to incorporate the nurse licensure compact information.**

2020 Update: Completed August 2019. Project Completed - Updates could be required as new FAQ's are identified or should any changes occur within the NLC rules.

- **Create videos for online user customer help and post via the agency website with the goal of reducing email and phone support inquiries.**

2020 Update: On-track, project extended due to COVID. Changes to the applications questions and instructions also delayed this project.

2020 New IT Goals/Objectives

- Many of KSBN's initiatives were multi-year projects and were noted during the last reporting period. This next reporting period will complete or further update the existing projects. Given the unforeseen impact of the COVID-19 pandemic, the need for verified and qualified nurses that were free of any restrictions, was paramount. KSBN was required to shift priorities to respond to this global emergency. New IT goals or objectives could arise during this reporting year and may could shift time and staff resources until the global pandemic subsides.

Agency Strategic Plan on Following Pages

Mission: The mission of the Board of Nursing is to assure the Citizens of Kansas safe and competent practice by nurses and mental health technicians.

Philosophy: 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.

Core Values: We value trustworthiness in each individual, believe we can be depended upon to act with integrity, honesty, sincerity and fairness. We value respect for each person recognizing that we all have an important role to play in achieving our organizational goals. We value continuous learning which enhances individual and organizational growth. We value competence in all staff knowing that quality leadership, support and service require knowledge, skills and accountability. We value open and effective communication through the ongoing interchange of ideas and information. We value collaboration in our work processes and decision making, recognizing when we involve others affected by decisions, we strengthen the decisions.

Priority	Metrics	Performance Assessment
Priority #1: Promoting Nursing and Allied Health Standards; safe nursing through education, licensure and regulation		
1. Enhance collaborative relationships with other nursing and health-related organizations in Kansas	Network with organizations and other agencies, education outreach to students and licensees	KSBN Weekly and Bi-Weekly updates shared with other nursing and health-related organization in Kansas during the COVID-19 pandemic. Continue open communication with other licensing boards in Kansas. Partnered with Kansas Hospital Association and Leading Age of Kansas to share KSBN information with their stakeholders.
2. Systematic evaluation of advanced practice nursing	Review statutes and regulations, review consensus model, review proposed statute changes, education to APRNs regarding practice statutory authority	Continue to monitor legislation regarding full practice authority for APRNs in Kansas. Monitor and provide feedback with discussion occurring at national level regarding APRN Compact.
3. Retain independent status of the Board of Nursing	Continue to monitor legislation, submit data to NCSBN for CORE reports, monitor performance indicators for agency, educate regarding performance of agency and dashboard regarding agency performance	Monitor legislation introduced during 2020 session for any legislation dealing with licensing board. Provide testimony and educate legislators regarding KSBN mission, core values and responsibilities.
4. Promote safe nursing practice for nurses with multistate nursing licenses	Continue to educate nurses, employers and students regarding NLC	Participated in KSNA Day at the Legislature on 3/4/2020 sharing information about the NLC, licensure and discipline at KSBN. Update newsletter started in March 2020 and shared with multiple stakeholders

Priority	Metrics	Performance Assessment
Priority #2: Fiscal & Human Resources Responsibilities		
1. Monitor fiscal impact of NLC implementation	Monitor licensing statistics and agency budget	Monitor monthly agency fiscal reports and report to Finance Committee and Board members quarterly.
2. Monitor funding for K-Tracs	Monitor legislative funding for K-Tracs, track impact of increased fee fund transfer for K-Tracs, participate in generating funding solutions.	Provide feedback regarding fiscal impact of K-TRACS on agency budget. Agency representation at K-TRACS status updated meetings in August 2020.
3. Develop succession plans for key board members and agency staff	Evaluate agency structure, identify key board members and agency staff and develop succession plans for the transfer of institutional knowledge	
4. Recruit, develop & retain qualified staff	Monitor open positions, reasons for existing staff leaving agency, explore pay plan options, optimize orientation for new staff and appropriate education to enhance staff knowledge	Filled key positions with qualified staff. Working on redesigning orientation for new employees. Continue to look for professional development opportunities to increase staff knowledge and skills while promoting need for continuous learning.
5. Appropriate orientation of Board members about responsibilities of serving as a Board member	Redesign current Board orientation information after exploring optimal format. Evaluate content needed and evaluate changes	Feb. and Sept. 2020: the redesigned Board orientation was presented via Zoom. Board Portal designed for iPads. Sept. 2020 will distribute and evaluate for effectiveness of the redesign and make changes as needed based on feedback.
6. Maintain superior information technology infrastructure	Identify and replace equipment that needs updated, review and evaluate new or existing technology and how to improve or incorporate into KSBN, establish off site data center, be proactive with state IT reorganizations and explore new ways to present information on website (Instructional videos)	COVID-19 necessitated the need for telework. Initially began with the equipment we had, although not always the most effective. Secured updated laptops and monitors needed to telework effectively in FY 20 budget. Included in FY 22 budget request funds to update the equipment in our data center to support the infrastructure of the agency.
7. Maintain centralized repository to locate status of investigative and discipline cases	Develop/maintain a database to monitor investigative and discipline cases. Train staff and monitor usage.	Funds to utilize the Enforcement Module of My License Office were included in FY 22 budget request.
8. Electronic storage of agency records	Review and revise agency record retention schedule, review position descriptions to include imaging of agency records. Track agency records that are imaged.	Revision of Investigative files retention schedule was presented at the June 2020 Investigative Committee. When approved, the revision of the retention schedule will go to the State Record Committee. Secured funding from the state "Kansas Digital Imaging Program Fund" via the 2015 Kansas Legislature House Sub. for Senate Bill 112, which assists state agencies in digital document imaging projects. The project will assist KSBN in converting paper-to-digital in Investigative and Licensing records.
9. COOP Plan	Review of COOP plan to ensure continuity of plan.	June 2020 COOP plan shared with Board. Monitoring response to pandemic and make revisions to as needed.

Priority	Metrics	Performance Assessment
Priority #3: Maintain Quality Customer Service		
1. Applicants will be licensed within 5 - 7 business days after receipt of all required and approved information	Quarterly audits will demonstrate 90% of applicants were licensed within 5 - 7 business days after receipt of all required and approved information.	FY 20 data reflects 98% of renewal, initial, reinstatement, endorsement and advanced practice applicants are licensed with 3 days of receiving required information and meetings all licensing requirements.
2. Potential Nurse Practice Act violations submitted to the Board are reviewed and assessed within six months	Quarterly audits will demonstrate 90% of complaints submitted to KSBN with a potential violation of the Nurse Practice Act were reviewed and assessed within six months.	FY 20 data reflects 60% of investigations based on a potential violations of the Nurse Practice Act were completed with 9 months of opening the case.
3. Information services provided to consumers and nurses are of high quality and are clear, accurate and current.	Monitor information on website and on applications for clarity, listen to feedback from applicants to determine if information can be clearer and explore other formats to provide information.	Nurse Practice Act on website has links to revisor for statutes and Secretary of State for regulations. AG opinions removed from website and link provided to AG opinions on the AG's website. IV certification status provided as note in Nursys.
4. Ensure effective methods for consumer feedback to the Board.	Evaluate and update methods in which customers can provide feedback, monitor customer service feedback and make changes in agency when needed.	
5. Communication pathways between board members, agency staff and consumers is consistent and clear.	Consistent communication is provided by board members and agency staff.	Updated agency organizational chart available for Board members and agency staff to assist in correct communication. KSBN Weekly and BI-Weekly updated shared with Board members and agency staff during the COVID-19 pandemic.
6. Expand digital forms of communication	Effective communication will occur utilizing all digital forms.	Communication occurs via website and social media in addition to emails to individual licensees.
7. Continuous quality improvement for identification, processing adjudication of Nurse Practice Act violations	Evaluate processes for identification, assessment and resolution of complaints. Make needed changes to improve consistency and efficiency of complaint management.	Investigative Team has streamlined the handling of complaints once received in the agency. Funds for utilization of the Enforcement module in My Licensing Office is included in budget request for FY 22. This will provide consistency, better communication and efficiency of complaint, investigative and discipline within KSBN.

KANSAS STATE BOARD OF PHARMACY

Agency/Organization Head: Alexandra Blasi, JD, MBA, Executive Secretary

Agency/Organization CIO/IT Head: N/A

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- **Continue to improve; Increase efficiency and reduce costs/risks**

- Description: Improve efficiency of technology offerings to consumers and staff. Minimize costs associated with duplicative processes or extra consumer/staff time; reduce risks associated with IT security vulnerabilities that cost agencies time and money.
- Desired Outcomes: High-functioning, secure IT environment that is an agency asset.

2020 Update: On- track, significant improvement made and on track to continue this initiative. Agency migrated into OITS environment in January 2020. Agency completed consolidation of Access database for complaints/cases into e-License system in January 2020.

- **Snack and Scan**

- Description: Licensing staff participate in weekly document scanning (“snack and scan”) to reduce the office’s paper file footprint and digitize all Board records. All staff are independently responsible for scanning and indexing receipt of all new documents received by the Board.
- Desired Outcomes:
 - Reduce physical office space required for physical file storage
 - Increase indexing, accessibility, and security of records
 - Upload digital records to licensing system hosted by vendor
 - Reduce risk of Board liability for any breach of digital documents

2020 Update: Off-track, project stalled due to COVID-19 and telework platform. Delayed - project stalled due to COVID-19, employees working remotely, and decrease in priority due to more time-sensitive work assignments.

▪ **Migrate to OITS Environment**

- Description: See Challenges outlined above. The Board and OITS have already initiated meetings to develop a process and implementation timeline for the Board to come into the OITS network environment, including use of SharePoint and OneDrive. The Board anticipates a full conversion to OITS services within FY 2020.
- Desired Outcomes:
 - Increase routine care and maintenance of IT equipment to ensure prime performance and sufficient security
 - Eliminate internal IT stresses for Executive Secretary and Assistant Director of Budget and Operations
 - Increase staff independence in requesting OITS assistance (Help Desk)
 - Eliminate Board servers – reduce security risk, reduce server failure risk, reduce physical office space required for server storage
 - Improve file sharing, accessibility, indexing, and document storage among staff

2020 Update: Completed 1/15/2020.

▪ **Kansas Prescription Drug Monitoring Program (K-TRACS)**

- Description: The Board contract with Appriss Health Inc for software, hosting, and maintenance of the K-TRACS will end 6/30/2021. This is a high dollar contract involving large amounts of private health information that will need to be carefully navigated during an RFP, new contract award, and contract implementation.
- Desired Outcomes: Ensure ongoing security and functionality of K-TRACS

2020 Update: On-track, the Board contract with Appriss Health Inc for software, hosting, and maintenance of the K-TRACS will end 6/30/2021. This is a high dollar contract involving large amounts of private health information that will need to be carefully navigated during an RFP, new contract award, and contract implementation. Updated Budget – RFP will dictate future annual program software costs affecting FY2022 and FY2023 budgets.

▪ **Web Accessibility**

- Description: Test and update, as necessary, the Board, K-TRACS, and e-license websites to comply with state web accessibility standards and mobile responsive web requirements.
- Desired Outcomes:
 - Comply with ADA and web accessibility standards
 - Improve mobile responsive capabilities to increase access to online Board content and applications

2020 Update: On-track, K-TRACS website is complete. Anticipate begin work on Board website in early 2021. Delayed - COVID-19 pandemic and OITS availability may cause additional delays. Updated Timeline – 12/31/2021.

2020 Basic Agency Information Updates

- The Board has recently undertaken a new five-year strategic plan (FY2021 - FY2025) for its regulatory program. The Regulatory Program enables the Board to carry out its licensing and compliance activities, and has the following goals: 1. Protection – Ensure that the practice of pharmacy protects the health, safety, and welfare of Kansas citizens and provide transparency to members of the public. 2. Compliance – Facilitate compliance with, foster respect and appreciation for, and educate on Kansas statutes, rules, and regulations regarding the practice of pharmacy and proper manufacturing, distribution, and dispensing/sale of prescription and non-prescription drugs and devices for businesses and individuals doing business in or with the state of Kansas. 3. Regulatory Footprint – Review and align statutes and regulations to be consistent with current pharmacy practice standards. 4. Collaboration – Collaborate with stakeholders and regulatory healthcare partners to establish consistent standards of pharmacy practice across professions and occupations.
- Other updates: Number of Employees - 16 FT, 2 PT

2020 New IT Challenges or Updates to Existing

- Previous challenges have been fully resolved after migrating into OITS Ks.loc environment in January 2020.

2020 New IT Goals/Objectives

- **Board licensing software (e-License)**
 - Continue to improve; increase efficiency and reduce risks.
 - Currently budgeted through FY2023.
 - Start 1/1/2021 - End 6/30/2022.
 - Description - The Board currently contracts with Netpoint Hosting for customized Board of Pharmacy software, hosting, and maintenance of the Board's licensing software. The current contract will end 12/31/2021 and the Board hopes to renew this contract for an additional 5-year period. In addition, the Board hopes to build in annual hours for system upgrades and enhancements to continue improving internal processes and operations and increase ease of use for customers. Also ensure ongoing security and functionality.

KANSAS STATE GAMING AGENCY

Agency/Organization Head: Kala Loomis

Agency/Organization CIO/IT Head: Rodney Tibbits

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- **Cyber-Security**

- Description: New cyber-security plan
- Desired Outcomes: To be compliant with the new law and provide the safest possible I.T. environment.

2020 Update: Completed 2020.

- **Desktop Deployment**

- Description: Ensure strong security measures and keep all production hardware and software under warranty with valid licenses.
- Desired Outcomes: To prevent unwanted dissemination of agency information and to be compliant across the entire infrastructure.

2020 Update: Delayed due to budget issues.

2020 New IT Challenges or Updates to Existing

- Allowed Remote Access to users because of the Virus.

KANSAS STATE HISTORICAL SOCIETY

Agency/Organization Head: Jennie Chinn, Executive Director

Agency/Organization CIO/IT Head: Matt Veatch, IT Supervisor

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Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- **Public, private, and home schools view the Kansas Historical Society as the best source for curriculum materials on Kansas history and government.**
 - Goal: Public, private, and home schools view the Kansas Historical Society as the best source for curriculum materials on Kansas history and government.
 - Objective 1: Provide schools and families in Kansas with original literacy materials, textbooks, and resource trunks to highlight Kansas history and government, while meeting state curricular standards.
 - Strategy: In FY 2021 develop a new strategy of providing curriculum materials digitally, putting an emphasis on the development of short films for use at home or in the classroom to accommodate alternative learning platforms.
 - Strategy: Produce a new version of the seventh-grade textbook on Kansas history by the end of FY 2021. Completed.
 - Objective 2: Develop a student focused online, interactive, and integrated curriculum for the schools that provides a comprehensive course of study on Kansas history, while strengthening students' critical thinking skills.
 - Strategy: Complete at least three focus groups with seventh-grade Kansas history teachers from across the state to determine the needed aspects for an online curriculum.
 - Currently on-going
 - Objective 3: Support Kansas teachers and parents by providing them access to training and knowledge that can easily be used to teach Kansas history and government while meeting state curricular standards.
 - Strategy: Develop a teacher's reception to introduce teachers to the resources of the Kansas Historical Society. Completed
 - Strategy: During FY 2021 evaluate the feasibility of creating webinars on specific topic for teachers and parents to help them teach specific topics in Kansas history.
 - Objective 4: At all agency locations develop and sustain programs and tours to specifically aid in the education of the state's K-12 population.
 - Strategy: Using grant funds subsidize field trips to Pawnee Indian Village, Fort Hays, and Hollenberg Pony Express Station increasing classroom participation at these three sites by 5% by FY 2022. First year completed.

2020 Update: On-track, added additional strategy and removed one.

- **The Kansas Historical Society successfully connects its message of public value to the people of Kansas.**
 - Goal: The Kansas Historical Society successfully connects its message of public value to the people of Kansas.
 - Objective 1: Create an internet presence that employs contemporary standards and best practices for usability, accessibility, design, and content management.
 - Strategy: Launch an updated agency website in FY 2021 that is mobile friendly.
 - Objective 2: Develop a plan to enhance agency access to targeted audiences through social media.
 - Strategy: In FY 2021 redirect the agency's social media to focus on events in Kansas history that are relevant to the current events of the day, using the past to help inform possible solutions.
 - Objective 3: Routinely research and analyze audience needs using data to improve programs and services.
 - Objective 4: Convey our message as one agency rather than component parts by implementing a new interactive campaign called "Your Stories, Our History."
 - Strategy: Each year publish three issues of Our Kansas Stories, focusing on topics in Kansas history that are relevant today, previewing the stories to be told in the new exhibits at the Kansas Museum of History using primary sources from all collecting areas. Currently on-going

2020 Update: On-track – added additional strategy.

- **Current technology is used to enhance productivity and customer service.**
 - Objective 1: Establish a clearly defined and consistently implemented process for establishing information technology (IT) project priorities.
 - Objective 2: As audiences shift from accessing agency collections, programs, and services in-person to online, reevaluate resource allocations.
 - Objective 3: Integrate Kansapedia and Kansas Memory to provide easier access to basic information on Kansas history.
 - Objective 4: Select a new museum collection's catalogue program to replace current outdated one.

2020 Update: On-track, we continue to utilize our technology to maximize use by all.

- **Provide schools and families in Kansas with original literacy materials, textbooks, and resource trunks to highlight Kansas history and government, while meeting state curricular standards.**
 - Strategy: Produce a new version of the seventh-grade textbook on Kansas history by the end of FY 2021.

2020 Update: On-track, new strategy added and completed strategy of producing textbook. Strategy: In FY 2021 develop a new strategy of providing curriculum materials digitally, putting an emphasis on the development of short films for use at home or in the classroom to accommodate alternative learning platforms. Textbook completed.

- **Develop a student focused online, interactive, and integrated curriculum for the schools that provides a comprehensive course of study on Kansas history, while strengthening student's critical thinking skills.**

2020 Update: On-track, strategy is currently on-going.

- **Support Kansas teachers and parents by providing them access to training and knowledge that can easily be used to teach Kansas history and government while meeting state curricular standards**

2020 Update: On-going, added Strategy: During FY 2021 evaluate the feasibility of creating webinars on specific topic for teachers and parents to help them teach specific topics in Kansas history.

- **At all agency locations develop and sustain programs and tours to specifically aid in the education of the state's K-12 population.**

2020 Update: On-track, continue using the Strategy of grant funds subsidizing school field trips.

- **Create an internet presence that employs contemporary standards and best practices for usability, accessibility, design, and content management.**

2020 Update: On-target, to launch a new website in FY2021.

- **Develop a plan to enhance agency access to targeted audiences through social media.**

2020 Update: On-track, added Strategy: In FY 2021 redirect the agency's social media to focus on events in Kansas history that are relevant to the current events of the day, using the past to help inform possible solutions.

- **Routinely research/analyze audience needs using data to improve programs and services.**

2020 Update: On-going evaluation

- **Convey our message as one agency rather than component parts by implementing a new interactive campaign called "Your Stories, Our History".**

2020 Update: On-track, added new Strategy: Each year publish three issues of Our Kansas Stories, focusing on topics in Kansas history that are relevant today, previewing the stories to be told in the new exhibits at the Kansas Museum of History using primary sources from all collecting areas. Currently on-going.

- **Establish a clearly defined and consistently implemented process for establishing information technology (IT) project priorities.**

2020 Update: On-going.

- **As audiences shift from accessing agency collections, programs and services in-person to online, reevaluate resource allocations.**

2020 Update: On-going.

- **Integrate Kansapedia and Kansas Memory to provide easier access to basic information on Kansas history.**

2020 Update: On-going.

- **Select a new museum collection's catalogue program to replace current outdated one.**

2020 Update: On-track, currently looking at multiple options to possibly consolidate multiple division collection catalogs

2020 Agency and Leadership Updates

- IT Supervisor, Matthew Chappell

2020 Basic Agency Information Updates

- Agency Total Budget FY 2021 - \$7,594,325; FY 2022 - \$7,845,267

2020 Basic Agency IT Information Updates

- Matthew Chappell IT Supervisor; IT Budget FY 2021 - \$503,266; FY 2022 - \$492,454

2020 New IT Challenges or Updates to Existing

- Same current challenges exist. A new challenge is the replacement of our current 36-year old phone system that has frequent problems and has been difficult to maintain. By the FY 2023 or FY 2024 budget the agency will need to request funds to purchase a voice over IP system or another independent phone system.

KANSAS WATER OFFICE

Agency/Organization Head: Earl Lewis, Acting Director

Agency/Organization CIO/IT Head: N/A

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

Hardware/Infrastructure: The Kansas Water Office has developed a 3-year planned replacement cycle to upgrade and replace outdated computer equipment to maintain agency capability at current technological standards. The agency began replacing outdated/obsolete computer equipment in FY2019, which included replacing 38 computer monitors and 5 employee computers.

Desktop/Productivity: KWO upgraded all computers to Microsoft Windows 10 and Office 2019 in FY2020. The Kansas Water Office is also planning to migrate to Office 365 cloud email service in FY2022.

Application Modernization: The Kansas Water Office utilizes Geographic Information System software, web GIS and geodatabase management applications through Environmental Systems Research Institute, Inc (ESRI). KWO plans to continue to maintain its GIS mapping applications as updates and upgrades are available through ESRI.

The Kansas Water Office plans to systematically upgrade and replace software and hardware components to maintain agency capability at current technological and target architecture standards. The agency has planned to upgrade computers as needed to support agency applications and as funding is available. The Kansas Water Office has maintenance agreements with Microsoft and Environmental Systems Research Institute, Inc. Data network infrastructure, storage and platform upgrades are developed in consultation with the agency's contracted IT administrator.

Agency Strategic Plan on Following Pages



2021 IT Strategic Plan (3-Year Horizon)

Agency: Kansas Water Office (709)
Agency Head: Earl Lewis, Acting Director
Appointed ISO: Debra Jones, Chief Fiscal Officer
Agency Website: <https://kwo.ks.gov/>

I. MISSION

The mission of the Kansas Water Office is to provide Kansans with the framework, policy, and tools, developed in concert with stakeholders, to manage, secure, and protect a reliable, long term statewide water supply while balancing conservation with economic growth.

II. AGENCY OVERVIEW

The Kansas Water Office is the water planning, policy, and coordination agency for the State of Kansas. It prepares a state plan of water resources development, management, and conservation, reviews all water laws, and makes recommendations to the Governor and Legislature for new or amendatory legislation. The agency is also responsible for monitoring conditions related to drought, development of water conservation plan guidelines, and the collection and compilation of data related to water resources at state agencies. The agency currently funds 19 FTEs and 1 Non-FTE with an overall agency budget of \$13,477,377.

The Kansas Water Authority is statutorily within and a part of the Kansas Water Office. It is responsible for advising the Governor, the Legislature, and the Director of the Kansas Water Office on water policy issues, for approving the Kansas Water Plan and revisions thereto, accounting for and making recommendations on the expenditure of State Water Plan Funds, for approving water storage sales, water marketing rate setting, federal contracts, administrative regulations, and legislation proposed by the Kansas Water Office. The Kansas Water Authority is comprised of 24 members that are principle stakeholders and informed of water related issues representing water users, water interests, environmental interests, and the general public.

The Kansas Water Office Budget entails two primary programs: 1) Water Planning and Implementation (01030) and 2) the Public Water Supply Programs (62200). Each of these programs function to accomplish the agency's mission – to coordinate the water resource operations of agencies at all levels of government and to ensure adequate quantities of good quality water to meet future needs.

III. AGENCY IT INFORMATION

Agency Staff – The Kansas Water Office (KWO) currently operates with 20 full-time employees and periodic intern support.

Agency IT Budget – KWO does not have a specific IT budget. IT related expenses are included in the agency's overall SGF operating budget of \$7,267,618 for FY21 and \$6,231,988 for FY22.

2021 IT Strategic Plan (3-Year Horizon)

IV. AGENCY IT CHALLENGES

Other (Data Storage) – (HIGH PRIORITY) KWO will be relocating servers to an off-site data storage facility by December of 2020.

Technology Obsolescence

Computer Equipment (MEDIUM PRIORITY) The agency currently maintains 25 computer devices that we have been working to replace and upgrade over the last two fiscal years.

Server Software/PC Software (LOW PRIORITY) KWO has recently replaced 3 staff computers that needed upgrades to the hard drives. We also updated the operating systems on the 3 remaining check-out laptops. Additionally, all other computers have been updated to the Office 2010 software.

1. **Access Databases** (LOW PRIORITY) KWO currently utilizes 2 access databases which maintain the agency's external contacts and agency asset inventory.

Budget Constraints/Funding – Over the past several fiscal years, the Kansas Water Office State General Fund appropriation has experienced a 60% reduction. As a result, the agency has had limited financial resources available for IT related expenses.

Due to limited funding, the agency has experienced several IT related challenges:

1. **Relocation of Servers** (HIGH PRIORITY) As a result of the KWO having to relocate servers to an off-site data storage facility, the agency is anticipating a \$14,000 increase in annual operating costs to support data storage for 3 servers.
2. **IT Service Support** (LOW PRIORITY) The Kansas Water Office does not currently fund any IT staff allocations. KWO previously contracted with OITS, however as a small agency, the KWO became a lower priority for their services. Current budget constraints have prevented the agency from hiring a full time IT employee, therefore the agency currently contracts out IT support as an on-call service.

AGENCY IT GOALS

Hardware/Infrastructure - The Kansas Water Office has developed a 3-year planned replacement cycle to upgrade and replace outdated computer equipment to maintain agency capability at current technological standards. The agency began replacing outdated/obsolete computer equipment in FY2019, which included replacing 38 computer monitors and 5 employee computers.

FY2021

- Move Servers to the offsite data storage at ISG
- Replace/upgrade 4 employee computers, 1 conference room computer.

FY2022

- Upgrade the remaining 2 towers and 3 surfaces and move them to laptops.
- Replace 2 servers.

Desktop/Productivity – KWO upgraded all computers to Microsoft Windows 10 and Office 2019 in FY2020. The Kansas Water Office is also planning to migrate to Office 365 cloud email service in FY2022.

2021 IT Strategic Plan (3-Year Horizon)

Application Modernization – The Kansas Water Office utilizes Geographic Information System software, web GIS and geodatabase management applications through Environmental Systems Research Institute, Inc (ESRI). KWO plans to continue to maintain its GIS mapping applications as updates and upgrades are available through ESRI.

VI. AGENCY IT OBJECTIVES

The Kansas Water Office plans to systematically upgrade and replace software and hardware components to maintain agency capability at current technological and target architecture standards. The agency has planned to upgrade computers as needed to support agency applications and as funding is available. The Kansas Water Office has maintenance agreements with Microsoft and Environmental Systems Research Institute, Inc. Data network infrastructure, storage and platform upgrades are developed in consultation with the agency's contracted IT administrator.

OFFICE OF THE STATE BANK COMMISSIONER

Agency/Organization Head: David L. Herndon, Acting Bank Commissioner

Agency/Organization CIO/IT Head: Matt Hodges, Director of Information Technology

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

▪ Modernize Licensing System

- Description: Migrate aging licensing system (“eLicense”) and database to a new, modern application. Current licensing solutions is being phased out by vendor. While the current solution is still being supported, the system has been in production since 2008 and lacks full integration with external federal databases.
- Desired Outcome(s): A modern, user-friendly licensing system that ingests data from Federal sources such as FDIC and NMLS databases. Expanded self-service tools for licensees to establish or renew licenses, update filed data, and pay invoices. Ability to provide valuable data intelligence to guide agency decisions.
 - Evaluate ETK-Regulatory, current vendor’s new solution for financial regulatory agencies
 - Discuss and evaluate solutions other States financial regulatory agencies are utilizing, including those moving off eLicense.
 - Restructure data model, as necessary, for NMLS integration.
 - Migrate data from eLicense to new system. This includes all contact records, documents, examination data, consumer complaints, etc.
 - Identify main reports from eLicense and redesign in new system.
 - Work with each division and job role to redesign workflows and processes for the new system.
 - Train all employees and work with business units to establish new guides and procedures.

2020 Update: On-track, integration with national system is in process and is scheduled to likely be completed early 2021.

▪ Robust and Flexible Voice Services

- Description: Agency has multiple solutions in place across all field offices to offer voice services. Some of these options, such as hardware PBX systems, are beginning to age and do not offer flexibility for remote office or telework capabilities. Other systems, such as the State-provided VOIP system, also lacks remote office capability, causing the agency to invest in secondary phone services for these employees. As the agency continues to move forward with remote office/telework, extending voice services out of the office is necessary. Consolidation of systems will increase internal efficiencies.
- Desired Outcome(s): A single voice solution across all offices which allows employees to adequately work from any location with a single number.
 - Continue to evaluate VOIP or hosted PBX systems with both remote and office employees.
 - Decrease reliance on fax by using electronic fax systems.
 - Decommission hardware PBX systems.
 - Consolidate phone service costs, where possible, across field offices to single provider.

2020 Update: On-track, more remote users have been trialing soft phones and plan to move all agency phones within 1-2 years.

▪ Streamline Records & File Management

- Description: Agency file servers lack consistent and standard organization structure. File retention schedules are inadequately enforced. File duplication is common due to poor employee processes. Permissions structure is inconsistent. Asset management is held within multiple siloed systems.
- Desired Outcome(s): Standardized and documented file & permission structure, consistent enforcement of principle of least-privilege in permissions, improved onboarding experience, and an agency-wide understanding of file retention schedules and annual purging. Single source of information regarding asset management with manager or employee self-service.
 - Work with each business unit to organize file services into consistent structure
 - Adopt file retention best practices and naming conventions.
 - Modernize and streamline file retention schedules.
 - Appoint department file custodians to enact file purge policies
 - Migrate asset data into modern system with self-service and mobile access.
 - Perform full agency audit of physical assets.

2020 Update: File management project including record retention is underway with expected completion date of end of year.

- **Evaluate ETK-Regulatory, current vendor's new solution for financial regulatory. agencies**

2020 Update: Completed 4/1/2020. Agency evaluated ETK-Regulatory in its current form and determined that the solution is not a good fit for the agency at this time. It is not yet mature enough and carries a high cost.

- **Discuss and evaluate solutions other States financial regulatory agencies are utilizing, including those moving off eLicense**

2020 Update: Off-track, we have committed as an agency to continue to maintain our current system for the next 5 years, at which time a new evaluation of options will be considered.

- **Restructure data model, as necessary, for NMLS integration**

2020 Update: On-track, integration w/national system (NMLS) is in process and is scheduled to likely be completed early 2021.

- **Migrate data from eLicense to new system. This includes all contact records, documents, examination data, consumer complaints, etc.**

2020 Update: Delayed, we have committed as an agency to continue to maintain our current system for the next 5 years, at which time a new evaluation of options will be considered.

- **Identify main reports from eLicense and redesign in new system**

2020 Update: Delayed, we have committed as an agency to continue to maintain our current system for the next 5 years, at which time a new evaluation of options will be considered.

- **Work with each division and job role to redesign workflows and processes for the new system**

2020 Update: Delayed, we have committed as an agency to continue to maintain our current system for the next 5 years, at which time a new evaluation of options will be considered.

- **Train all employees and work with business units to establish new guides and procedures**

2020 Update: Delayed, we have committed as an agency to continue to maintain our current system for the next 5 years, at which time a new evaluation of options will be considered.

- **Continue to evaluate VOIP or hosted PBX systems with both remote and office employees**

2020 Update: On-track, continue to test VOIP solutions and look towards migrating one office by end of 2020, with the rest of the field complete by end of 2021.

- **Decrease reliance on fax by using electronic fax systems**

2020 Update: Completed 1/1/2020. Field office fax systems are centralized in the main office using “eFax”.

- **Decommission hardware PBX systems**

2020 Update: On-track, expected to occur in 2021 with field offices migrating to modern phone system.

- **Consolidate phone service costs, where possible, across field offices to single provider**

2020 Update: On-track, expected to occur in 2021 with field offices migrating to modern phone system

- **Work with each business unit to organize file services into consistent structure**

2020 Update: On-track, 3 of 5 departments have completed file structure organization with the remaining expected to be complete by end of year.

- **Adopt file retention best practices and naming conventions**

2020 Update: On-track, naming conventions adapted in one of the two largest divisions.

- **Modernize and streamline file retention schedules**

2020 Update: On-track, agency has made updates to file retention schedules including removing old/irrelevant items.

- **Appoint department file custodians to enact file purge policies**

2020 Update: On-track, discussions have occurred about file purge days and making individuals responsible for specific area. Expected to be complete for 2021 file year

- **Migrate asset data into modern system with self-service and mobile access**

2020 Update: Completed 2/1/2020. Inventory moved into a single system

- **Perform full agency audit of physical assets**

2020 Update: On-track, full agency audit is underway. Pandemic has made this task more difficult as we cannot physically confirm items, so we are contacting each user.

OFFICE OF THE STATE FIRE MARSHAL

Agency/Organization Head: Doug Jorgensen

Agency/Organization CIO/IT Head:

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- **Refresh of core IT equipment**

- Description: The agencies computer infrastructure is due to be refreshed by the end of this IT plan. Included in the refresh are three host servers housing 20 virtual machines in the main office and three host servers in the disaster recovery site. The storage appliances with 40TB storage will also be refreshed in each location.
- Desired Outcome: By utilizing the virtual environment, cost of physical equipment will be less, and maintenance and warranty cost will also be lower.

- **Hardware Refresh**

- Description: Replacing the host servers and storage devices in the main office and the disaster recovery locations.
- Desired Outcome: By achieving this objective, the anticipated result will be a stable and reliable network providing our users with the tools they need to perform their duties.

2020 Update: No additions, changes or updates to the 2019-2021 EB 3-Year IT Plan.

OFFICE OF THE GOVERNOR

Agency/Organization Head: Governor Laura Kelly

Office of Lieutenant Governor – Lieutenant Governor Lynn Rogers

Office of Governor Grants – Juliene Maska

Kansas African American Affairs – Kenya Cox

Kansas Hispanic and Latino American Affairs – Audé Negrete

Kansas Native American Affairs – Chis Howell

Kansas Commission on Disability Concerns – Martha Gabehart

Agency/Organization CIO/IT Head: Office of Information Technology supported agency

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Agency IT Goals and/or Objectives

- **Modernization of the agency websites into a single platform**

- Description: The websites need to be combined into a single secure platform that will better reflect the new administrations design. The sites need to be modernized with new design, compliant with multiple browsers and ease of use for citizens. The website will encompass all divisions within the Office of the Governor.
- Desired Outcome: Cost effective, modernized look and feel, mobile responsive design and secure platform.

2020 Update: Delayed. This was in progress before COVID related tasks took priority. Existing website is still functioning as needed.

- **Replacement of aging information technology hardware**

- Description: Replace aging computer hardware with cost effective solutions. The agency has obsolete equipment that varies between six to ten years old with varying issues. Utilize state contracts and/or services to purchase new computers and replace other obsolete hardware.
- Desired Outcome: Cost effective, increased mobility, increased productivity and reliable hardware. Gaining the ability to work from any location when needed.

2020 Update: Completed 11/1/2019. All aging desktops and peripherals have been replaced with new laptops and equipment. New Communications equipment has been procured to increase mobility for press releases, webinars and off-site visits as needed.

- **Manage constituent contacts and appointments in a timely and efficient manner**

- Description: This is ongoing system maintenance and support of the constituent and appointments system. Future revision of forms will allow for ease of use for constituents to submit information to the agency.
- Desired Outcome: Published forms that encompass data needed from constituents and appointments that are easy to use and fully functioning.

2020 Update: On-going. No change. We will continue to increase functionality for both internal and constituents as needed.

- **Manage and track Grants in a timely and efficient manner**

- Description: This is ongoing system maintenance and support of the Grants system. The division recently upgraded their hosted system.
- Desired Outcome: Secure, reliable and easy to use system for daily use.

2020 Update: On-going. No change in this goal. This will be ongoing system maintenance and support.

- **Modernization of the agency websites into single platform**

- Description: The agency has two different hosted website platforms. The websites need to be combined into a single secure platform that will better reflect the new administrations design. The sites need to be modernized with new design, compliant with multiple browsers and ease of use for citizens. The website will encompass all divisions within the Office of the Governor.
- Desired Outcome: Cost effective, modernized look and feel, mobile responsive design and secure platform.

2020 Update: Delayed. This was in progress before COVID related tasks took priority. We will revisit as time permits. Existing website is still functioning as needed.

- **Continued replacement of aging information technology hardware**

- Description: Replacement of obsolete computer hardware with cost effective solutions utilizing state contracts and/or services to purchase new computers and replace other hardware.
- Desired Outcome: Cost effective, increased mobility, increased productivity and reliable hardware. Gaining the ability to work from any location when needed.

2020 Update: On-going. No change in this objective. This is an ongoing initiative as hardware ages. Research has begun to replace or rent large teleprompter.

- **Continue ongoing maintenance of existing systems to ensure stability and availability**

- Description: This is ongoing system maintenance and support of the constituent and appointments system. Future revision of forms will allow for ease of use for constituents to submit information to the agency. Expand the system to remaining agency divisions to fully utilize system functionality.
- Desired Outcome: Stable, reliable and secure system. Published forms that encompass data needed from constituents and appointments that are easy to use and fully functioning.

2020 Update: On-going. No change. We continue to maintain systems.

- Continue ongoing maintenance of existing systems to ensure stability and availability. Manage and track Grants in a timely and efficient manner

- Description: This is ongoing system maintenance and support of the Grants system. The division recently upgraded their hosted system.
- Desired Outcome: Secure, reliable and easy to use system for daily use.

2020 Update: On-going. No change. We continue to maintain systems.

2020 New Agency IT Goals and/or Objectives

- **IT Goal or Agency Goal Supported:** Transition to digital communications platform that the Office of Information Technology services is on-boarding to improve communications to constituents and state agencies.
 - Budgeted: Yes, OITS managed services
 - Start Date, End Date: TBD
 - Description: Transition to new digital communications platform managed by OITS to increase timely communications to constituents.
 - Desired Outcome: Stable, reliable, additional functionality and secure platform. This new platform is an all-in-one system that will allow us to send timely email communications, text messages, social media posts to constituents and State agencies. This will greatly improve our ability to send out timely notices and communications in a secure environment.

STATE LIBRARY OF KANSAS

Regent Institution/Organization Head: Eric Norris

Regent Institution/Organization CIO/IT Head: N/A

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Regent Institution IT Goals and/or Objectives

No additions, changes or updates currently to the 2019-2021 EB 3-year IT Plan for State Library of Kansas.

Regents 2019-2021 EB 3-Year IT Plan | 2020 Updates

The 2019-2021 EB 3-Year IT Plan is located at: <https://ebit.ks.gov/about/strategic-plan>.

Each Cabinet Agency listed is a dynamic link. Click the agency to review the **2020 Updates**.

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EMPORIA STATE UNIVERSITY

Regent Institution/Organization Head: Allison Garrett

Regent Institution/Organization CIO/IT Head: Cory Falldine

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Regent Institution IT Goals and/or Objectives

- **ESU's IT goals are focused around ensuring the successful implementation of the University's goals within the ESU Strategic Plan, Campus Master Plan, and the ESU Foundation's Campaign Plan.**

2020 Update: On-track and the IT objectives listed below align with the University's implementation of the ESU Strategic Plan, Campus Master Plan, and ESU Foundation Campaign Plan.

- **Implementation of Digital Accessibility Support Solution**

- Description: Implementation of Blackboard A11Y, a solution to integrate with our Learning Management System that will both identify and assist in the conversion of digital assets into accessible format(s).
- Desired Outcome: Increase awareness of digital accessibility, increased student retention and persistence, reduction of inaccessible formatting of digital assets.

2020 Update: Completed 12/1/2019

- **Business Continuity through Disaster Recovery Site & Replenishment of On-Premises Server/Storage Environment**

- Description: ESU utilizes a hybrid data-center environment with much of its system(s) hosted through various Software-as-a Service (SaaS) vendors; however, some systems remain on locally controlled storage and servers. This project will focus on the replenishment of on-premises server/storage environment and the development of an offsite node to maintain what is left of on-premises critical systems in the event of a disaster.
- Desired Outcome: Reduce risk by replacing critical on premises hardware as part of good practice in IT infrastructure management. Reduce institutional risk by providing additional disaster recovery options for University critical information systems.

2020 Update: This project is on track. Modifications and updates are within scope and all KITO documentation continues to be submitted on time.

- **Upgrade of ESU's ERP (Ellucian Banner)**

- Description: While the administrative pages side of Banner has been upgraded, Self-Service remains on v8 and requires an upgrade to v9.
- Desired Outcome: Enhanced features and functionality to campus. Improved end user experience including enhancements to accessibility.

2020 Update: On-track, we continue to make minor upgrades to our Ellucian Banner environment as they are available. The transition from Banner SSB v8 to v9 is in the planning stage. Due to COVID, many projects have been slowed to accommodate the immediate needs of other issues.

- **Advising CRM**

- Description: The implementation of a new advising and student success CRM will allow the institution to better personalize communication with current students, including early alert notifications, better documentation for advisors, faculty, and students, and more successful information transferring between departments.
- Desired Outcome: The solution is expected to assist in the increased retention and persistence of ESU students.

2020 Update: Delayed until funding is approved. The project had not been kicked off yet but was in discovery and request for internal approval status.

- **ITSM in IT**

- Description: ESU's IT department utilizes ITIL principles. Current IT service management utilities are below capacity and functionality IT department needs to maintain capacity of requests for agency.
- Desired Outcome: Full implementation of TeamDynamix. Improved documentation and tracking of service requests, incidents, and problem management. Improved project portfolio and change management tracking to develop more comprehensive configuration management database. Ultimately increases efficiency of IT department and satisfaction to agency customers.

2020 Update: On-track. Service Request and Incident Management have both been implemented. Change Management is in the final stages of implementation. Project Portfolio Management is nearing completion of development. This project is on track and on budget.

2020 New IT Goals and/or Objectives

- **Objective: Degree Auditing Platform - Upgrade**
- **Objective: University Budget System - New Implementation**
- **Objective: Scholarship Management - New Implementation**
- **Objective: Recruitment & Admissions CRM Platform Consolidation**
- **Objective: Redundant Core Infrastructure Implementation**

FORT HAYS STATE UNIVERSITY

Regent Institution/Organization Head: Tisa Mason

Regent Institution/Organization CIO/IT Head: Mark Griffin

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Regent Institution IT Goals and/or Objectives

▪ ERP Implementation

- Description: In April 2017, FHSU went live with Workday's Human Capital Management (HCM), Financials, and Payroll, systems. Soon after that, we began working on the implementation of Work's student system. The student system has proven much more difficult to implement, and we have already seen two extensions to the original timeline. There are several issues that make this a challenge. First, our functional staff are working on the Workday project above and beyond their regular full-time job. Now, having incurred two timeline extensions, staff are tired and it is hard for them to see an end in sight to the work. Additionally, because this is a new product, a great deal of development work is still being done on the Workday product. We are seeing significant improvements in the functionality with the new development work, but it also requires us to be prepared for constant change with the product. We design and configure for something to work one way, and often that functionality changes with which requires us to configure things differently. As of today, we are now expecting to have this product fully live by September 2021.

▪ Recruiting/Personnel

- Description: Fortunately, our attrition rate is fairly low. However, when we have positions open, it is very difficult to recruit individuals with the skills necessary to do the job. Part of the issue is our location (Hays, KS), and the other part of the equation is somewhat lower pay compared to the rest of the technology industry. What we often resort to doing is hiring individuals with what we believe to be a good aptitude for the position, and then train them on the job. This allows us to hire individuals in the pay range we have established, but then often requires many months of training before they are able to do the job well.

2020 Update: On-track, this is an ongoing issue. Our attrition rate remained the same 9.5%, but we found excellent candidates this year to fill these positions. Of course, that is not always the case. Delayed, we are currently fully staffed. And, I wouldn't consider this a project, per se. So, in my estimation, it can't be off-track or delayed at this juncture. This is an issue that is dependent largely on the position(s) needing to be filled.

▪ **Security/Technology Changes**

- Description: Security requirements, including compliancy requirements are constantly changing, as does technology. Because we run a somewhat small shop for the number of employees and students that we support, it can be quite difficult keeping up with these changes. Simply updating our older laptops and desktops to newer models at our university can be a challenge. Adding in the increasing security requirements, the audit requirements, and the challenges encountered for meeting or exceeding these requirements, make keeping up with these technology requirements difficult. In recent years, we have added a dedicated security staff position, and we are continually looking for ways to improve efficiencies and restructure staffing to best utilize our existing position allotment.

2020 Update: On-track. We are updating server and workstation operating systems, as well as patching and updating software to provide the best operating environment that we can. We also require security awareness training of faculty/staff annually. This past year, we started offering Duo multifactor authentication to students. This is a continual challenge, but I feel like we are doing a reasonably good job keeping things up to date. Technology and security are always changing. We are doing our best to stay abreast of these changes and implement as appropriate.

▪ **Workday ERP Implementation**

- Description: Workday will replace most of our on-premises legacy information systems that have been hosted on the University mainframe for over 30 years. This includes Human Resources, Payroll, Financials, and Student Information Systems (admissions, course registration, advising, transcripts, etc.)
- Desired Outcome: The goal is to improve efficiency in course registration, enrollment, advising, and other services provided to our students. We also wish to eliminate the need for maintaining an on-premises mainframe, including the constant updating of the programs that we manage on the mainframe. We will save space in our data center, reduce cooling needs, and eliminate the support for the mainframe.

2020 Update: On-track. The go-live for the entire implementation of our Workday ERP is set for September 2021. Currently, we seem to be on-track for that Go Live date.

▪ **Provide robust assessment management technology solution**

- Description: Replace existing assessment solution (TK20) with Explorance Blue
- Desired Outcome: Provide a solution that is easy to use and then has a much greater adoption rate for use in courses.

2020 Update: Completed 3/30/2020. Completed the implementation of the AEFIS product at the end of March 2020. The product will be used for course assessments.

- **Update Disaster Recovery Plan**

- Description: Update disaster recovery plan for the Technology Services Dept. Much change has occurred in Tech Services and the disaster recovery plan needs to be updated to match its current technology.
- Desired Outcome: A plan/guide would be developed to assist Technology Services in the handling of a disaster incurred with its Technology functions.

2020 Update: On-track and updating the University's Business Continuity plan has been included in the University's Strategic Plan and is to be addressed this fiscal year. This will include updates to the IT Disaster Recovery Plan. Delayed slightly because it was an item added to the University Strategic Plan, and though it was looked at last fiscal year, the plan for updating it is scheduled for this year.

2020 Basic Regent Institution Information Updates:

- Total Budget = \$155,786,378 Number of employees = 1006.25

2020 Basic Regent Institution IT Information Updates:

- Budget is \$6,590,312 (includes salaries, OOE, hardware and software)

2020 New IT Challenges or Updates to Existing:

- Not really. Recruiting/Personnel, and Security/Technology changes will be a challenge for the foreseeable future.

2020 New IT Challenges/Objectives:

- Extend Wi-Fi infrastructure to some outdoor areas to allow for easy internet access where students can easily be socially distanced from one another.
- Update classroom technology to provide a better student experience for on campus courses, hybrid courses, and online courses.

KANSAS STATE UNIVERSITY

Regent Institution/Organization Head: Richard B. Myers

Regent Institution/Organization CIO/IT Head: Gary Pratt

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Regent Institution IT Goals and/or Objectives

▪ Unify Organization and Governance

- Description: Build an enterprise approach for IT organization and governance that unifies University IT communities and provides clear mechanisms and processes for decision making around IT activities, resources, and priorities. Ensure appropriate organizational structures and financial resources to address the business and academic technology needs.
- Desired Outcome: More effective IT decisions around activities, resources and priorities.

2020 Update: On-track and building an enterprise approach to IT organization and governance through reorganizing IT staff, recruiting key positions, and establishing IT Project Governance Group to ensure projects align with university mission and goals.

▪ Modernize Infrastructure

- Description: Sustain a modern, secure, well-architected, and resilient IT infrastructure to include the data center, networking and telecommunications. Enable seamless and discoverable integration of solutions and data to meet university, departmental and affiliate organization needs.
- Desired Outcome: Deliver a well-architected and resilient hybrid cloud solution for campus.

2020 Update: On-track and we are transitioning to a well-architected infrastructure with a cloud-first strategy and decreased reliance on an on-premises data center. Approximately 75% of the virtual servers have transitioned to the cloud.

▪ **Re-architect Enterprise Applications**

- Description: Maintain a well-architected mission critical enterprise application portfolio to meet the shared and common needs of K-Staters.
- Desired Outcome: A well-architected mission critical enterprise application portfolio that meets the needs of K-Staters

2020 Update: On-track. Using a collaborative design method deployed a centralized student Constituent Relationship Management (CRM) system.

▪ **Strengthen Communications and Feedback**

- Description: Develop a comprehensive plan for communicating IT programs, initiatives, and services, and obtaining actionable and measurable input from K-Staters.
- Desired Outcome: Improved internal and external communications.

2020 Update: On-track and we are creating a comprehensive plan for communicating IT programs, services, and initiatives. The process for obtaining feedback from campus constituents is in the planning stages.

▪ **Enhance User Experience**

- Description: Deploy solutions that facilitate a consistent user experience.
- Desired Outcome: Enhance the overall user experience.

2020 Update: On-track and focusing on Business Continuity Planning and business impact analysis for targeted university units. Driven by hybrid model needs, created enhanced learning environments in more than 300 rooms.

▪ **Evaluate Service Delivery**

- Description: Ensure effective, reliable, and efficient delivery of all IT services provided via the One IT community.
- Desired Outcome: A consolidated service catalogue available to the campus community.

2020 Update: On-track and working to ensure effective, reliable, and efficient delivery of IT services through evaluation of services, updating the service catalog, and growing staff knowledge of IT Service Management (ITSM).

- **Enable IT for Research**

- Description: Establish an approach and strategy to provide additional IT resources and capabilities in support of research activities.
- Desired Outcome: Provide the IT resources and capabilities in support of research activities and the research community.

2020 Update: On-track and IT collaborated with VP Research to address compliance issues for research protocols, guidelines, and sponsor requirements.

- **Improve Enterprise Security**

- Description: Improve cybersecurity programs to enable the organization to proactively protect and mitigate the risks of unauthorized access to K-State's information and technology resources.
- Desired Outcome: Protect and mitigate the risks associated with the security of information and technology resources.

2020 Update: On-track and working to protect and mitigate unauthorized access risks by updating the VPN, password requirements, firewalls, and cybersecurity awareness training. Implemented two-factor authentication for employees.

- **Unify Organization and Governance**

- Description: Define organizational structures that unify the IT community and IT roles across the university.
- Desired Outcome: Defined organizational structures and job descriptions.

2020 Update: On-track and hired three Deputy CIOs and the reorganization of staff under these titles is in progress. Continuing to work with One IT community to evolve processes for collaboration and decision making.

- **Design comprehensive and unified IT governance model.**

- Description: Design and adopt a comprehensive governance plan for all areas of IT. Confirm committee representation and schedule the first governance group meeting. Design a framework for decision-making. Implement policies and plans.
- Desired Outcome: Comprehensive governance plan for all areas of IT.

2020 Update: Completed September 2019. Chartered and convened the Project Governance Group (PGG) to maintain strategic focus. Established the Data Governance Committee. Developed the governance process communication plan.

- **Redefine IT roles across the university to unify the IT community.**

- Description: Ensure IT roles across university are defined and consistent.
- Desired Outcome: Available position descriptions for all IT roles.

2020 Update: On-track. Established IT job family structure for role definition, skill development, and career progression. Refined IT professional development program focusing on needs for cloud-first strategy. Developing a targeted recruitment plan. Also, integrating Korn Ferry competencies into recruiting, onboarding, and professional development for targeted positions.

- **Upgrade the University Network**

- Description: Ensure consistent wireless connectivity throughout the Manhattan campus.
- Desired Outcome: Well-architected, modernized infrastructure.

2020 Update: On-track and a plan for improving the campus fiber loop is in progress. We upgraded wireless controllers across campus. We are working with contractors to install or enhance networking for renovations and new builds and implement a VOIP solution for unified communications.

- **Modernize the Data Center**

- Description: Grow availability, capacity and dependability of IT resources.
- Desired Outcome: Well-architected, modernized infrastructure in a cloud first environment.

2020 Update: : On-track. As part of the Migration Readiness Plan in collaboration with AWS, reengineered the on-premise Data Center by retiring old hardware, migrating virtual machines (only 333 VMs) compared to the original 1300, and removed unused or retired equipment. The Data Center 2.0 project is underway.

- **Develop the cloud and hosted computing strategy.**

- Description: Comprehensive cloud and hosted computing strategy.
- Desired Outcome: Articulated comprehensive hybrid cloud strategy.

2020 Update: Completed June 2020. Critical services moved to the cloud as part of the Migration Readiness Plan, including the big three ERP systems (KSIS, HRIS, and FIS). Chartered Cloud Center of Excellence that includes staff from across campus to provide oversight. We retired the HP cluster, updated cloud databases. We have partnered with K-State Polytechnic on a backup system.

- **Provide support for high performance computing.**

- Description: Evaluate and develop a strategy for the high-performance computing environment.
- Desired Outcome: Comprehensive approach to providing high performance computing for campus constituents.

2020 Update: On-track and in conjunction with the College of Engineering, we are working to establish protocols and the next steps for high-performance computing.

- **Complete the disaster recovery plans for all One IT units or any IT provided services.**

- Description: Comprehensive disaster recovery plans for One IT units and IT services.
- Desired Outcome: Comprehensive disaster recovery plans for the majority of the One IT units.

2020 Update: On-track and populating SOK Bold Planning. Completed a business impact analysis on some critical services. Creating business impact analysis “lites” for non-critical services. Completed a tabletop exercise for business continuity planning.

- **Define IT portfolio management processes.**

- Description: Develop processes for managing the IT portfolio.
- Desired Outcome: Well-architected mission critical enterprise application portfolio.

2020 Update: On-track. IT portfolio management is a work in progress and includes collaboration with the Project Governance Group to prioritize projects.

- **Develop business architecture capability to consult and advise business, academic and technology processes.**

- Description: Continue to refine the business architecture capability model for campus.
- Desired Outcome: More efficient and effective operating processes.

2020 Update: On-track. Developed a business architecture capability team in order to consult and advise units in developing more effective operating processes. Also, established a business reference model. Using BIA to create solutions that allow for data-informed decision making.

- **Establish enterprise architecture capability.**

- Description: Establish enterprise architecture capability including processes and system standards.
- Desired Outcome: IT architecture that supports internal and external data and users to enhance outreach and engagement.

2020 Update: On-track and using a collaborative approach to establish campus wide system standards and ensuring resulting infrastructure supports internal and external data and users to enhance engagement and outreach.

- **Define and implement enterprise customer relationship management (CRM) strategy.**

- Description: Evaluate and deploy a CRM solution that meetings the needs of campus constituents.
- Desired Outcome: A comprehensive CRM solution.

2020 Update: Completed December 2020. We rolled out CRM in Aug 2019 with the K-State Discovery Days event. By Dec 2019, 45% of the system requirements were implemented and almost 200 staff were trained on CRM's basic features.

- **Establish and execute enterprise resource planning (ERP) upgrade strategy.**

- Description: Evaluate, plan for and purchase an ERP upgrade.
- Desired Outcome: A comprehensive ERP solution for campus.

2020 Update: On-track and completed ERP Task Force report that included documenting ERP needs and requirements. The next steps include assessing ERP Landscape.

- **Develop enterprise-wide shopping and payment system for campus.**

- Description: Evaluate, purchase and deploy an enterprise shopping and payment system for campus.
- Desired Outcome: An enterprise shopping and payment solution.

2020 Update: Off-track as we are reassessing the objective and associated activities for identifying and implementing an enterprise-wide shopping and payment solution.

- **Identify tool(s) for enterprise-wide forms management.**
 - Description: Evaluate, purchase and deploy an enterprise forms management solution.
 - Desired Outcome: An enterprise forms management solution.

2020 Update: Off-track and the budget request is submitted to upgrade the current imaging system, ImageNow. Once funding is identified, an upgrade project will begin with assistance from the vendor.

- **Establish business intelligence/analytics capability.**
 - Description: Evaluate business intelligence/analytics capability solution(s) in support of informed decision making for campus constituents.
 - Desired Outcome: Develop institutional data warehouse capability.

2020 Update: On-track. Hired an Associate Provost for Institution Research who has joined the Data Governance Committee and will lead a data standards sub-committee focused on data definitions and quality. In collaboration with Assoc Provost, we are considering bringing in a consultant to assess the current decision support structure (data warehouse and BI/analytics tools and team). The decision is pending.

- **Develop a comprehensive communication program to coordinate dissemination of IT information.**
 - Description: Establish a communications team and plan for internal and external communications.
 - Desired Outcome: Comprehensive communication plan/program.

2020 Update: On-track and we established a Communications Team as part of the reorganization process. The team is under the Deputy CIO for Strategy, Planning, and Enterprise Architecture. A communications charter has been established, and roles and responsibilities are under development.

- **Develop comprehensive and robust approach for obtaining and sharing customer feedback.**
 - Description: Develop a plan for obtaining, analyzing and sharing customer feedback.
 - Desired Outcome: Comprehensive system for obtaining and using customer feedback.

2020 Update: Off-track and it is now slated for the 2020-2021 timeframe.

- **Develop a comprehensive training program to coordinate IT training on campus.**
 - Description: Develop and deliver a comprehensive training program for campus.
 - Desired Outcome: Comprehensive plan for IT training.

2020 Update: On-track and we created a training team as part of a federated approach to IT Training. A charter was established along with the initial development of standard operating procedures. From Jan. 19 - June 20, IT provided 354 training sessions with over 2,100 attendees.

- **Develop and execute accessibility/universal design strategy.**
 - Description: Evaluate and execute accessibility/universal design strategies for teaching, research, service and outreach.
 - Desired Outcome: Accessible products and services.

2020 Update: Delayed. It is now slated for 2021 to include defining core accessibility capabilities, processes and tools, and long-term strategy and execution plan.

- **Develop mobile application development strategy**
 - Description: Research mobile application strategies and provide recommendations for platform agnostic solutions.
 - Desired Outcome: Mobile application development strategy

2020 Update: Delayed, it is slated for 2021 to include developing a platform-agnostic application and development architecture and strategy.

- **Adopt end-user profile standards.**
 - Description: Research and plan for end user profile standards.
 - Desired Outcome: Consistent end user profiles.

2020 Update: On-track, we formed an IDM Replacement Project team. We created a feature mapping document for vendors and high-level requirements. Also, we are scheduling times to meet with selected Big 12 and the top 50 research institutions to discuss vendors, architecture, and IDM solutions. Delayed - Slated for 2021 to identify and adopt end-user profiles (personas) to guide and facilitate user experience strategy execution.

- **Establish business continuity plans among One IT units.**

- Description: Develop business continuity plans for One IT units.
- Desired Outcome: Business continuity plans.

2020 Update: On-track and redefining membership of the Business Continuity and Planning committee. Established business impact analysis template for university units.

- **Create innovative learning environments.**

- Description: Research, plan and deploy innovative learning environments.
- Desired Outcome: Innovative learning environments.

2020 Update: On-track and we are working with the university Classroom Planning Committee on renovating classroom environments. To address the hybrid teaching model, we upgraded over 300 classrooms. In conjunction with K-State Libraries, we created the Sunderland Foundation innovation lab as part of renovations to the Hale Library.

- **Develop a unified IT service catalog.**

- Description: Build a comprehensive portfolio management system.
- Desired Outcome: Unified service catalogue

2020 Update: On-track and a standardized portfolio management system is in progress. Continued professional development and discussions on ITSM. Established a prototype for data collection in evaluating services.

- **Improve IT Assistance**

- Description: Perform a comprehensive IT support process improvement project.
- Desired Outcome: Effective, efficient, reliable delivery of IT services.

2020 Update: On-track and expanding the use of the enterprise-wide IT Service Management platform to One IT units. Constrained by people and license resources to implement enterprise wide.

- **Develop strategy that enables and supports a broad range of research activity.**

- Description: Evaluate solutions that support a range of research activity.
- Desired Outcome: Research strategy that meets the needs a broad range of researchers and activities.

2020 Update: On-track and redefining membership of the Business Continuity and Planning committee. Established business impact analysis template for university units.

- **Include research IT in unified IT governance structure and processes.**

- Description: Use RACI to establish role and responsibilities including decision points.
- Desired Outcome: Identification of key decision entities and processes.

2020 Update: Delayed and now slated for 2021 to include identifying key decision areas and processes in the governance structure.

- **Address research compliance issues.**

- Description: Evaluate security and compliance requirements and the role of IT in meeting regulations.
- Desired Outcome: Compliant and secure research protocols.

2020 Update: On-track, partnering with the Office of the VP Research, we developed a Research Information Security Enclave (R.I.S.E.) to safeguard Classified Uncontrolled Information, Export Controlled, and similar sensitive data. The tool is built on MS Azure and complies with NIST800-171. Presentations about R.I.S.E. given at EDUCAUSE, Oklahoma State University, and K-State. The system received an International Data Group CS050 award for security projects and initiatives that demonstrated outstanding business value and thought leadership.

- **Establish cybersecurity awareness and risk management program.**

- Description: Develop a comprehensive cybersecurity awareness and risk management program.
- Desired Outcome: Comprehensive cybersecurity program.

2020 Update: On-track. Cybersecurity Awareness Training was completed by 6,407 faculty, staff, and student employees. We are in the process of revamping security training to use SANS for all employees.

- **Improve enterprise security**

- Description: Define program to improve enterprise security capabilities.
- Desired Outcome: Updated program for improved enterprise security.

2020 Update: On-track and implemented two-factor authentication for employees. Updated password policy and standards. Updated antivirus recommendations, upgraded firewalls, and replaced outdated virtual private network software.

2020 Basic Regent Institution Information Updates:

- Total Budget for FY 20 is \$915.1 m. A summary of the budget is available from <https://www.k-state.edu/budget/facts/Fact%20Card%20FY20.pdf>.
- Number of employees is 5,027. Source: <https://www.k-state.edu/pa/faculty/10yearTotals.pdf>.

2020 Basic Regent Institution IT Information Updates:

- Number of Kansas Citizen Customers - 15,119 of our students are classified as Kansas residents.
- K-State Research and Extension serves all 105 counties. Source: <https://www.k-state.edu/registrar/statistics/resnon.html> and <https://www.ksre.kstate.edu/about/stateandarea-maps.html>

2020 New IT Challenges or Updates to Existing:

Budget constraints continue resulting from COVID-19 challenges and declining enrollment. The Division of Information Technology received an 8.4% or \$1.2 million cut to the general fund budget. The result is a workforce reduction of seven staff positions. In March of 2020, with the move to online instruction and remote work, the use of online tools exploded. The focus quickly changed to supporting students, faculty, and staff to ensure business continuity.

PITTSBURG STATE UNIVERSITY

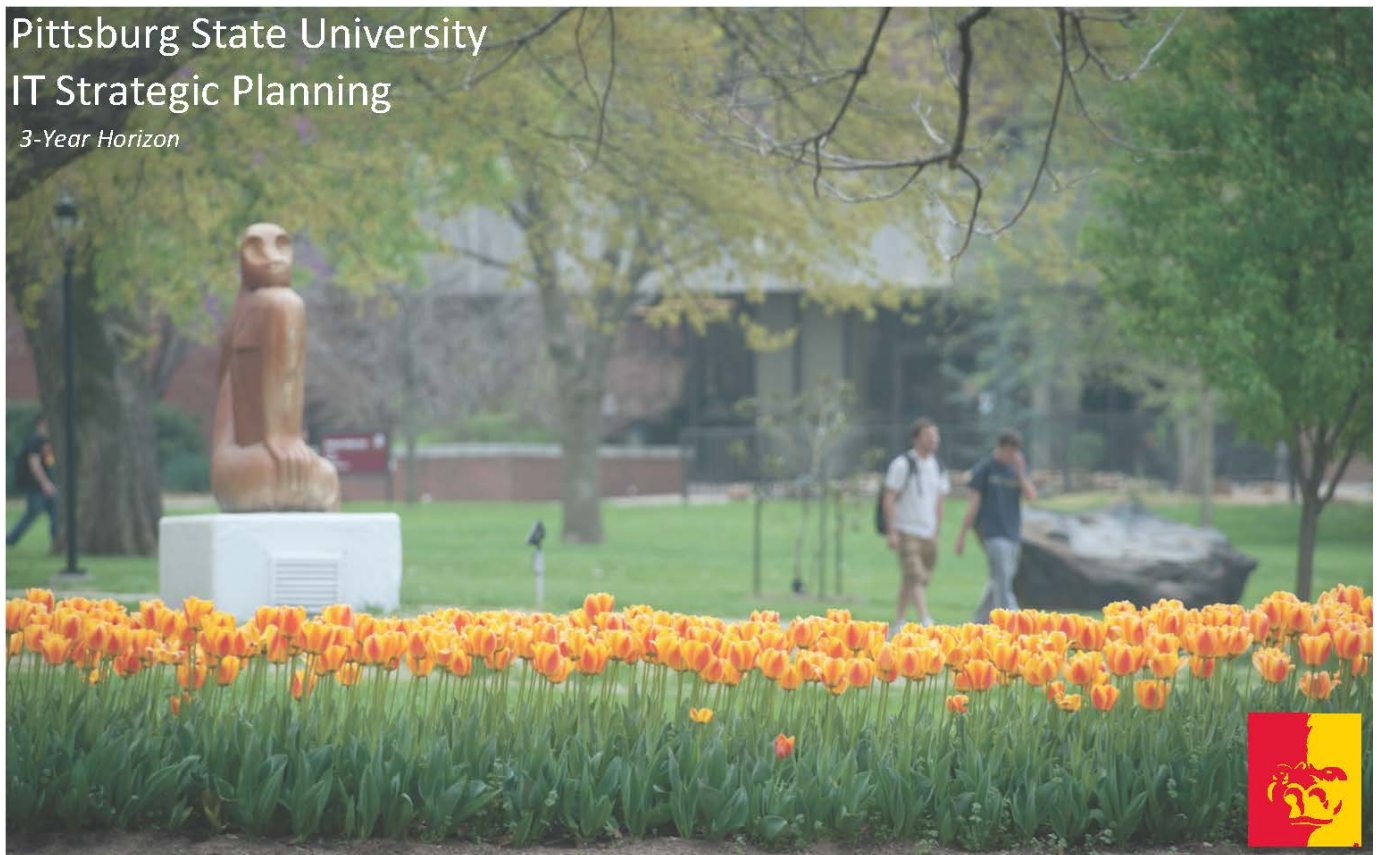
Regent Institution/Organization Head: Dr. David Scott

Regent Institution/Organization CIO/IT Head: Angela Neria

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Regent Institution IT Goals and/or Objectives



Agency Name and Leadership Information:

- Pittsburg State University
- Dr. Steve Scott, Pittsburg State University President
- Angela Neria, Pittsburg State University Chief Information Officer

Basic Pittsburg State University Information:

Pittsburg State University is governed by The Kansas Board of Regents (KBOR). KBOR is comprised of nine members, each of whom is appointed by the Governor of Kansas. Each Board Member also serves on various committees that address higher education issues. Their terms of office are indicated in parenthesis following their names.

- Vision: Pittsburg State University will be the first choice for:
 - Students seeking a quality education through nationally recognized programs;
 - The most talented faculty and staff seeking dynamic careers;
 - Partnerships with communities, businesses, organizations, and individuals in the region;
 - External investment by donors, grant makers, and government.
- Mission: The mission of Pittsburg State University is to provide transformational experiences for its students and the community.
- Total Budget: \$110.8 million
- Goals & Objectives:
 - Goal 1: Academic Excellence: Pittsburg State University will be intentional in its efforts to improve the quality and value of existing educational programs while responding to the needs of Kansas and beyond through emerging strategic initiatives
 - Objective 1.1 Develop: Develop and optimize physical and financial resources to support both existing academic programs and emerging initiatives.
 - Objective 1.2 Create: Create strategies to attract and retain well-qualified faculty.
 - Objective 1.3 Stimulate: Stimulate and elevate research, scholarship, and creative endeavors.
 - Objective 1.4 Organize: Strategically organize and support new program development to ensure alignment with internal strengths and workforce needs.
 - Objective 1.5 Create: Create and support an inclusive program of faculty development using a diversity of methods, including technology.
 - Objective 1.6 Stimulate: Stimulate the development of targeted graduate and interdisciplinary programs.
 - Objective 1.7 Transform: Transform the general education curriculum to be cohesive and flexible in order to best prepare graduates for workforce and civic leadership.
 - Objective 1.8 Align: Align and strengthen assessment and program review processes.
 - Goal 2: Student Success: Pittsburg State University will strengthen relationships and enhance support systems and tools to help students achieve their academic and personal goals.
 - Objective 2.1 Increase: Increase the number of students who successfully attain a higher education credential.
 - Objective 2.2 Secure: Secure additional financial resources and employment opportunities for students.
 - Objective 2.3 Fulfill: Fulfill high expectations for engagement and interaction of students with faculty and staff.
 - Objective 2.4 Enhance: Enhance student support programs, services, and systems.
 - Objective 2.5 Expand: Expand opportunities to engage all students in campus life.
 - Objective 2.6 Cultivate: Cultivate a diverse campus culture of respect, understanding, and awareness.
 - Goal 3: Partnerships: Pittsburg State University will work with global and regional partners and the community of Pittsburg to enrich and advance cultural, economic, and educational opportunities.
 - Objective 3.1 Collaborate: Collaborate with external stakeholders to promote joint planning, priority setting, and resource sharing.
 - Objective 3.2 Strengthen: Strengthen and diversify the University's Division II athletics program to be nationally competitive and to provide mutually beneficial events and opportunities.
 - Objective 3.3 Support: Support and attract performances, artists, cultural opportunities, and competitions that are of mutual University and community interest.
 - Objective 3.4 Lead: Lead local and regional economic development through partnerships, programs, conferences, and events.
 - Objective 3.5 Promote: Promote the Pittsburg State University brand and invest in innovative ways to tell the Pittsburg State University story to increase visibility and engagement.
 - Goal 4: Innovation: Pittsburg State University will be positioned to anticipate, respond to, and capitalize on opportunities.
 - Objective 4.1 Create: Create and emphasize University traditions to foster a greater sense of belonging.
 - Objective 4.2 Embrace: Embrace and systematically support innovation throughout the campus.
 - Objective 4.3 Identify: Identify and remove barriers to flexibility and adaptability.
 - Objective 4.4 Align: Align human and financial resources with growth expectations.
 - Objective 4.5 Strengthen: Strengthen internal communication and use effective methods to solicit feedback from internal constituents on key issues.
 - Objective 4.6 Inform: Use data to inform strategic decisions and resource allocation at all levels of the institution.
 - Objective 4.7 Attract: Create strategies to attract and retain well-qualified staff.
- Pittsburg State University Business Units
 - The Office of the President
 - The Office of Academic Affairs
 - The Office of Student Life
 - The Office of Administration and Finance
 - The Office of Advancement
- Pittsburg State University Funding Mechanism(s): State Appropriations, Tuition & Fees, Auxiliary Operations, Grant Funding
- Number of Employees: As of April 5, 2019 the total number of Classified, Unclassified, and Student employees was: 1,650. Breakdown:

- Classified: 249
- Unclassified Teaching: 406
- Unclassified Non-Teaching: 234
- Student Employees (undergrad. and grad. part time): 761
- Number of Kansas Citizen Customers: Approximately 43,400. Please see below for a breakdown of this information.
 - PSU has approximately 6,600 students of which approximately 4,400 are Kansas Citizens.
 - PSU is located in Pittsburg, KS, which is in Crawford County. The city and the county are closely connected historically, economically, and culturally to PSU. There are approximately 20,200 Kansas citizens living in Pittsburg and approximately 39,000 living in Crawford County.
- Agency/Organization CIO/IT Head: Angela Neria, Pittsburg State University Chief Information Officer

Basic Pittsburg State University IT Information:

The Office of Information Technology Services (ITS) serves as the central IT department for Pittsburg State University. ITS is a department under the umbrella of the President's Division. The University CIO reports directly to the University President. ITS is made up of the following areas: Office of the CIO, Development and Implementation, IT Project Management, Infrastructure and Security, and Campus IT Services. The CIO chairs several critical committees on campus including The Information Technology Council, the IT governing and planning body for campus, and The IT Project Management Governance Committee.

- Vision: The ITS Vision is to continually support student success by:
 - Matching the pace of constantly evolving technology by proactively modernizing IT services, applications, and infrastructure.
 - Attracting, developing, and retaining qualified and capable professionals by providing a dynamic work environment.
 - Earning recognition as an IT Leader both regionally and nationally.
- Mission: The mission of ITS is to provide the University community stable and timely IT experiences that support student success.
- IT Budget: \$1,478,155.00
- Number of Employees and Annualized Attrition Rate: 35 current FT employees, 16 student part-time employees, 5 FT vacancies. Annual attrition is approximately 1-2 people per year over the course of the last 5 years.
- Agency/Organization CIO/IT Head: Angela Neria, Pittsburg State University Chief Information Officer

Pittsburg State University IT Challenges:

The PSU ITS Leadership team met to discuss our key challenges. Although there are many challenges in IT, these 4 rose to the top of the list. All have funding connections to them in one way or another so we opted to not list "funding" as a challenge on its own.

IT Challenge:	Summary Statement:	Category(ies):	Priority:	Details:
Replacement of Student Information System (SIS)	Our current SIS is the one primary module left in our home-grown circa 1985 ERP.	Technology Obsolescence, Budget Constraints/Funding	High	PSU built a home-grown ERP in circa 1985 that consisted of 3 primary modules: Financial, Human Resources, and Student Information. That home-grown system has been upgraded and added on to over time, but the base code remained, leaving the ERP antiquated, unsecure, and unagile. PSU recognized this and included the replacement of the ERP modules in the Campus Wide IT Strategic Plan. As is common practice, PSU has successfully replaced the Financial and Human Resources modules first by moving those processes to Oracle Cloud. We now need to move our most critical module, the SIS, to a new, modern, reliable, secure system.
Recruitment and Retention of Qualified IT Staff	Due to a labor shortage, our location and salary range we are facing difficulties recruiting and retaining qualified IT Staff.	Attrition/Recruiting/Talent Gap, Budget Constraints/Funding	Medium	Due to a labor shortage in the IT industry, PSU's SE KS location and the salary range that we can offer we are facing difficulties recruiting and retaining qualified IT Staff. This issue is growing and although the priority is at a Medium now, we suspect it will soon rise to a high-level issue as we have IT staff near retirement. We are working in advance to get our arms around how to better recruit and create incentives that are not based on funding, given the lack of adequate funding for IT salaries in higher education at this time.

IT Accessibility	IT accessibility is critical (and required) for our clients and potential clients, yet many vendors do not create accessible products.	Process Immaturity, Vendor Issues, Budget Constraints/Funding, Statutory Changes	Medium	IT accessibility is critical (and required) for our clients and potential clients, yet many vendors do not create accessible products. At PSU we take accessibility in all areas very seriously. The CIO at PSU is currently chairing a committee through the Midwest Higher Education Compact (MHEC) to begin looking at ways that we can share knowledge, resources, and contracts to leverage vendors to begin producing accessible IT services for our clients. In addition, creating an area such as a portal where we can support each other with education, information, and best practices would be a valuable outcome from this committee. This is in the very early stages of planning and has many challenges in place for us to deal with including funding, expertise, and support. PSU hopes to leverage this committee to better support our students, the students of KS, and the students of MHEC institutions.
IT Security Needs	IT Security needs continue to mount with the increased sophistication of threats.	Technology Obsolescence, Budget Constraints/Funding, Statutory Changes	High	IT Security needs continue to mount worldwide with the increased sophistication of IT threats. However, funding and education have become more difficult to secure for our campuses. PSU has a history of high IT Security education, software, hardware, and physical security. However, with the growth of state requirements and the increased sophistication of the threats facing our world there is great concern regarding a) funding these needs and b) how to better educate our clients when faced with an IT threat.

Pittsburg State University IT Strategic Plan Goals, Objectives and Action Items:

The Pittsburg State University information technology strategic planning membership consists of the University Information Technology Council (ITC) members. The ITC is made up of a diverse group of University stakeholders who bring their experiences and suggestions to the Council in order to create a clear information technology direction for the University.

The Mission of the Information Technology Council:

Pittsburg State University seeks to create an environment that aggressively employs the application of emerging and proven technologies in support of all aspects of the university's activities and initiatives. The Information Technology Council plays a critical role in creating this environment. To do so, the ITC provides a mechanism for campus-wide input on the use of information technology resources. The council develops and recommends to the President's Council appropriate policies, standards and procedures that facilitate the effective and efficient use of these critical resources.

In addition, the council will develop an IT plan and oversee its implementation, ensuring the plan is in alignment with the university's strategic plan.

The Information Technology Planning Process of the ITC:

The ITC met each month during the academic year in order to construct a campus wide information technology plan. Throughout the process of strategic IT planning the ITC focused on the six University Goals in order to ensure that the University IT Plan was constructed as a supportive pillar for the University Strategic Plan. The University Goals are referenced in the IT Plan Objectives with the following numeric representation:

1. Academic Excellence
2. Student Success
3. Partnerships
4. Campus Culture

The ITC began the planning process by learning about all University technology services and who offers those services across campus. After visiting with 11 individuals that support technology in 6 different areas across campus, the ITC began the process of evaluating all current campus information technology. The process used during the evaluation phase of planning consisted of a SWOT analysis, with group members examining current University Technology Strengths, Weaknesses, Opportunities, and Threats. Following the SWOT analysis, statements of need were constructed and ranked by the ITC members. Each action item was evaluated to ensure that it was specific, measurable/observable, achievable, relevant to the University mission, and time bound.

Although challenging, the ITC felt it important to set target dates as goals for each objective. Due to the complex manner of funding, information technology changes, and human resources the target dates listed are based on current known information. Target dates will be reviewed and updated by the ITC as needed.

This process led to the following University Technology Plan Goals and Objectives.

University Strategic IT Plan Goals:

1. Expand Information Technology Resources
2. Support Academic and Operational Excellence through Technology
3. Implement Innovative and Sustainable Technology

Please find the University IT Strategic Plan Goals/Objectives/Action Items/Target Dates/Status/Correlation to University Goals:

IT Goal 1:			
Expand Information Technology Resources		Target Dates	Status
Objective A. PSU Goals 1, 2, 4			
Expand university technical support	Responsible		
Action(s):			
1. Research and pilot the use of resources that allow us to expand access to technology resources beyond the walls of campus.	ITS	Summer '17	Research/Pilot Complete Summer and Fall of 2017. NOTE: New Recommendation from ITS to ITC and PC is to adopt Software 2 and implement FY19. Completed early: Fall 2018.
2. Research and pilot the use of an online technical support chat tool. Secondary.	ITS	Spring '18	Complete. Fully operational Spring of 2018
Objective B. PSU Goals 1, 2, 3, 4			
Seek funding solutions based on IT Cost Recovery Study	Responsible		
Action(s):			
1. Apply for the federal USAC Healthcare Connect Grant	ITS	Summer '16	Complete Summer 2016 and Ongoing. Received Grants for 16/17 and 17/18, 18/19, 19/20. Have filed again for 20/21.
2. Institute new residence hall design and pricing	ITS	Fall '18	Complete Summer 2017
3. Evaluate campus computer lab use and costs, in order to recommend possible efficiencies and conveniences that could be introduced to campus	ITS	Summer '19	Complete Summer 2019

Goal 2

Support Academic and Operational Excellence through Technology		Target Dates	Date completed
Objective A. PSU Goals: 1, 2, 4			
o Select and implement a new Student Information System	Responsible		
Action(s)			
1. Create a Stakeholder Group to evaluate the needs required in a new SIS	ITS	Spring '16	Complete Spring 2016 and Ongoing
2. Create a sub group from the Stakeholder Group to serve on the Oracle Cloud SIS Focus Group, given that campus uses other major Oracle Cloud systems	ITS	Fall '19	Complete Fall 2019
3 Evaluate Financial Assistance Packages to replace current home grown system but integrate with any future systems(s)	Financial Assistance and ITS	Fall '19	Complete Fall 2019
4. Evaluate SIS vendors and whether or not their respective products meet our required needs	ITS	Spring '20-'21 (est.)	This will be recast due to funding, market product availability, and the COVID 19 pandemic.
5. Identify funding for a new SIS	ITS	Spring '20-21 (est.)	This will be recast due to funding, market product availability, and the COVID 19 pandemic.
6. Submit an RFP for a new SIS	ITS	Fall '21 (est.)	This will be recast due to funding, market product availability, and the COVID 19 pandemic.
7. Implementation of a new SIS	ITS	Summer '22-Summer '23 (est.)	This will be recast due to funding, market product availability, and the COVID 19 pandemic.
8. Create a new online responsive design Course Catalog that integrates with our current SIS.	ITS	Fall '19	Fall 2019
9. Create a new online responsive design Degree Audit that integrates with our current SIS.	ITS	Spring '20	Spring 2020
Objective B. PSU Goals: 1, 2, 3, 4			
o Create technology conducive learning spaces			
Action(s)			
1. Revisit the recommendations (to see how they impact current learning space needs) of the Renovation and Mediation Committee (sub-group of the Academic Space Utilization Study 2013)	CTLT	Spring '19	Complete Fall 2019
2. Upgrade audio and video in classrooms to accommodate synchronous online and learning in response to pandemic	CTLT	Fall '20	Complete Fall 2020

• Objective C. PSU Goals: 1, 2, 3, 4			
○ Assist the campus community in embracing existing and emerging technologies	ITS and CTLT		
Action(s)			
1. Continue to ask what types of trainings campus would like and offer those trainings and brown bag opportunities	ITS	Fall '16	Complete Fall 2016
2. Create a community of users through the use of Yammer and Skype. (The addition of Teams to this list was put into place in 2019 and completed Spring 2020).	ITS	Fall '16	Complete Fall 2016
3. Increase the use of technology through 'willing hearts' and share these stories in order to encourage others to increase the use of technology in their daily work	ITS	Fall '17	Complete Fall 2017 and Ongoing. Examples: Software 2 pilot. Yammer use. Skype use. This is now a way of doing business in ITS.
4. Develop IT web pages for students and employees new to campus	ITS	Fall '17	Complete Fall 2017
5. Offer professional development opportunities related to the use of technology in F2F, hybrid, and online courses.	CTLT	Ongoing.	Complete Annually and Ongoing
6. Escalate the already planned migration of all users from the University central P Drive to Microsoft Teams, accompanied with comprehensive training in response to the pandemic.	ITS	Spring '20	Complete Spring 2020
7. Provide professional development for faculty to implement video conferencing and video recording tools to support remote and/or online learning due to pandemic.	CTLT	Spring '20	Complete Spring 2020 and Ongoing
• Objective D. PSU Goals: 1, 2			
○ Explore additional forms of technical assistance to support University online course offerings, as those offerings increase.			
Action(s)			
1. Research and pilot the use of resources that allow us to expand access to technology resources beyond the walls of campus.	ITS	Summer '17	Research/Pilot Complete Summer and Fall of 2017. NOTE: New Recommendation from ITS to ITC and PC is to adopt Software 2 and implement FY19. Completed early: Fall 2018.
2. Research and pilot the use of an online technical support chat tool.	ITS	Spring '18	Complete. Fully operational Spring of 2018.
3. Develop IT web pages for students and employees new to campus.	ITS	Fall '17	Complete Fall 2017
4. Create additional Live Chat channels for various critical areas of campus to respond to remote learners and workers in response to the pandemic.	ITS	Spring '20	Complete Spring 2020
• Objective E. PSU Goals: 1, 2			
○ Expand access to instructional design resources			
Action(s)			
1. Increase the number of eLearning Academy courses	CTLT	Fall '17	Complete Fall 2017 and Ongoing. 10-16 eLearning Academy courses are completed each year.
2. Provide additional online professional development for second year new faculty	CTLT	Fall '17	Complete Fall 2017 and Ongoing. Second year new faculty take two

			online PD courses each year.
3. Provide training for all faculty to move classes to a remote learning format or to accommodate new online courses using a Canvas template with built-in instructional design resources.	CTLT	Spring '20	Complete Spring 2020 and Ongoing

Goal 3

Implement Innovative and Sustainable Technology	Target Dates	Date completed
Objective A. PSU Goals: 1, 2, 3, 4		
Standardize campus technology processes to create efficiency while maintaining our University mission and goals	Responsible	
Action(s)		
1. Research and pilot the use of resources that allow us to expand access to technology resources beyond the walls of campus	ITS	Summer '17
2. Continue to develop policies and procedures that promote common standards and efficiencies	ITS	Ongoing.
a. Develop an IT Lifecycles Policy	ITS	Fall '17
b. Develop written procedures and common timelines, that encourage the practice of bulk ordering campus IT resources	ITS	Spring '18
c. Develop an IT continuity of operations plan (COOP) utilizing our current disaster recovery (DR) plan	ITS	Spring '18

d. Work with ITC and Pres Council to create a Multi Factor Authentication Policy.	ITS	Spring '20	Spring 2020
3. Centralized IT Support Model (NEW: Added Spring '18)	ITS	Fall '18	Complete Fall 2018.

Objective B. PSU Goals: 1, 2			
Create an IT infrastructure plan for campus that meets the increasing demands of campus clients			
Action(s)			
1. Build an IT infrastructure plan, capitalizing on partnerships, and take action to improve campus infrastructure	ITS	Spring '16	Complete Spring 2016
2. Increase capacity to PSU's outdoor wireless network to support the outdoor needs due to Pandemic and students spending more time outdoors throughout campus to properly distance between classes.	ITS	Fall '20	In Progress Now
Objective C. PSU Goals: 2, 4			
Enhance campus feedback loop to promote technology innovation.			
Action(s)			
1. Partake and actively engage in campus innovation initiatives EX Disrupters Group with various members from across campus to gather innovative thinkers on a regular basis to share ideas and promote disruptive thinking to stimulate innovative thinking/projects	CIBD	Summer '16	Complete Summer 2016
2. Develop Block 22 student housing with innovative makerspaces to promote campus innovation and collaborative city partnerships.	CIBD and ITC	Fall '18	Complete Spring 2019

Evaluation:

The ITC will continue to meet regularly to evaluate the progress of each objective.

In addition, the ITC will annually examine the need for changes in the plan, given changing information technology resources and demands as well as funding sources.

UNIVERSITY OF KANSAS

Regent Institution/Organization Head: Doug Girod, Chancellor

Regent Institution/Organization CIO/IT Head: Mary Walsh

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Regent Institution IT Goals and/or Objectives

▪ IT Governance

- Description: More structure needs to be put in place to ensure campus-wide initiatives are properly reviewed, funded and prioritized. We will formalize and launch an IT Governance plan that will include groups of campus stakeholders whose input will decide the course of technology in the future at the University of Kansas.
- Desired Outcome: The purpose of implementing a Governance process is to provide transparency, communication, and build consensus throughout the University. By building a robust Governance process, KU IT will be including members of the KU community in the prioritization process for significant IT projects and efforts which impact the entire University. Governance will shed light on how IT is using their limited resources to support and expand services which are critical to the success of students, faculty, and staff, and ensures everyone at KU understands the benefits of these efforts and how they align with KU's mission and strategic initiatives.

2020 Update: On-track, the IT Governance process was slated to begin in July 2020, but the kick-off was rescheduled due to the pandemic. We expect to kick off IT Governance in October of 2020. Updated timeline due to the pandemic, our initial phase was shifted to Oct. 2020. We will continue to add structure to the functionality over the coming months and incorporate updates from KITO in 2021.

▪ Keep KU in the know – communication and outreach

- Description: Great communication is an important element of building trust. The role of communicator is not one that should be reserved for a few key people, but instead be the expectation set for all staff. We need to ensure that our campus is kept “in the know” and encourage staff at all levels to communicate and build relationships across campus.
- Desired Outcome: Provide transparency and build trust with customers through relevant, effective, and timely communication.

2020 Update: On-track/on-going as this goal will never be completely “finished” as we will always strive to improve our communication and outreach to campus. In 2019-2020, we successfully launched two CIO Advisory Councils where a diverse group of students, faculty and staff are able to provide direct feedback to KU IT on technology services and projects.

▪ Plan and upgrade infrastructure

- Description: In FY2019, we will put forward a comprehensive plan to address the maintenance of our IT infrastructure and the growth of technology and data on campus. Our IT infrastructure includes the hardware, software, networks, data centers, facilities and related equipment used to develop, test, operate, monitor, manage and support information technology services at KU. Like many educational institutions, we need to upgrade our infrastructure to ensure full compliance with the various protocols that govern our work as an educational and research institution.
- Desired Outcome: This will result in a five-year comprehensive roadmap that addresses how and when decisions are made that includes all technical services provided by KU IT.

2020 Update: On-track/ongoing and we made significant progress in the planning of necessary infrastructure upgrades to address hardware that is end of life. In FY21 & FY22, we expect to have completed these initial projects. Change in Description - (Addition): A first step with this overarching goal is implementing a new Network Border Intrusion Prevention System (IPS), which is slated to happen by Nov. 2020, and is a critical security solution.

▪ Move to the cloud: Email and web

- Description: Our email and websites have always been served from KU's data centers. However, there are considerable benefits to moving our email and web hosting to cloud services, including business continuity, cost avoidance related to upgrading email servers, and the ability to use the full functionality of SharePoint and Office 365. In 2019, we will begin work to host our email and web hosting in the cloud ensuring minimal disruption.
- Desired Outcome: The desired outcome of this objective is to improve business continuity, avoid cost for hardware replacement, and fully utilize license agreement with Microsoft.

2020 Update: Completed 8/16/2020. Email: We completed the migration of all individual email mailboxes to the cloud on 8/16/2020. We will be moving a final few department accounts in fall 2020 and will officially be closing this project in Dec. 2020. Web: We completed a test failover of our main KU homepage in Jan. 2020.

▪ **Improving Skype for Business unified communication service**

- Description: More than five years ago, our university made the choice to modernize our phone system leveraging Skype for Business. It's clear that Skype for Business changed the way we communicate at the University of Kansas. Some may have discovered that instant messaging is extremely valuable in connecting across campuses. Others may have found the transcribed voicemails as email to be the biggest benefit. In 2019, we will identify the aspects of the service that still need to be remedied, as well as align the service with Microsoft's product roadmap.
- Desired Outcome: Business Continuity, fully utilize license agreement with Microsoft.

2020 Update: Off-track. Since the pandemic, which forced an expedited roll out of Microsoft Teams, we've now shifted from improving Skype for Business to preparing to migrate to Teams. (Please change title to "Skype to Teams migration") With the adoption of Microsoft Teams, we are now shifting from improving Skype for Business to preparing to migrate to Teams for voice service. This brings us in closer alignment with the Microsoft Roadmap.

▪ **Enhance security with multi-factor authentication**

- Description: In 2019, we will complete an initiative that requires Duo Multi-factor Authentication (MFA) for all faculty and staff to access campus services, such as KU's Virtual Private Network (VPN), HR/Pay, Enroll & Pay and more. In doing so, we will join more than 145 American universities who are securing their data with Duo Multi-factor Authentication.
- Desired Outcome: All faculty and staff will be required to use Duo Multi-factor authentication for single sign-on.

2020 Update: Completed 10/1/2019. We rolled out multi-factor authentication to our campus by our target date of 10/1/2019.

2020 Regent Institution and Leadership Updates:

- Doug Girod, Chancellor; Barbara Bichelmeyer, Provost

2020 Basic Regent Institution Information Updates:

- (Updates to mission/vision statements)

Our vision: To be an exceptional learning community that lifts each other and advances society.

Our mission: We educate leaders, build healthy communities, and make discoveries that change the world.

2020 New IT Challenges or Updates to Existing:

- The biggest new challenge we faced in 2020 was responding to the pandemic and the need to transition all operations, research, and courses to remote delivery in March 2020. For fall 2020, we had to address a new challenge which was to operate in a more hybrid capacity for courses, research, and work.

UNIVERSITY OF KANSAS MEDICAL CENTER

Regent Institution/Organization Head: Dr. Robert Simari

Regent Institution/Organization CIO/IT Head: Dr. David Antonacci

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Regent Institution IT Goals and/or Objectives

▪ **Cost Optimization**

- Description: Through zero-based budgeting, position and system rationalization, and contract evaluation and negotiation, all IT expenses will be evaluated for need and value.
- Desired Outcome: IT investments will have maximum benefit.

2020 Update: Completed June 2020.

▪ **Process Improvement**

- Description: All key IT processes will be documented and optimized.
- Desired Outcome: All key IT processes will be consistently reproducible and optimized.

2020 Update: Completed December 2019.

▪ **IT Governance**

- Description: An IT Governance Committee, consisting of top campus leadership, has been formed and meets monthly. Its purpose is “setting and managing accountability and decision rights for the effective management of IT resources to support achievement of organizational objectives”.
- Desired Outcome: IT investments align with university vision, mission, goals, and priorities.

2020 Update: On-track/on-going, multi-year initiative.

▪ **Workday**

- Description: Our legacy enterprise resource planning system (Peoplesoft) will be replaced with the Workday system.
- Desired Outcome: Our new enterprise resource planning system will better meet our financial and human resource information needs and requirements.

2020 Update: Completed June 2020.

- **Research IT**

- Description: Increasing research productivity is a major strategic priority for KUMC. Many new research initiatives and proposals will require new or expanded IT services, such as large data storage and high-performance computing.
- Desired Outcome: KUMC researchers will have the IT services they need to expand our research productivity.

2020 Update: On-track/on-going, multi-year initiative.

- **Office 365**

- Description: Office 365 includes many new tools and capabilities that enable our faculty, staff, and students to work better together.
- Desired Outcome: Office 365 will be completely and securely implemented, and campus users will have the knowledge and skills to use it successfully.

2020 Update: On-track/on-going, multi-year initiative.

- **New ITEC Security Policies (7320A)**

- Description: Our current state will be assessed against the new ITEC 7320A Security Policy requirements, and needed improvements implemented.
- Desired Outcome: We are 100% compliant with new ITEC 7320A Security Policy requirements.

2020 Update: On-track/on-going, multi-year initiative.

2020 Basic Regent Institution Information Updates:

- Total Budget: \$441M
- Number of Employees: 6,969
- Number of Kansas Citizen Customers: 3,794

2020 Basic Regent Institution IT Information Updates:

- Budget: \$16M
- Number of Employees: 118
- Annualized Attrition Rate: 5%

2020 New IT Goals/Objectives

- **New Goal: Post-pandemic Review**
 - Category: IT Support Improvement/Agility
 - February 2021 – December 2021 (TBD)
 - Description: The COVID-19 pandemic required new priorities, technologies, and processes. This review will evaluate both operational continuity improvements for any future pandemics, as well as potential process and technological improvements learned from our pandemic experience.
 - Desired Outcome: KUMC IT operations and business continuity will be improved.
- **New Objective: Payment Card Industry (PCI) Project**
 - Name of IT Goal/Agency Goal Supported: Improve campus security Budget: \$75K
 - 2020 – 2025
 - Description: The requirements for credit card transactions are constantly changing as technology and security standards evolve.
 - Desired Outcome: KUMC will have confidence in processing credit and payment card transactions while ensuring compliance with industry standards and requirements.

WICHITA STATE UNIVERSITY

Regent Institution/Organization Head: Dr. Richard Muma, President

Regent Institution/Organization CIO/IT Head: Ken Harmon

Link to the complete 2019-2021 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Executive Branch 3-Year IT Plan

2019-2021 Regent Institution IT Goals and/or Objectives

- **Support for Strategic Enrollment Management (SEM) and Other University Strategic Objectives**

- Description: This is a multi-faceted objective with numerous student-centered new or changed systems
- Desired Outcome: Technology will be an enabler and not an impediment for all SEM and other University-Wide Strategic Organizational Goals

2020 Update: On-track, University strategic planning was paused/slowed to address the COVID-19 pandemic, but IT continues to support the process as it progresses. Original timeline was Sep 19- ad infinitum, which is still correct.

- **Streamline and control IT procurement processes for cost efficiencies and labor savings**

- Description: Drive new IT transformational projects through corresponding efficiencies and thus cost reductions in the most prevalent traditional IT services such as Desktop and Help Desk.
- Desired Outcome: Undertake transformational IT opportunities with cash flow generated from savings on traditional support activities (IT Desktop Support & IT Help Desk).

2020 Update: Completed 9/14/2020. New procurement processes are in place and up-dated policies are approved in September 2020.

- **Support the launch of the full Innovation Campus.**

- Description: Provide design and implementation assistance to all new construction projects on The Innovation Campus in terms of IT Infrastructure such as wired and wireless data networking, voice capabilities, physical electronic door locks, video security cameras, and other similar items.
- IT will be an enabler and not an impediment for the timely construction and occupancy of new buildings in and around WSU's new Innovation Campus which is adjacent to the traditional WSU main campus.

2020 Update: On-track, IT capability continues to support the expansion of the Innovation Campus.

- **Improve Demonstrable Compliance with all relevant IT security statutes.**

- Description: Seeking better compliance and better abilities to demonstrate compliance with the many, many IT Security-related statutes that apply to a large, modern, research University in the US these days. Hoping to start with the hiring of a Chief Information Security Officer and eventually some additional staff for that position as well.
- Desired Outcome: Ensure timely compliance of WSU with all applicable statutes, and the ability to demonstrate and prove same, quickly and efficiently/effectively if/when necessary (e.g. responding to audits from various organizations, routine {LPA, CLA} or ad hoc).

2020 Update: On-track. FY2020 improvements included improved infrastructure patching and hardening, monitoring, and asset management.

- **Form a Strategic IT Investment Governance Board**

- Description: Judiciously formulate an IT Technology and Investment Board to govern major future IT investments/expenditures AND prioritize IT projects appropriately, with members from all relevant stakeholder organizations.
- Desired Outcome: Future IT project prioritization and funding is better aligned with the University's strategic goals and is communicated and well understood by all key stakeholders, not just IT and Executive Management.

2020 Update: On-track. FY2020 improvements included improved infrastructure patching and hardening, monitoring, and asset management.

2020 Updates to Regent Institution and Leadership:

- Acting President: Dr. Richard Muma
- New CIO: Ken Harmon
- New CISO: Mark Rodee

2020 Basic Regent Institution Information Updates:

- University FY 2021 Budget: \$417.4MM

2020 Basic Regent Institution IT Information Updates:

- IT Budget for FY2021: \$10.5MM

2020 New IT Challenges or Updates to Existing

- Challenge #1 from the previous year: The Summary Statement should be updated to read, "The organization continues to address antiquated technology in certain buildings, with improving WiFi coverage being an ongoing focus."
- Challenge #3 (creating an ITS Governance committee) has been completed and should be removed.
- Challenge #4 from the previous year ("Hire a CISO") has been completed and should be removed.

2020 New IT Goals/Objectives

- New Objective: Review of IT vision and capabilities, to result in new strategies, initiatives, and possibly different service offerings.