



# **Executive Branch 3-Year IT Plan Summary**

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## Introduction

Contained in this submission is a summary of the strategic information technology plans submitted by each Executive Branch agency. These plans set forth the agencies' current and future information technology needs and utilization plans for the next three ensuing fiscal years as required by KSA 75-7209 (c) and KSA 75-7210.

As the primary steward of executive branch IT needs and projects, the executive branch CITO will 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 possible. The reality today is that the needs are great, and the resources are finite. 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.

Included in this document are:

- Overarching Goals of Executive Branch IT Organizations
- An assessment of the Executive Branch IT Landscape
- Summaries of the challenges, goals, and upcoming projects for:
  - Cabinet Agencies
  - Non-Cabinet Agencies
  - Regent Institutions
- Strategic Initiatives OITS will undertake to support agency plans
- Individual agency 3-year plan submissions



## Overarching Goals of EBIT Organizations

- 1. Modernize agency hardware and software to sustainable solutions**
  - Improved speed of business
  - Increased access to citizen services
  - Efficiency of business operations
  - Reduced talent gap
  - Improved ability to innovate and use new technologies
- 2. Strengthen Overall Security Posture**
  - Reduced risk to business operations
  - Reduced risk to citizen data and service availability
- 3. Improve Data Governance and Sharing**
  - Increased access to data for state agencies, citizens, research institutions
  - Increased efficiency in business operations
  - New insights to understand citizen needs
- 4. Increase availability and access to high-quality IT Services for all agencies regardless of size**
  - Improved speed of business
  - Increased access to citizen services
  - Efficiency of business operations
  - Reduced talent gap
  - Improved ability to innovate and use new technologies
  - Reduced risk to business operations
- 5. Improve ability to recruit and retain experienced IT staff**
  - Reduced risk to business operations
  - Improved speed of business
  - Efficiency of business operations
  - Reduced talent gap
  - Improved ability to innovate and use new technologies

## Enterprise Assessment Summary

The most significant concern expressed by Executive Branch agencies, when it comes to IT, is the outdated technology staff rely upon to accomplish their agency's mission. Nearly twice as many instances of technology obsolescence concerns were expressed over the second category of budget constraints. Outdated technology can cause inefficiencies in speed of business, access to services, increased vulnerability to cyber threats, and an increased cost of operation.

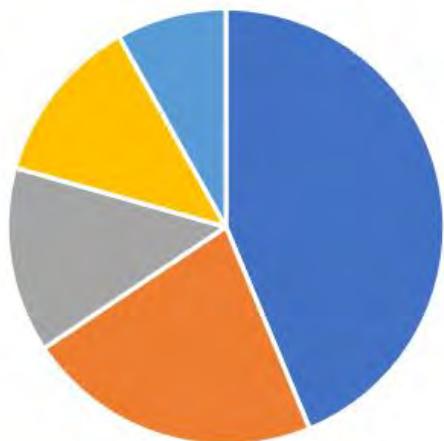
The second most common challenge reported was budget constraints. Agencies expressed the need for funds in order to address outdated technology, increased security requirements, new federal requirements, and increased demands of digital access to citizen services. Budget constraints are further complicated by the number of agencies that do not have designated IT budgets. Currently, less than one third of agencies indicated they have a designated IT budget. Other agencies pay for IT expenses from the operations budget or within specific agency business units.

The top two concerns directly impact the following three: security, resource constraints, and recruitment and retention of staff. Outdated technology and a lack of funding to address that technology lead to increased security vulnerabilities; the need for additional and specialized staff to operate the technology; and the inability to pay, train or recruit staff with the skillsets needed to operate outdated systems. In many cases, technical schools do not even teach the skills needed to operate some state systems due to their age and lack of use in the market.

Agencies, in an effort to remedy their current situations, have planned and developed projects for implementation over the next three years. More than 35% of projects submitted are to address outdated applications and systems currently in use. Another 18% are to address outdated hardware/infrastructure, while 12% are to address security vulnerabilities.

In addition to addressing outdated technology, agencies indicated that they are aware of the potential value held in agency data. More than 20 projects were submitted to increase the quality, availability, shareability, and classification of agency data. This data holds the potential for all agencies to improve their interactions and efficiency of services to Kansans.

### Top 5 IT Project Types

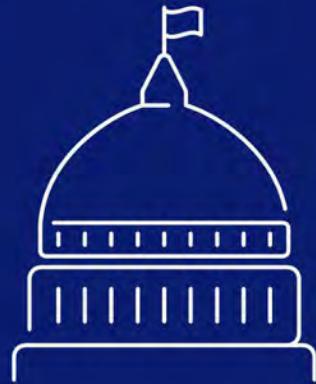


### Top 5 IT Project Types

- Application Modernization - 44%
- Hardware/Infrastructure - 22%
- Security - 14%
- Data Governance/Sharing - 12%
- Service Consolidation - 8%



7 State Universities



54 State Agencies



1,410 IT  
Employees



\$193.7  
million\*

245 IT Projects



#### Top 5 Challenges

1. Technology Obsolescence
2. Budget Constraints
3. Security
4. Recruiting/Retention
5. Resource Constraints

\*20/61 agencies have a dedicated IT budget

## Cabinet Agency Summary

This segment of the report includes data submitted by the 12 cabinet agencies: Department of Administration, Department of Health and Environment, Department of Revenue, Department of Corrections, Department of Transportation, Department of Agriculture, Department of Labor, Department of Commerce, Kansas Highway Patrol, Department for Children and Families, Department for Ageing and Disability Services, and Department of Wildlife Parks and Tourism.

The top concerns of cabinet agencies include the same challenges as the entire branch; however, indicate a different level of importance. The top concern amongst cabinet agencies is technology obsolescence. This directly impacts the speed, efficiency and availability of critical citizen services and applications.

Secondary to the technology, but quite closely related, is the ability to recruit, retain and train enough qualified IT staff. Talent gaps currently exist due to the aged systems some agencies operate with few tech schools offering training programs for the necessary technology due to the limited demand of the overall employer landscape. Agencies are also in need of application developers. These positions are in high demand across the country and many potential applicants accept positions in larger municipalities due to the current pay structure available through the state.

The third concern is relative to specific funding available to address the aged technology or add additional staff to the business unit. These three concerns directly lead to the fifth concern noted of limited resources available to complete the work required.

When all of these areas are short on resources; technology, funding, and people, they lead to a degradation of IT process that directly impacts the quality and availability of IT services to our agencies and citizen services.

To address these concerns, agencies are prioritizing projects based on available resources and the potential for improvement in business efficiency. This is directly seen through the number of application and infrastructure modernization projects as well as the significant number of data-related projects.



2.9 Million Kansans Served

## 12 Cabinet Agencies



459 IT

Employees



\$95.3

million\*

## 82 IT Projects



### Top 5 Challenges

1. Technology Obsolescence
2. Recruiting/Retention
3. Budget Constraints
4. Process Immaturity
5. Resource Constraints

\*7/12 agencies have a designated IT budget

## Non-Cabinet Agency Summary

This segment of the report includes data submitted by 40 non-cabinet agencies, boards and commissions.

The inherent nature of non-cabinet agencies leads to a number of issues directly related to the size and availability of resources: financial, people, expertise, and technical. Of the 40 agencies included in this report, only 1/3 of them have dedicated in-house IT support. Another 40% receive services from OITS or another agency. The remaining agencies don't have any regular IT support at all, relying upon OITS only when something isn't working.

This challenge directly impacts the wide variety of services provided throughout non-cabinet state agencies. Agencies reported 30 concerns related to outdated technology with another 20 specific security related concerns. Both of these are compounded by the lack of professional IT support and available budget to access that support and replace outdated technology.

Of the projects submitted, 24 are to specifically address outdated applications, like Access databases or licensing systems. 16 are to address outdated hardware and infrastructure. When updated appropriately, these applications and hardware should improve business efficiencies and availability of citizen services.

The third concern is budget constraints with 18 instances reported. Multiple agencies have indicated that IT has become their second highest cost of operations, behind salaries and surpassing contractual lease obligations.



2.9 Million Kansans Served

40 Non-Cabinet Agencies



75 IT Employees



\$1.8

million\*



30% Lack IT Support

# 102 IT Projects



Top 5 Challenges

1. Technology Obsolescence
2. Security
3. Budget Constraints
4. Resource Constraints
5. Recruiting/Retention

\*6/40 agencies have a designated IT budget

## Regent Institution Summary

The concerns expressed by the Regent institutions indicates a more mature and stable IT environment. The top concern of state universities is security. With the largest userbase in the state, these organizations have to manage tens of thousands of users from around the world every day. The systems to be secured within the universities are also unique, housing valuable research programs and data, that may not be able to implement the same protections as the rest of the university.

Similar to other agencies, outdated applications and infrastructure are concerns, as well as recruiting and retaining qualified IT employees. Universities rely heavily on temporary or part time student employees for support, with many leaving to join the private sector workforce upon graduation.

Universities also face significant pressure to maintain cutting-edge technology to provide Kansas students with the best opportunities for success upon graduation. These expectations are compounded by inconsistent levels of funding from year to year; however, all of the state universities have dedicated IT budgets to maintain visibility and priority of the programs.

Like other agencies in the state, there are a significant number of projects underway to address outdated applications. Unique to regent institutions is the number of specific security projects planned to improve the protection of their specialized environments.



94,000+  
Students  
Served



## 7 Regent Institutions



876 IT Employees



\$96.6  
million

## 61 IT Projects



### Top 5 Challenges

1. Technology Obsolescence
2. Security
3. Budget Constraints
4. Resource Constraints
5. Recruiting/Retention

## Office of Information Technology Services (OITS)

As noted in the introduction, as the primary steward of executive branch IT needs and projects, the executive branch CITO has reviewed 3-Year IT Plans submitted by agencies and developed the following OITS plan to ensure appropriate infrastructure support and access to IT services for all executive branch agencies.

This section outlines initiatives that the CITO and OITS have identified to help improve organization's health and support the agencies' long-term visions. As with any strategic plan, this is a living document that will evolve as systems, resources, and priorities change and will serve as a roadmap for OITS operations. These enterprise level initiatives are designed to impact multiple customer groups or agencies, including executive branch, non-cabinet agencies, all cabinet agencies, all KANWIN customers, and various other stakeholders.

The Office of Information Technology Services (OITS) is the central IT office, providing core IT services to state agencies. The Office currently has 85 employees, including cabinet agency CIOs, that serve more than 18,000 users statewide. OITS contains the Kansas Information Security Office, the Kansas Information Technology Office (KITO) for IT Project monitoring and reporting, as well as other core agency business units.

Currently, OITS' Professional Services department provides primary IT support for two cabinet agencies, 14 non-cabinet agencies, and ad-hoc IT support for many more.

OITS' Network and Telecommunications department oversees the operation, design, build-out, and maintenance of the largest IP network in the State of Kansas. This team provides primary network and telephone connections for the vast majority of all state agencies, regardless of branch.

The Kansas Information Security Office (KISO) is also housed within OITS. That team is currently engaged with agencies to ensure that long-term security goals are approached in an overarching, holistic way. A sustainable security plan will have to include cooperation and communication between agencies and KISO. The KISO is assessing common security challenges from agencies, and developing a robust and comprehensive security strategy with an eye towards uniformity and common vulnerabilities. These plans will be presented to the Joint Committee on Information Technology when finalized.



18,000+ Users Served



Supports Cabinet

Agencies &

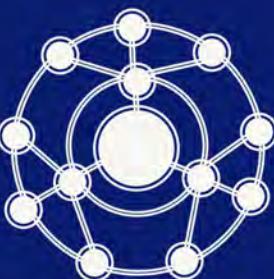
14+ Non-Cabinet

Agencies



85

Employees



KITO

IT Project

Monitoring

Office



Operates  
Largest  
IP Network  
in the  
State



Kansas Information  
Security Office

# OITS Enterprise Initiatives

## 1. Data Center as a Service (DCaaS)

- a. **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 Eagan, MN with a disaster recovery location in Ashburn, VA.

The data center initiative through Unisys strongly supports improvement in the information security posture of the state by ensuring that hardware is refreshed on a regular basis and that firmware and operating systems are applied and patched according to service level agreements.

- b. **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. This option will be primarily used by non-cabinet agencies.

## 2. Software as a Service/Cloud/Mobile Strategy and Facilitation

The goal of this initiative is to help agencies facilitate and architect cloud, mobile, and software as a service solutions (O365, Salesforce, Oracle Cloud, Azure, AWS) in a common fashion.

This initiative will improve the state's security posture by ensuring agencies maintain consistency, compatibility, and compliance through the application of industry best practices.

## 3. Network Obsolescence Remediation

The goal of this project 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.

#### **4. Service-based Strategy Implementation**

The goal of the service-based strategy implementation 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, including IT services, financial management, asset management, and vendor and contract management.

This project encompasses four phases that can be implemented in a waterfall or agile approach, depending on the capacity and resources.

##### **a. Phase 1 - Information Technology Service Management**

Phase 1 will 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 Software-as-a-Service tool called ServiceNow. While already implemented for limited Service Desk functions, the tool has the capability to add far more value to the delivery of IT services.

The implementation will require education sessions (first pass completed), a roadmap session (planning in process), training and organizational change management professional services, and ongoing FTE support for the technology (ServiceNow) and continuous improvement (process owners).

Continued sponsorship at the executive level will be a key enabler for success. 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.

##### **b. Phase 2 – Information Technology Financial Management**

Phase 2 will implement the financial management segment of Information Technology Service Management (ITSM), utilizing 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 Apptio. While implemented, it has been heavily customized and does not follow ITFM best practices.

The implementation will require education sessions (first pass completed), a roadmap session (planning in process), training and organizational change management professional services, and ongoing FTE support for the technology (Apptio) and continuous improvement (process owners).

Additionally, the reorganized Statewide Cost Allocation Plan (SWCAP) Reporting Categories will be critical for better IT financial management.

The goal of this phase of the initiative is to accurately align SWCAP reporting categories with the actual services provided by OITS. Following an initial review of the existing report with the state's SWCAP vendor, Maximus, it was discussed that reorganization of reporting categories is possible and recommended due to the changes in services offered and the way services are billed.

**c. Phase 3 – Asset Management**

Phase 3 will implement the core asset management practices of Information Technology Service Management (ITSM), a customer-centric framework for IT service delivery and management. This includes the management and tracking of software licensing.

Process automation and inter-process interaction will require implementation of an already purchased ServiceNow module.

The implementation will require education sessions (first pass completed), a roadmap session (planning in process), training and organizational change management professional services, and ongoing FTE support for the technology (ServiceNow) and continuous improvement (process owners).

**d. Phase 4 – Vendor and Supplier Management**

Phase 4 will implement a service-based strategy to increase the efficiency and effectiveness of vendor and supplier relationships (approx. 24) responsible for IT service delivery across the enterprise. This includes the tracking and monitoring of contracts, renewals, service level agreements, and amendments for any IT-related vendors that do business with more than one agency in the enterprise.

The implementation will require education sessions (first pass completed), a roadmap session (planning in process), training and organizational change management professional services, and ongoing FTE support for the technology (ServiceNow) and continuous improvement (process owners).

## **5. Identity and Access Management Implementation**

Improving the security posture of state business operations is imperative. There are some initiatives that can be accomplished at an individual agency level, while other initiatives protect from an enterprise level.

The initiatives below, when combined, will meet pent up demand from agencies, meet compliance requirements, and further protect our systems from malicious attacks.

**a. Unified Endpoint Management (UEM)**

In response to agency demand, OITS is researching UEM solutions. 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. The goal is to implement 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.

**b. Consolidated Active Directory**

The goal of this initiative is to simplify the way in which the state manages permissions and access to networked resources. Currently, there are more than 25 separate and distinct Active Directory environments in use, each of which has been designed and is managed by its own team. This has caused a high level of complexity and low level of standardization in the environment, resulting in additional cost and difficulty in executing IT programs across agencies. A consolidated Active Directory is also a foundational requirement for the unified delivery of end user support services.

The scope of this project would include the build out of two distinct Active Directory forests to support the executive branch, one for most executive agencies (elected official offices are not included) and a second for CJIS agencies. The first forest will be managed by a central team within OITS. CJIS will manage their forest separately.

This initiative strongly supports improvement in the security posture of the state by reducing the attack surface of threats (fewer domains to be secured and attacked), enhancing governance (one set of policies for all), improved consistency (of best practices), administration, and fewer overall accounts.

**c. Identity and Access Management**

Due to the trust citizens place with our state agencies to handle personal information and the responsibility we have to 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.

**d. Single Sign On**

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. With this element, a user logs in with a single ID and password to gain access to any of several related 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 or forget all of their relevant app passwords. It will also increase efficiency of technical staff having to complete fewer password resets throughout daily business operations.

**e. Multi-Factor Authentication**

The single most important security control for protection from compromise and other malicious activity or software is Multi-Factor Authentication (MFA). MFA is an authentication method in which a computer 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). The goal is 100% adoption of MFA across all government activities.

MFA is currently required for accounts with privileged access in ITEC Policy #2400A. In addition, the newest draft of IRS data standards requires MFA for all end users. This draft is estimated to go into effect in December of 2019, to be audited Spring of 2020.

**6. Disaster Recovery Development and Implementation**

The goal of this initiative is to develop and implement a complete disaster recovery plan that includes all elements of enterprise IT operations maintained by OITS.

**7. End User Service Improvement**

The goal of this initiative is to establish and maintain a consistent, managed end user support service across EBIT. Post-Windows 10 deployment, the state will have the opportunity to leverage a now-common desktop platform. The possibility would then exist for greater reliability, cost reduction, and faster deployment of new technology should the enterprise elect to implement a Virtual Desktop Infrastructure (VDI).

**8. Non-Cabinet Agency Service Improvement**

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.

To enhance the responsiveness of end user support, OITS plans to establish an Executive Support Services option for entities like the Governor's Office that require a more detailed and customized level of support.

**9. Software-Defined Wide Area Network (SD-WAN) Rural Services Improvement**

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.

This initiative supports improvement in the security posture of the state by making remote site telecommunications policy-driven.

#### **10. IT Project Definition and Reporting Process**

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 CITOs and OITS.

The KITO office has operated to serve the three branch CITOs 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. As an office responsibility, it will be essential to add project management services to assist those agencies through the process that don't currently have a project manager on staff.

## Executive Branch Plan Submissions

*\*Indicates no plan received; however, the Executive Branch CITO continues to work with all agencies to develop IT plans and address specific needs and concerns.*

1. Abstracters Board of Examiners
2. Board of Indigents' Defense Services
3. Citizens Utility Ratepayer Board
4. Dental Board
5. Department of Credit Unions
6. Division of the Budget\*
7. Emporia State University
8. Fort Hays State University
9. Governor's Office
10. Kansas Behavioral Sciences Regulatory Board
11. Kansas Board for Technical Professions
12. Kansas Board of Accountancy
13. Kansas Board of Barbering\*
14. Kansas Board of Cosmetology
15. Kansas Board of Examiners in Optometry
16. Kansas Board of Examiners for Hearing Aids
17. Kansas Board of Regents
18. Kansas Board of Tax Appeals
19. Kansas Board of Veterinary Examiners
20. Kansas Commission for Peace Officers Standards & Training
21. Kansas Commission on Veterans Affairs
22. Kansas Corporation Commission
23. Kansas Department for Aging and Disability Services
24. Kansas Department for Children and Families
25. Kansas Department of Administration
26. Kansas Department of Agriculture
27. Kansas Department of Commerce
28. Kansas Department of Corrections
29. Kansas Department of Health & Environment
30. Kansas Department of Labor
31. Kansas Department of Revenue
32. Kansas Department of Transportation
33. Kansas Department of Wildlife Parks and Tourism
34. Kansas Emergency Medical Services Board
35. Kansas Governmental Ethics Commission
36. Kansas Highway Patrol
37. Kansas Human Rights Commission\*
38. Kansas Lottery
39. Kansas Public Employees Retirement System
40. Kansas Real Estate Appraisal Board
41. Kansas Real Estate Commission

- 42. Kansas Sentencing Commission
- 43. Kansas State Board of Healing Arts
- 44. Kansas State Board of Mortuary Arts
- 45. Kansas State Board of Nursing
- 46. Kansas State Board of Pharmacy
- 47. Kansas State Gaming Agency
- 48. Kansas State Historical Society
- 49. Kansas State University
- 50. Kansas Water Office
- 51. Long Term Care Ombudsman\*
- 52. Office of Administrative Hearings
- 53. Office of Information Technology Services
- 54. Office of the State Bank Commissioner
- 55. Office of the State Fire Marshal
- 56. Pittsburg State University
- 57. State Fair Board\*
- 58. State Library of Kansas
- 59. University of Kansas
- 60. University of Kansas Medical Center
- 61. Wichita State University

## Agency and Leadership

- Kansas Abstracters Board of Examiners
- Shawn Herrick

## Basic Agency IT Information

- Budget: none
- Number of Employees: 0
- Agency IT Challenges
- Limited IT Support
- This is a single person agency, so 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

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## Agency and Leadership

- Board of Indigents' Defense Services
- Agency Head: Pending
- Kim Mason

## Basic Agency Information

- Vision: To provide the Sixth Amendment right to counsel for indigent persons in the most efficient and economical manner possible.
- Mission: The statutory mission of the State Board of Indigents' Defense Services is to provide, supervise and coordinate, in the most efficient and economical manner possible, the constitutionally and statutorily required counsel and related service for each indigent person accused of a felony and for such other indigent persons as prescribed by law.
- Total Budget: \$34,626,848 (FY2020)
- Goals & Objectives: The people of the Board of Indigents' Defense Services will strive to protect individual liberty through dedication to the Constitution and the Bill of Rights, efficient use of resources and continuous improvement.
- Agency Business Units: 32800
- Agency Funding Mechanism(s): State General Fund
- Number of Employees: 199.7
- Number of Kansas Citizen Customers: Varies, the exact number is unknown; we represent indigent persons accused of felonies

## Basic Agency IT Information

- Vision: Providing the most secure and reliable technology environment (hardware and software) possible for our staff members
- Mission: The same as the agency mission, with the added component of providing the most secure and reliable technology environment (hardware and software) possible for our staff members.
- Budget: None
- Number of Employees and Annualized Attrition Rate: 3 FTE; None

## Agency IT Challenges

- Name: Upgrades
- Summary Statement: Upgrading and/or adding bandwidth, equipment, and software
- Category: Budget Constraints & Technology Obsolescence
- Priority: High
- Detailed Description: With new IT initiatives and security challenges always on the horizon and budgets not keeping pace with those changes, it is increasingly difficult to find enough funding to maintain an up-to-date infrastructure that can accommodate the ever changing environment of the technology-based world we live in.
- Name: Vendors
- Summary Statement: Utilizing the most cost effective vendors for IT products and services
- Category: Vendor Issues

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- Priority: Medium
- Detailed Description: The contracted vendors are often inadequate in number and agencies are limited to only those vendors when making most IT purchases. In addition, some of the contracted vendors create extensive delays in the delivery of product or services.

### Agency IT Goals

- Name: Security Upgrade
- Category: Security
- Start: 07/01/2020, End: 01/01/2021
- 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.
  
- Name: Server Upgrade
- Category: Hardware/Infrastructure
- Start: 01/01/2021, End: 07/01/2021
- 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.
  
- Name: Upgrade Bandwidth/Connectivity
- Category: Hardware/Infrastructure
- Start: 07/01/2021, End: 10/01/2021
- Description: Upgrade bandwidth/connectivity to the best available for each outlying office.
- Desired Outcome: To provide reliable connectivity to the agency users with our datacenter and enhance our backup procedures.

### Agency IT Objectives

- Name: Increased Security/Cybersecurity
- Name of IT Goal or Agency Goal Supported: Security Upgrade
- Budgeted (Y/N): No, requested in budget enhancement
- Start: 07/01/2020 , End: 01/01/2021
- 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.

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- Name: Server and Bandwidth
- Name of IT Goal or Agency Goal Supported: Server and Bandwidth/Connectivity Upgrades
- Budgeted (Y/N): No, requested in budget enhancement
- Start: 01/01/2021 , End: 10/01/2021
- 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 the agency users with our datacenter and enhance our backup procedures.

### Agency and Leadership

- Citizens Utility Ratepayer Board
- David Nickel
- N/A

### Basic Agency IT Information

- None, included in agency operations budget
- 0 IT employees, receive support from KCC IT department

### Agency IT Challenges

- None

### Agency IT Goals

- None

### Agency IT Objectives

- None

## **Agency and Leadership**

- Kansas Dental Board
- Lane Hemsley, Executive Director

## **Basic Agency Information**

- Vision: Balance commitment and focus on public health
- Mission: This non-cabinet licensing agency has 9 Board members (6 dentists, 2 dental hygienists, and one public member) that are charged with protection of dental health by enforcement of the Kansas dental law
- Total Budget: Appx. \$410,000 per fiscal year
- Goals & Objectives: License and regulate dentists and dental hygienists
- Agency Business Units: None
- Agency Funding Mechanism(s): Fee Fund
- Number of Employees: 3.0 FTE
- Number of Kansas Citizen Customers: 5,000 dentists and dental hygienists

## **Basic Agency IT Information**

- Vision: OITS
- Mission: OITS
- Budget (please respond “None” if there is no IT-specific budget): None
- Number of Employees and Annualized Attrition Rate: 3.0 FTE with no attrition in 5 years

## **Agency IT Challenges**

- Name: Licensing software
- Summary Statement: The agency uses an Access database for all licensing and data collection needs. OITS has limited IT support for the agency’s Access database and the agency would like OITS to assist with vetting and securing licensing software for other similarly situated licensing agencies.
- Category (Attrition/Recruiting/Talent Gap, Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity, Vendor Issues, Other): The agency has explored licensing software solutions, but these are unvetted companies with business locations outside of Kansas. The agency needs OITS to help vet the businesses and proposed IT solutions offered for licensing software. The agency does not have IT staff.
- Priority (High, Medium, Low): High
- Detailed Description: Licensing software for dentists and dental hygienists.

## **Agency IT Goals**

- Name: Licensing software
- Category (Service Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, IT Support Improvement/Agility, Application Modernization, Security, Other): Application modernization
- Start Date, End Date: This would be at least a 3- to 5-year project with OITS assistance.
- 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.

### **Agency IT Objectives**

- Name: Licensing software
- Name of IT Goal or Agency Goal Supported: Application modernization
- Budgeted (Y/N), Budget (if known): No, but agency would prepare to budget if OITS committed to assisting with procurement of a new licensing system
- Start Date, End Date: This would be at least a 3- to 5-year project with OITS assistance.
- Description: Licensing software
- Desired Outcome: Licensing software

## Agency and Leadership

- Kansas Department of Credit Unions
- Jerel Wright

## Basic Agency IT Information

- Budget: none, included in operations
- Number of Employees: 0, receives support from OITS

## Agency IT Challenges

- None

## Agency IT Goals

- None

## Agency IT Objectives

- None

# EMPORIA STATE UNIVERSITY

## ■ INFORMATION TECHNOLOGY

Information Technology  
Campus Box 4018  
1 Kellogg Circle  
Emporia, Kansas 66801-5415  
620-341-5297  
620-341-5894 fax  
[www.emporia.edu/IT](http://www.emporia.edu/IT)

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**Date:** September 4, 2019  
**To:** Eric Davis, State of Kansas Chief Information Technology Architect  
**From:** Cory Falldine, Associate Vice President for IT & CIO  
**Re:** State Agency Strategic Plan Process (2020) – Emporia State University

Mr. Davis,

Per the memorandum on July 25, 2019 (RE: State Agency Strategic IT Plan Process), I have attached a copy of Emporia State University's State Agency IT Plan for 2020. Please let me know if there is anything more we need to do for this process, at this time.

Thank you,

Cory Falldine



Associate Vice President, Information Technology  
Chief Information Officer  
Emporia State University

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## Emporia State University

### Agency and Leadership

- Agency/Organization Name
  - Emporia State University
- Agency/Organization Head
  - Allison Garrett, President & CEO
- Agency/Organization CIO/IT Head
  - Cory Falldine, Associate Vice President and CIO

### Basic Agency Information

- Vision
  - Changing lives for the common good.
- Mission
  - Preparing students for lifelong learning, rewarding careers, and adaptive leadership.
- Total Budget
  - \$104M
- Goals & Objectives
  - ESU Strategic Plan – <https://www.emporia.edu/president/strategicplan/>
  - ESU Campus Master Plan – <https://www.emporia.edu/president/campusmasterplan/>
  - KBOR Foresight 2020 – <https://www.kansasregents.org/foresight2020>
- Agency Business Units
  - Emporia State University is single agency within the Kansas Board of Regents (KBOR) system
  - Emporia State University has 5 internal business units, encompassing over 65 departments
  - <https://www.emporia.edu/about/documents/esu-orgchart.pdf>
- Agency Funding Mechanism(s)
  - State Appropriation
  - Tuition & Fees
  - Private Gifts
  - Auxiliary Enterprises
  - Other Operating Revenue
  - Grants and Contracts
  - Capital Appropriations and Grants
- Number of Employees
  - 708 FTE
- Number of Kansas Citizen Customers
  - 2,395 (students who have Kansas as their state in student data address)

### Basic Agency IT Information

- Vision
  - Provide Emporia State University with technology vision, leadership, and partnership.
- Mission
  - IT is committed to technology leadership, awareness, and support for Emporia State University's students, alumni, faculty, and staff by identifying innovative solutions and providing the highest quality service and support.
- Budget (please respond "None" if there is no IT-specific budget).
  - \$5.5M (2.5M salary + \$3M operations)
- Number of Employees and Annualized Attrition Rate
  - 43 FTE | AAR: 13%

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## Emporia State University

### Agency IT Challenges

Emporia State University's "IT Challenges" are very similar, if not identical, to many of the EDUCAUSE *Top 10 Issues*.

While certainly not an all-inclusive list, below are four challenges facing ESU IT over the next three years:

1. Keeping Pace with Information Security Landscape
  - a. Malicious actors are always working to find new ways to attack our institutions, leaving us vulnerable to "what's coming next?" Limited staff and budgets force us to prioritize equally urgent issues.
  - b. Category: Budget Constraints/Funding, Technology Obsolescence, Statutory Changes, Process Immaturity
  - c. Priority: High
2. Data Governance, Digital Integrations, and "Big Data"
  - a. With the growing consumerization of technology, including the ease of acquiring and implementing new solutions, it is more important than ever to have a solid data governance infrastructure of policies, processes, and procedures.
  - b. Category: Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity
  - c. Priority: High
3. Digital Accessibility
  - a. Digital accessible isn't just the right thing to do, it's the law. Changes to Section 508 of the Rehabilitation Act are pushing institutions to replace systems and change culture. This takes time, and resources, to complete.
  - b. Category: Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity, and Vendor Issues
  - c. Priority: High
4. Priority: High Talent & Turnover of Aging Workforce
  - a. With an aging workforce, we are finding it more difficult to hire and retain staff that have both the required skillset(s) and are willing to work within the limited salary range offered.
  - b. Category: Attrition/Recruiting/Talent Gap
  - c. Priority: Medium

### Agency IT Goals

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. In support of those goals, ESU IT uses the following guiding principles/goals:

1. Provide a "Customer Defines Value" environment through IT Service Management. Provide stellar customer service with every request we get. Every time.
2. Provide a robust and adaptable services portfolio that enables rich learning environment for students, faculty, and staff.
3. Provide secure, simplified access to systems and services available, anytime, anywhere using both a mobile-ready and device agnostic framework.
4. Provide a secure, sustainable and flexible digital infrastructure that ensures disaster recovery and business continuity.
5. Be a driver, and thought leader, to facilitate University business process management, digital data management, and decision support.

To that end, specific objectives that coincide with both ESU's guiding principles and with the strategic plan are listed in the following section for Agency IT Objectives.

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## Emporia State University

### **Agency IT Objectives**

While certainly not an inclusive list, below are six current and upcoming, high profile, objectives that coincide with both Agency IT guiding principles/goals and with the strategic plan of the institution:

1. Implementation of Digital Accessibility Support Solution
  - a. Name of IT Goal or Agency Goal Supported:
    - i. ESU Goal 5 – Diversity & Inclusion, and IT Goals 2, 5
  - b. Budgeted (Y/N), Budget (if known)
    - i. \$40K one-time, \$23K annual)
  - c. Start Date, End Date
    - i. Summer 2019, March 2020
  - d. Description:
    - i. 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).
  - e. Desired Outcome(s):
    - i. Increased awareness of digital accessibility, increased student retention and persistence, reduction of inaccessible formatting of digital assets.
2. Business Continuity through Disaster Recovery Site & Replenishment of On-Premise Server/Storage Environment
  - a. Name of IT Goal or Agency Goal Supported:
    - i. ESU Goal 4, and IT Goals 3,4
  - b. Budgeted (Y/N), Budget (if known)
    - i. \$750K one-time (4 projects) with projected life of 5YR
  - c. Start Date, End Date
    - i. Summer 2019, Summer 2020
  - d. Description:
    - i. 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 premise server/storage environment and the development of an offsite node to maintain what is left of on premise critical systems in the event of a disaster.
  - e. Desired Outcome(s):
    - i. Reduce risk by continually replacing critical on premise hardware as part of good practice in IT infrastructure management. Reduce institutional risk by providing additional disaster recovery options for University critical information systems.
3. Upgrade of ESU's ERP (Ellucian Banner)
  - a. Name of IT Goal or Agency Goal Supported:
    - i. ESU Goal 4, and IT Goal 4
  - b. Budgeted (Y/N), Budget (if known)
    - i. <\$30K one-time
  - c. Start Date, End Date
    - i. January 2020, January 2021
  - d. Description:
    - i. While the administrative pages side of Banner has been upgraded, Self-Service remains on v8 and requires an upgrade to v9.
  - e. Desired Outcome(s):

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## Emporia State University

- i. Enhanced features and functionality to campus. Improved end user experience including enhancements to accessibility.

### 4. Advising CRM

- a. Name of IT Goal or Agency Goal Supported:
  - i. ESU Goal 3, and IT Goal 2, 4, and 5
- b. Budgeted (Y/N), Budget (if known)
  - i. \$150K one-time, \$50K annual
- c. Start Date, End Date
  - i. Summer 2020, Summer 2021
- d. Description:
  - i. 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.
- e. Desired Outcome(s):
  - i. The solution is expected to assist in the increased retention and persistence of ESU students.

### 5. ITSM in IT

- a. Name of IT Goal or Agency Goal Supported:
  - i. ESU Goal 4, and IT Goal 1, 5
- b. Budgeted (Y/N), Budget (if known)
  - ii. \$60K one-time, \$20-30K annual
- c. Start Date, End Date
  - iii. Summer 2019, Summer 2020
- d. Description:
  - iv. 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.
- e. Desired Outcome(s):
  - a. 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.

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## Agency and Leadership

- Fort Hays State University
- Tisa Mason, President
- Mark Griffin, Asst VP of Technology Services and CIO

## Basic Agency Information

- **Vision:** We will be accessible to those who seek higher education, unlocking potential aligned with the democratic, economic, and social needs of our communities, our region, and our world.
- **Mission:** Fort Hays State University provides accessible quality education to Kansas, the nation, and the world through an innovative community of teacher-scholars and professionals to develop engaged global citizen-leaders.
- **Total Budget** - \$152,711,901
- **Goals**
  - Goal 1 – Academic Excellence
  - Goal 2 – Student Success
  - Goal 3 – Strategic Growth
  - Goal 4 – Resources and Infrastructure
  - Goal 5 – Community and Global Engagement
- Entire **Strategic Plan** is available at: <https://www.fhsu.edu/president/strategic-plan/untapped-potential/strategic-plan>
- Agency Business Unit number is 246
- Agency Funding Mechanism(s) – State General Fund, Tuition, State Building Funds, Fees, and Grants
- Number of Employees – 999.25
- Number of Kansas Citizen Customers: \* 7,893 Kansas residents are current students. What is a Kansas citizen customer? Our students, the communities/region we serve. Not really sure what you are looking for here.

## Basic Agency IT Information

- **Vision:** We will be a leader in providing secure, accessible, usable technology to our students, faculty, staff, alumni, and partners, empowering them to achieve success and support the vision of Fort Hays State University.
- **Mission:** Fort Hays State University Technology Services provides leadership in technology and support that allows its constituents securely utilize the information and services that align with the mission of Fort Hays State University.
- **Budget:** \$6,365,925 (Includes salaries, OOE, hardware and software)
- 42 employees, annualized attrition rate of 9.5%

## Agency IT Challenges

- **ERP Implementation**
- **Summary:** Working on implementing Workday student system
- **Priority:** High

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- **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 Workday'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 fulltime 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 which requires us to configure things differently. As of today, we are now expecting to have this product fully live by Sept, 2021.

- **Recruiting/Personnel**
- **Summary:** Recruiting staff with the skills necessary in Hays, KS can be difficult
- **Priority:** Medium
- **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.
- **Security/Technology changes**
- **Summary:** Difficulty in keeping up with security requirements and technology changes
- **Priority:** High
- **Description:** Security requirements, including compliancy requirements are constantly changing, as does technology as a whole. 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 so as to best utilize our existing position allotment.

## Agency IT Objectives

- **Workday ERP Implementation**

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- Supports the following University Goals: Student Success, Strategic Growth, and Infrastructure and Resources
- \$10,000,000 budgeted \$2,408,000 remaining budget
- Project started June, 2015, expected completion, September, 2021
- **Description:** Workday will replace most of our on-premise 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-premise 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.

- **Provide robust assessment management technology solution**
- Supports the Academic Excellence University goal
- Budgeted \$75,000
- Project started July, 2019, expected completion, April, 2020
- **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.

- **Update Disaster Recovery Plan**
- Supports Resources and Infrastructure University Plan
- Budget – not identified
- Project not started yet
- **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 it's 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.

## Agency and Leadership

Office of the Governor - 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  
Office of Information Technology Services (OITS) hosts IT Services

## Basic Agency Information

The mission of the Office of the Governor is to serve the people of Kansas by carrying out the executive functions of the state as authorized by the Kansas Constitution. In doing so, the Office provides honest, appropriate, effective, efficient, and equitable executive leadership. The Governor is the Chief Executive Officer of the State of Kansas, elected with the Lieutenant Governor by the people to a four-year term.

The constitution vests the Governor with the authority to sign or veto acts of the Legislature, convene the Legislature in special session, present a special message to the Legislature on the condition of the state, submit an annual state budget to the Legislature, and grant pardons to those convicted of criminal acts. Over the years, legislative enactments have authorized gubernatorial appointment of the members of various boards, commissions, and authorities as well as the executive heads of specific state agencies and departments. The Governor serves as chair of the State Finance Council and is the Commander-in-Chief of the Kansas National Guard.

The Administration provides staff and technical assistance to the Governor in administering the Executive Branch. The program staff provides research and assistance to the Governor to ensure that all laws are faithfully executed. It also has the responsibility to see that appointments made by the Governor are done so in an expeditious manner. The Governor's Residence Program encompasses expenditures for Cedar Crest, the Governor's official residence. Beginning in FY 2014, the Office of the Lieutenant Governor was merged into this budget.

The Governor's Grants Office administers grants that fund programs to enhance the criminal justice system as well as improve public safety, crime victim services, and drug and violence prevention programs.

The Advisory Commission on African American Affairs disseminates information on issues concerning the African American community and works to ensure that government better serves their needs. The Commission coordinates and assists other public and private organizations with understanding African American issues.

The Kansas Hispanic and Latino American Affairs Commission identifies community issues and serves as a liaison between the Hispanic community and state government.

The Commission on Disability Concerns facilitates equal access for those with disabilities to employment opportunities and outside institutions.

The Governor's Native American Affairs Liaison office serves as a liaison for the governor to assist with outreach and coordination with the four resident tribes located in Kansas, and with other historic Kansas tribes that may have interests within the state. The Kansas resident tribes include; The Iowa Tribe in Kansas and Nebraska, the Kickapoo Tribe in Kansas, The Prairie Band Potawatomi Nation and the Sac and Fox Nation of Missouri in Kansas and Nebraska.

### **Goals and Objectives**

One goal is to carry out the executive functions of the state entrusted to the Office of the Governor in an honest, efficient, and equitable manner through the following objectives: Provide leadership and direction to the Executive Branch of government.

Be accessible to the people of Kansas. Article 1 of the Kansas Constitution provides that the supreme executive power of the state is vested in a Governor, who must see that the laws are faithfully executed. General powers in addition to those granted by the constitution can be found in Chapter 75 of the Kansas Statutes Annotated. Statutory authority concerning the residence and the Governor's Residence Advisory Commission can be found in KSA 75-128 et seq.

The duties of the Lieutenant Governor are found in KSA 75-301, and the membership and duties of the State Election Board are specified in KSA 25-2203. KSA 74-9901 through 74-9906 created the Advisory Commission on African American Affairs.

The Kansas Advisory Committee on Mexican American Affairs was established in 1974 by KSA 74-6501. The 2004 Legislature renamed it the Hispanic and Latino American Affairs Commission and relocated both it and African American Affairs to the Governor's Office. The 2011 ERO No. 35 moved the Commission on Disability Concerns to the Governor's Office.

### **Total Budget**

The FY 2020 Approved Budget is \$31,910,980 from all funding sources; including \$7,904,533 from the State General Fund.

### **Agency Business Units**

Office of the Governor  
Office of Lieutenant Governor  
Office of Governor Grants  
Kansas African American Affairs  
Kansas Hispanic and Latino American Affairs  
Kansas Native American Affairs  
Kansas Commission on Disability Concerns

### **Agency Funding Mechanism(s)**

The primary source of direct funding for the office comes from the State General Fund. Other funding sources include federal grants that we awarded by the Grants Office. For example, these federal grant funds are used for Domestic Violence Assistance Grants, Violence Against Women Act Grants and Justice Assistance Grants.

### **Number of Employees**

In FY20 the total number of employees to include all divisions is 40

**Number of Kansas Citizen Customers:** 2.91 million

## Basic Agency IT Information

### Mission

The mission of Information Technology is to provide secure, cost effective, innovative solutions to the Office of the Governor so they can serve the Citizens of Kansas.

- Budget (please respond “None” if there is no IT-specific budget): None
- Number of Employees and Annualized Attrition Rate: None, we consume OITS IT Services

## Agency IT Challenges

### Adhering to ITEC Policy 7230a requirements

- Identifying and adhering to new requirements of the policy within the deadline.
- Category: Technology Obsolescence, Budget Constraints/Funding, Vendor issues
- Priority: High
- Identifying and researching systems to determine if they will need to be modified by vendors to ensure they meet all requirements of the policy, which could entail additional costs that were not budgeted for.

### Budgeting forecasts issues due to varying OITS rate model

- Increasing or changing charge back model makes it difficult to accurately budget for services
- Category: Budget Constraints/Funding
- Priority: Medium

## Agency IT Goals

### Modernization of the agency websites into a single platform

- Category: Digitization/Online Services, Application Modernization, and security
- Start Date, End Date: Currently researching
- 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.

### Replacement of aging information technology hardware

- Category: Hardware/Infrastructure
- Start Date, End Date: Currently replacing
- 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.

### Manage constituent contacts and appointments in a timely and efficient manner

- Category: IT Support

- Start Date, End Date: Ongoing
- 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.

#### **Manage and track Grants in a timely and efficient manner**

- Category: IT Support
- Start Date, End Date: Ongoing
- 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

### **Agency IT Objectives**

#### **Modernization of the agency websites into single platform**

- Name of IT Goal or Agency Goal Supported: Modernization of the agency websites
- Budgeted (Y/N), Budget (if known): Unknown
- Start Date, End Date: TBD
- 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 administration's 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.

#### **Continued replacement of aging information technology hardware**

- Name of IT Goal or Agency Goal Supported: Replacement of obsolete hardware
- Budgeted (Y/N), Budget (if known): Yes
- 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.

#### **Continue ongoing maintenance of existing systems to ensure stability and availability**

- Name of IT Goal or Agency Goal Supported: Manage Constituent contacts and appointments in a timely manner
- Budgeted (Y/N), Budget (if known): Yes
- Start Date, End Date: Ongoing
- 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.

**Continue ongoing maintenance of existing systems to ensure stability and availability**

- Name of IT Goal or Agency Goal Supported: Manage and track Grants in a timely and efficient manner
- Budgeted (Y/N), Budget (if known): Yes
- Start Date, End Date: Ongoing
- 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

## Agency and Leadership

- Kansas Behavioral Sciences Regulatory Board
- Max L. Foster Jr., Executive Director

## 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 2020 \$951,915
  - FY 2021 \$959,271
- 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
  - 13,532 Current licensees as of July 1, 2019

#### Basic Agency IT Information

**PLEASE NOTE:** The Behavioral Sciences Regulatory Board does not have a stand-alone IT program specifically related to agency activity. We are part of the OITS platform/network, and they provide all our IT support on a “fee for service” basis. Please refer to their overall goals and objectives to provide this specific information.

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

#### Agency IT Challenges

- Maintaining a state-of-the-art licensure database

- Our current licensing database is an Access database. It is almost 20 years old. In addition, by moving into the domain supported by OITS, the access database now is very slow and, in some instances, not responsive. We have been told this is because Access is not compatible with internet friendly processes.
- Technology Obsolescence
- Mission Critical
- As stated above, since we moved to the OITS supported platform, the performance of our Access database has slowed tremendously. Queries that used to take a few seconds now take 10 minutes. This problem seriously affects staff efficiency.

### Agency IT Goals

- Increase staff efficiency in providing service to customers by replacing an aging and obsolete licensure database.
  - Productivity and Application Modernization.
  - Started in FY 2019, completion by end of calendar year 2019.
  - Replacement of database with a state-of-the-art licensing software database.
  - Increase customer service to licensees.

### Agency IT Objectives

- Replace current licensing database with a state-of-the-art licensure database
  - Increase staff efficiency in providing service to customers by replacing an aging and obsolete licensure database.
  - Budgeted? Yes
  - Project started in FY 2019
  - Last quarter of calendar year 2019
  - Replace Access database with My License Office (MLO) licensing software
  - Increased staff efficiency and greater customer satisfaction

**AGENCY AND LEADERSHIP:**

The Kansas State Board of Technical Professions

Larry Karns, Executive Director

Agency IT Head-none

**BASIC AGENCY INFORMATION:**

**Vision-** The Board of Technical Professions will carry out its statutory functions in an effective, fair, and timely manner. The Board believes in approaching its activities with a deep sense of purpose, responsibility and efficiency and will continue to serve the public and the professions of architecture, engineering, geology, landscape architecture, and surveying in a trustworthy manner. The public, industries related to the technical professions, and technical professionals alike can be assured of a balanced and responsible approach to regulation.

**Mission-** The mission of the Kansas State Board of Technical Professions is to provide maximum protection of the health, safety, and welfare of the people of Kansas by assuring that the practices of architecture, engineering, geology, landscape architecture and surveying in the state are carried out only by those persons who are proven to be qualified as prescribed the statutes and rules and regulations of the Board of Technical Professions.

**Budget-**approximately 775,000 annually.

**Goals and Objectives-** The Kansas State Board of Technical Professions shall assure that the technical professions of architecture, engineering, geology, landscape architecture and surveying are practiced only by qualified and at least minimally competent individuals/business entities, and ensure swift, fair, and effective enforcement of the Board of Technical Professions' Practice Act.

**Agency Business Units-** one unit.

**Agency Funding Mechanism-** The agency is a fee fund agency. It does not receive funds from the state's general fund.

**Number of Employees-**five full time employees and thirteen board members.

**Number of Kansas Citizens Customers-**approximately 10,000 Kansas Professional Licensees.

**BASIC AGENCY IT INFORMATION:**

**Vision-**The agency does not have IT support staff. It is provided IT supported by the Board of Healing Arts for its licensing program (MLO)s and by other state agencies for general support.

Mission-to have fluid operations.

Budget-The agency does not have an IT specific budget.

Number of Employees and Annualized Attrition Rate- N.A.

#### AGENCY IT CHALANGES:

Name-AS400 and Scanning

Summary Statement-The agency has an AS-400 computer that is outdated and not being used. If the data can be retrieved the agency would like to have it removed. Additionally, the agency has licensing and disciplinary case files that it would like to scan and digitize.

Priority-medium.

#### AGENCY IT GOALS:

Project Name-AS400 removal and Scanning

Category-obsolescence and scanning.

Start Date, End Date-no start or end dates have been established.

Description-remove obsolete equipment and scan files.

Desired Outcome-removal of unnecessary equipment and digitation of licensing and disciplinary complaint files.

Agency IT Objectives-see above agency IT goals and to have fluid operations.

## AGENCY IT STRATEGIC PLANNING (3 YEAR HORIZON)

### A. AGENCY AND LEADERSHIP:

Board of Accountancy  
Susan Somers, Executive Director

### B. BASIC AGENCY INFORMATION:

#### AGENCY MISSION:

The mission of the Board of Accountancy is to provide the public with a high degree of confidence in those holding themselves out to be Certified Public Accountants (CPAs) in Kansas, through the use of qualifying educational requirements, professional screening examinations, practical public accounting experience, internships, ethical standards, and continuing professional education and practice oversight for continued licensure.

**TOTAL BUDGET: \$414,431**

**GOALS:** The Board of Accountancy has 5 basic goals:

1. To approve applications for certificates by exam and reciprocity to those who meet minimum qualifying requirements.
2. To approve applications for permits to practice who meet an experience requirement and to reinstate permits to practice to those who meet certain CPE requirements.
3. To register in state and out of state CPA firms practicing in the state of Kansas.
4. Provide the public with qualified licensees to perform certified public accounting services, with a high degree of competence, knowledge, integrity, independence and objectivity.
5. Regulate CPAs and the practice of certified public accountancy work performed.

**AGENCY FUNDING MECHANISM:** FEE FUND 2701 (All funds are generated from fees charged to individuals and firms that are registered.)

**NUMBER OF EMPLOYEES:** 3

**NUMBER OF KANSAS CITIZEN CUSTOMERS:** Not limited to Kansas. We have 4,000 licensees; 850 firms; and 12,000 certificate holders.

### **C. BASIC AGENCY IT INFORMATION:**

**BUDGET:** Approximately \$40,000 annually for desktop as a service; webpage hosting; data storage; UNISYS fees for the database.

**NUMBER OF EMPLOYEES:** No IT staff.

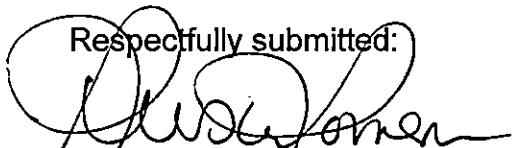
**ANNUALIZED ATTRITION RATE:** None

**AGENCY IT CHALLENGES:** We have no known challenges. We rely on OITS for support.

### **D. AGENCY IT GOALS & 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.

Respectfully submitted:

  
Susan L. Somers  
Executive Director

July 23, 2019

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## Agency and Leadership

- Kansas Board of Cosmetology
- Laura Gloeckner, Executive Director
- Aubrie Pryan, Assistant Director

## Basic Agency Information

- Vision – To be recognized as effectively providing support and services to the public, our licensees, our legislative oversight committees, our board and our staff; and, to ensure all actions reflect positively on the dignity of the State of Kansas.
- The mission of the Kansas Board of Cosmetology is to protect the health and safety of the consuming public by licensing qualified individuals and enforcing standards of practice.
- FY20 Total Budget – \$1,141,846
- GOALS – The Board of Cosmetology shall:
  - Safeguard the general public's health and safety through administration of policies and regulations.
  - Regulate the cosmetology, tanning facility, and body art industries appropriately as required by law.
  - Provide support to the regulated industries with informational tools necessary to meet the health and sanitation requirements determined by statute, rules, and regulations.
- OBJECTIVES –
  - All practitioners of the professions regulated by the Board of Cosmetology shall meet the appropriate standards of competency and practice.
  - Establishments regulated by the Board of Cosmetology shall meet the health and sanitation requirements determined by statute, rules and regulations.
  - Provide an environment conducive to a positive relationship between the Board and the regulated professions.
- Agency Divisions – Licensing, Enforcement and Administration
- The Board of Cosmetology is a fee funded agency
- Our agency employees 14 FTEs and 2 Non-FTEs
- Our agency licenses over 32,000 licensees, including practitioners and establishments

## Basic Agency IT Information

- The Board of Cosmetology currently contracts with OITS and the Board of Healing Arts (BOHA). FY20 budget for IT services is approximately \$35,000 for OITS and \$70,000 for BOHA services to host MyLicense Office (MLO), which is our licensing database
- Our agency currently employs 16 total employees and an Attrition Rate of approximately 12.5%

## Agency IT Challenges

- OITS and BOHA
- Contractual fees for OITS have heavily increased in a short time period with no higher level of customer service provided. BOHA fees have not increased, but services for our licensing database have decreased.

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- Budget Constraints/Funding; Process Immaturity; Vendor Issues; Lack of Customer Support; Small Agency Functionality Issues; Higher demand for online platforms, resources, and security; Decreased services at a higher cost
- Priority – High
- The Board of Cosmetology is a small agency with a much smaller budget than other larger agencies. In FY21, approximately \$45,000 of our budget will go towards OITS services and \$70,000 to BOHA, which is an increase of about \$10,000 from FY20. The cost indices for OITS services are very confusing or incorrect; OITS staff has provided very little or incorrect guidance regarding fiscal year budget impact. The level of service we are receiving continues to decrease while costs increase. Also, it is our understanding there is no max cap rate for Office 365 implementation, which continues to increase substantially each fiscal year.
- BOHA services have decreased and projects remain incomplete; there is currently no contract or MOU on file for BOHA services

### Agency IT Goals

- OITS and BOHA
- To provide updated, secure, and consistent online resources for our licensees and provide employees the resources needed to successfully do their jobs in a fiscally responsible manner
- FY20 to FY22
- As addressed in detailed description above, our agency is struggling with the demand for IT resources and being provided a lower service at higher costs
- To consistently provide updated IT resources; Drive costs down if level of services is not increasing

### Agency IT Objectives

- OITS and BOHA
- The Board of Cosmetology has budgeted for current services provided from OITS and BOHA at a total of \$105,000 for FY20 and \$115,000 for FY21, which is about 10% of our total budget
- FY20 to FY22
- 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

## Agency and Leadership

- **Agency/Organization Name:** Kansas Board of Examiners in Optometry
- **Agency/Organization Head:** Jan Murray, Executive Officer
- **Agency/Organization CIO/IT Head:** OITS

## Basic Agency Information

- **Vision:** The Kansas Board of Examiners in Optometry shall act in accordance with the highest standards of ethics, accountability, efficiency, and openness. We believe that by the vigorous enforcement of the law, we protect the public and ensure that the highest quality of comprehensive eye care is available to the citizens of Kansas and that it is delivered by qualified optometric practitioners.
- **Mission:** The Kansas Board of Examiners in Optometry (KSSBEO) shall administer and enforce the provisions of Kansas Optometry Law for the benefit of public trust so that the highest quality of eye health and vision care is provided to the citizens of Kansas.
- **Total Budget:** \$166,022
- **Goals & Objectives:** To license qualified optometrists; to investigate reports of infractions of the law and administer appropriate resolutions; to promptly provide accurate information about optometrists licensed in Kansas, to complete online renewals promptly.
- **Agency Business Units:** 488
- **Agency Funding Mechanism(s):** Fee Funded
- **Number of Employees:** 1 Employee and 5 Board members
- **Number of Kansas Citizen Customers:** Unknown

## Basic Agency IT Information

- Vision:
- Mission:
- **Budget (please respond “None” if there is no IT-specific budget):** None
- **Number of Employees and Annualized Attrition Rate:** 0 – OITS handles all IT needs

## Agency IT Challenges

- **Name:** ADA
- **Summary Statement:** Keeping the Board website ADA compatible
- **Category (Attrition/Recruiting/Talent Gap, Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity, Vendor Issues, Other):** Technology Obsolescence
- **Priority (High, Medium, Low):** High
- **Detailed Description:** Keeping website ADA compatible and being able to fix any incidents that the AMP program finds and having the knowledge/ability to manually test the website.
- **Name:** MFA and new password requirements
- **Summary Statement:** Keeping up with the new requirements for computer security
- **Category (Attrition/Recruiting/Talent Gap, Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity, Vendor Issues, Other):** Statutory Changes

- **Priority (High, Medium, Low):** High
- **Detailed Description:** Remembering the new longer password and the cell phone to complete the MFA verification.
- **Name:** Rates/Services.
- **Summary Statement:** Interpreting OITS Rates/ Services
- **Category (Attrition/Recruiting/Talent Gap, Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity, Vendor Issues, Other):** Other – knowledge gap
- **Priority (High, Medium, Low):** Medium
- **Detailed Description:** Being able to interpret OITS Budget Cost indices to know what services that the Board has, the costs and how to cut costs as needed.
- **Name:** Computer Savviness.
- **Summary Statement:** Being able to fix small issues with the computer
- **Category (Attrition/Recruiting/Talent Gap, Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity, Vendor Issues, Other):** Other – knowledge gap
- **Priority (High, Medium, Low):** Low
- **Detailed Description:** Being able to fix small issues such as installing new hardware and software in house.

#### Agency IT Goals

- **Name:** Online Applications
- **Category (Service Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, IT Support Improvement/Agility, Application Modernization, Security, Other):** Online Services
- **Start Date, End Date:** Pending research
- **Description:** Having a licensing program that will enable new applicites to apply online and submit all requirements electronically
- **Desired Outcome:** No paper applications
- **Name:** Archive Paper Files
- **Category (Service Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, IT Support Improvement/Agility, Application Modernization, Security, Other):** Digitization
- **Start Date, End Date:** In progress
- **Description:** Digitizing all paper files and storing that is acceptable for State Archives
- **Desired Outcome:** No paper files
- **Name:** File Cleanup

- **Category (Service Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, IT Support Improvement/Agility, Application Modernization, Security, Other):** Online Services
- **Start Date, End Date:** In Progress
- **Description:** Cleaning up digital files and moving to O365
- **Desired Outcome:** Cut costs for storage fees.

#### Agency IT Objectives

- **Name:** Plan and initiate going paperless
- **Name of IT Goal or Agency Goal Supported:** Online applications and archive paper files
- **Budgeted (Y/N), Budget (if known):** Will be reviewing
- **Start Date, End Date:** Pending Research
- **Description:** Accepting online applications and digitizing all paper files
- **Desired Outcome:** No paper files

## Agency and Leadership

- Kansas Board of Examiners for Hearing Aids
- Zack Miller, Executive Director

## 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

- 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.

## Agency IT Objectives

- Digitize Licensing Process
- Name of IT Goal or Agency Goal Supported: Digitize Licensing Process
- Budgeted (Y/N), Budget (if known): Unknown
- 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.

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## Agency and Leadership

- Agency/Organization Name: Kansas Board of Regents
- Agency/Organization Head: Blake Flanders
- Agency/Organization CIO/IT Head: Steve Funk

## Basic Agency Information

- Vision: na
- Mission: The Kansas Board of Regents shall pursue measurable continuous improvement in the quality and effectiveness of the public postsecondary educational system in Kansas, while expanding participation for all qualified Kansans. To achieve that mission, the Board will demand accountability, focus resources, and advocate powerfully (adopted 2007)
- Total Budget: \$285,247,967
- Goals & Objectives
  - INCREASE HIGHER EDUCATION ATTAINMENT
  - IMPROVE ALIGNMENT WITH THE ECONOMY
  - ENSURE STATE UNIVERSITY EXCELLENCE
- Agency Business Units: 561
- Agency Funding Mechanism(s)
  - State General Fund Appropriations
  - Economic Development Initiatives Fund Appropriations
  - Federal Grants
  - Fees
  - Private Grants
- Number of Employees: 62.5
- Number of Kansas Citizen Customers: Estimated 230,500

## Basic Agency IT Information

- Vision: na
- Mission: Provide information technology to further the Board of Regents' goals in an efficient, reliable, and secure manner
- Budget (please respond "None" if there is no IT-specific budget): None
- Number of Employees and Annualized Attrition Rate: 3, no attrition

## Agency IT Challenges

- Challenge 1
- Name: Navigating the state procurement process
- Summary Statement: At times the procurement regulations increase cost and complexity.
- Category: Vendor Issues
- Priority: Medium
- Detailed Description: While the state purchasing contracts are very helpful in most cases, and the need for RFP's is understood, there is middle ground that is troublesome for us. We have 2-3 critical pieces of software that were purchased while on state contract, and that contract has since expired. Paying for maintenance (critical to keeping software patched) goes over the \$5,000 procurement limit. In two cases, at Purchasing's guidance, we are now going through

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

the state's contracted software vendor (SHI) and paying more than if we were still able to pay the vendor directly, and with greater complexity. We will soon face the same issue with our Oracle software, which is NOT available through SHI, and may have to go through the RFP process for something that is in essence non-negotiable.

- Challenge 2
- Name: Complying with security requirements
- Summary Statement: The ongoing and changing security requirements of various policies is an ongoing challenge
- Category: Security
- Priority: High
- Detailed Description: There are many security requirements that we must comply with including federal FERPA, state policy, GDPRs, our agency's cyber insurance coverage, and possibly CUI in the future. Assessing the needs and implementing the changes needed is an ongoing challenge that we accept as being necessary and important, but not simple. We strive to do this in a thoughtful way, not just checking boxes but working to improve our security stance.
  
- Challenge 3
- Name: Process documentation
- Summary Statement: Practices are sometimes not documented adequately
- Category: Process Immaturity
- Priority: Low
- Detailed Description: With a small staff and low turnover, some of our processes and practices aren't well documented. For example, as we've implemented multi factor authentication for our admins, we've spent much time in ensuring that the process is workable, secure, and reliable, but less time documenting those steps. With a talented and stable staff, this does not have much impact now, but could if higher turnover rates start occurring.

### Agency IT Goals

- Name: Improve Security
- Category: Security
- Start Date, End Date: Jan 1, 2020 – none
- Description: We will continuously reassess and improve our data security stance.
- Desired Outcome: Provide greater security for our data and reduce risk of inappropriate disclosure.
  
- Name: Improve Availability
- Category: Hardware/Infrastructure
- Start Date, End Date: Jan 1, 2020 – none

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- Description: We will have appropriate access to our data available at all times.
- Desired Outcome: As close to 24/7 access to our data and systems as possible.

### Agency IT Objectives

- Name: Implement a central log management system.
- Name of IT Goal or Agency Goal Supported: Improve Security
- Budgeted (Y/N), Budget (if known): No
- Start Date, End Date: Jan 1, 2020 – Dec 31, 2020
- 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 Outcome: Gain insight into security events and have more proactive approach to discovering malicious activity.

- Name: Implement a Web Application Firewall.
- Name of IT Goal or Agency Goal Supported: Improve Security
- Budgeted (Y/N), Budget (if known): Yes
- Start Date, End Date: Jan 1, 2019 – Dec 31, 2020
- 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 Outcome: Gain insight into security events, block attacks on the application, and have a more proactive approach to discovering malicious activity.

- Name: Improve disaster recovery time
- Name of IT Goal or Agency Goal Supported: Improve Availability
- Budgeted (Y/N), Budget (if known): No
- Start Date, End Date: Jan 1, 2020 – Dec 31, 2021
- 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 Outcome: Improve recovery time for a disaster in our data center to two days.

- Name: Upgrade all Windows 2008/2008r2 servers
- Name of IT Goal or Agency Goal Supported: Improve Security
- Budgeted (Y/N), Budget (if known): Yes
- Start Date, End Date: Jan 1, 2019 – Dec 31, 2019

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- 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 Outcome: Use Supported software

- Name: Adobe Acrobat Upgrade.
- Name of IT Goal or Agency Goal Supported: Improve Security
- Budgeted (Y/N), Budget (if known): No
- Start Date, End Date: Jan 1, 2020 – Mar 31, 2020
- 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 Outcome: Gain insight into security events and have more proactive approach to discovering malicious activity.

## Agency and Leadership

- Kansas Board of Tax Appeals
- Ronald Mason
- N/A

## Basic Agency IT Information

- N/A
- 0 – Single IT employee retired, currently without support

## Agency IT Challenges

- Availability of IT Support
- Resource Constraints
- High

## Agency IT Objectives

- Document Management System Upgrade

## Agency and Leadership

- Agency/Organization Name: Kansas Board of Veterinary Examiners (KBVE)
- Agency/Organization Head: Joan E. "Jody" Johnson, DVM/Executive Director
- Agency/Organization CIO/IT Head: None

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## Basic Agency Information

- Vision: To approach our activities with a deep sense of purpose and responsibility; to conduct ourselves in accordance with the highest standards of ethics, accountability, efficiency and openness; to provide the public and veterinary profession alike a balanced and sensible approach to regulation.
- Mission: To promote public health, safety and welfare relative to the practice of veterinary medicine.
- Total Budget: \$368,274
- Goals & Objectives:

To assure the public consumer that each licensed veterinarian and each registered veterinary technician is qualified, properly trained, and performing in accordance with the Kansas Veterinary Practice Act.

To assure that all Kansas veterinary premises meet or exceed minimum premise standards to assure adequate facilities for providing veterinary services to the public in a sanitary and safe manner.

To guard against negligent and fraudulent practices, and respond efficiently and effectively in the investigation of all allegations of violations reported to the agency.

To implement the KVBE's Strategic Priorities of providing clear leadership in proposing Practice Act updates, proactively promote compliance of the Practice Act, create consistent inspection and sanction guidelines, foster stronger relationships with stakeholders, and continuously improve KBVE's efficiency and effectiveness.

- Agency Business Units: Licensing of veterinarians, veterinary technicians, and veterinary premises
- Agency Funding Mechanism(s): Fee Funded
- Number of Employees: Four
- Number of Kansas Citizen Customers: Serving all the citizens of Kansas, 2583 licensed veterinarians, 63 institutional licensees, 568 veterinary technicians, and 431 premises.
- Agency/Organization CIO/IT Head: None

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## Basic Agency IT Information

- Vision: None
- Mission: None

- Budget (please respond “None” if there is no IT-specific budget): None
- Number of Employees and Annualized Attrition Rate: None
- Agency/Organization CIO/IT Head: None

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### Agency IT Challenges

- Name: We do not have an IT organization, we utilize EBIT
- Summary Statement: Since we have a very limited budget, we are concerned over replacement technology if a computer fails, or if there are security issues, or if we are not obtaining the updates needed for software. We would desire an intranet server in the future to synchronize the 4 systems we are using (1 desktop and 3 laptops), however the cost of IT support may prevent this since we are in Wamego, KS.
- Category : Technology Obsolescence, Budget Constraints/Funding, Vendor Issues, Security
- Priority: Low to Medium based on budget constraints
- Detailed Description: We have two computers running Windows 7 which need to be up-graded to Windows 10 before January. We are wanting to have a tablet or iPad for the inspector to use when inspecting premises (the use of carbon paper on forms is definitely technology obsolescence!) so a fillable form can be up-loaded into our computer system for accuracy and security purposes. We need to up-grade a laptop with the new version of the ACT database that we use for capturing licensee data as we only have the desk-top that can be used with this database at this time. We need to purchase a body camera for the investigator to use when visiting premises and interviewing complainants. We also have a docking station for one of the laptops, however we need two large monitors to best utilize the system.

### Agency IT Goals (IT Strategic goals that your organization is working on or planning to initiate)

- Name: Kansas Board of Veterinary Examiners (We do not have an IT department)
- Category: Budget Constraints, Desktop/Productivity, Hardware/Infrastructure, IT Support Improvement/Agility, Application Modernization
- August 14, 2019 to August 31, 2020
- Application Modernization: Loading Windows 10 onto 2 laptops, Loading new version of ACT database on 1 laptop
- Desktop/Productivity: Set up an intranet server to synchronize computer systems within the office
- IT Support/Improvement: Local vendor approved for service work
- Hardware/Infrastructure: Purchase of body camera; Purchase of tablet or iPad with software for fillable pdf; Purchase of 2 twenty four inch monitors for use with laptop/docking station.
- Desired Outcome: Better efficiency in and out of the office for the staff, better equipped to process day to day paperwork and accurately save information, better accuracy and security of shared information.
- Agency/Organization CIO/IT Head: None

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**Agency IT Objectives** (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name: Kansas Board of Veterinary Examiners
- Name of IT Goal or Agency Goal Supported: Up-grade 2 laptops to Windows 10
- Budgeted (Y/N), Budget (if available): No
- Start Date, End Date: August 14, 2019 to December 30, 2019
- Description: Meeting with EBIT to verify the 2 laptops that came from the Department of Agriculture are now with Kansas Board of Veterinary Examiners.

Desired Outcome: To obtain a quote on the up-grade for the two laptop computers and load Windows 10 on each one.

## Agency and Leadership

- Kansas Commission on Peace Officers' Standards and Training
- Gary E. Steed, Executive Director

## Basic Agency IT Information

- Budget: none
- 0 IT employees, receives support from Choose Networks Inc. In Wichita

## Agency IT Challenges

- Rising cost of IT
- IT costs have surpassed the cost of our lease and other contractual cost and is the largest expense other than salaries.
- Budget Constraints/Funding
- High
- Lack of IT Support
- Difficult to get support for just the routine computer issues that arise daily with equipment and software when have no IT people in the office. We are one of the few non-cabinet agencies that is not located in Topeka. We are in Wichita.
- Resource Constraints/Funding
- High

# KCVAO Agency IT Strategic Planning

## Agency and Leadership

- Kansas Commission on Veterans Affairs Office
- Gregg Burden, Director
- Eric Rohleder, Information Resource Management Director

## Basic Agency Information

- Vision:
  - The philosophy of the Kansas Commission on Veterans' Affairs Office is to treat all veterans, their relatives and their eligible dependents with dignity and respect. We strive to be good public stewards of our resources and conduct all our affairs with the highest standards of ethics, accountability, and transparency. The agency will continually seek ways to improve our internal operations and our service to veterans.
- Mission:
  - To provide Kansas veterans, their relatives, and other eligible dependents with information, advice, direction, and assistance through the coordination of programs and services in the fields of education, health, vocational guidance and placement, and economic security. These programs include nursing, domiciliary care, and veterans' cemeteries.
- Total Budget:
  - Base Budget \$30.1 Million (all funding sources)
  - SGF -- \$5.9 Million
  - SIBF -- \$1.4 Million
- Goals & Objectives
  - GOAL #1: Provide information and advocacy to Kansas veterans, their families and survivors, and assist them in obtaining all federal and state benefits due to them.
    - OBJECTIVE: To maximize federal veterans benefits and program usage by veterans, their dependents and survivors to increase the receipts of compensation for earned benefits and entitlements for veterans and their dependents.
  - GOAL #2: The Kansas State Veterans' Cemetery Program is to provide veterans and their eligible dependents with interment opportunities for burial in a Kansas veterans' cemetery.
    - OBJECTIVES: To promote the Kansas State Veterans' Cemetery Program and make every veteran and eligible dependent aware of his/her burial benefits and to ensure veterans and eligible dependents know about and understand how to pre-register for burial.
  - GOAL #3: Provide quality long-term healthcare services to eligible Kansas veterans through services provided by the Kansas Veterans' Home and Kansas Soldiers' Home.

- OBJECTIVE: Maintain and support resident census with adequate staffing of qualified employees in all programs and ensure the safety and comfort of residents, visitors, and staff at state veterans' homes.
- GOAL #4: Kansas Veterans' Home and Kansas Soldiers' Home will maintain fiscal integrity and good relations with other state agencies, vendors, and contractors.
  - OBJECTIVE: To ensure adequate funds are available for critical payments and to recover funds lost to delinquent resident accounts. Maintain good relations with state agencies including the Office of Financial Management, Division of the Budget, Office of Procurement and Contracts and vendors to obtain the best goods and services at best possible price.
- GOAL #5: Maintain and encourage facilities' connections with the local community, area media outlets, and local and national service organizations.
  - OBJECTIVE: Encourage interest in the Kansas Veterans' Home and Kansas Soldiers' Home and their missions. Make the public aware of the facilities and other benefits and services available to veterans by maintaining good relationships with organizations and local communities who can assist with the missions of the homes.
- Agency Business Units:
  - Agency Administration
  - Veteran Services
  - The State Approving Agency
  - State Veterans' Cemetery Program
  - The Kansas Soldiers' Home
  - The Kansas Veterans' Home
- Agency Funding Mechanism(s)
  - State General Fund (SGF)
  - State Institute Building Fund (SIBF)
  - Lottery Fund
  - Medicaid/Medicare Funding
  - Department of Veterans Affairs Interment Allowance Reimbursement
  - Department of Veterans Affairs Long Term Care Reimbursement
- Number of Employees
  - 368 Authorized FTE/314 Filled FTE
  - 5 Authorized Non-FTE/3 Filled Non-FTE
- Number of Kansas Citizen Customers
  - Organizational Advocate for 195,000 Kansas Veterans
  - Organizational Advocate for 200,000 Benefits Eligible Family Members
  - Inform and educate all 2.9 million Kansas Residents
- Agency/IT Head
  - Eric Rohleder, Deputy Director, Oversees Information Resource Management Section

## Basic Agency IT Information

- Vision: Assess, develop and implement Information Technology best practices securely, while serving the veterans and family members of Kansas.
- Mission: The mission of the Kansas Commission on Veterans Affairs Office (KCVAO), Information Resources Management Section, is to provide information resource services to the entities under the Kansas Commission on Veterans Affairs Office, which include IT budget consultation, disaster recovery, business contingency planning, local and wide area network support, IT asset management, IT security, IT training, and information resource management consulting.

The KCVAO Information Resources program provides purposeful technological direction based on a long-range strategic approach to information system planning using the best business practices when funding is available. Today, and increasingly so in the future, new technology tools must be available to deliver services to the veterans and their families, as well as internal and other external customers. Technology will serve as the conduit for enhancing services to Kansas veterans and family members. Emphasis will be placed on interfacing all KCVAO departments with Federal, State, and Local agencies collaborating in the sharing of resources utilizing Entellitrak Veterans Benefit Management System (ETK), the Department of Veterans Affairs Federal Benefits EForce Portal, and the “Point Click Care” patient services platform.

Cybersecurity is a priority when safeguarding the confidentiality, and availability of agency data, systems and networks. Customers entrust the KCVAO to hold and protect their personal information before, during, and after the advocacy process.

- Budget:
  - The agency currently has no dedicated budget for IT expenditures. Each department requests hardware/software purchases and infrastructure upgrades on an as needed basis and with the guidance of. All purchase requests are approved by the department head and the Information Resource Manager.
- Number of Employees and Annualized Attrition Rate
  - KCVAO has one Network Specialist (Supervised by IRM)
  - Kansas Veterans Home has one Technology Support Consultant
  - Kansas Soldiers Home has one Technology Support Consultant
- Agency/IT Head
  - Eric Rohleder, Deputy Director, Oversees Information Resource Management Section

## Agency IT Challenges

- Challenge #1, Modernization of IT Resources
  - Summary Statement: As a small state agency, every purchase is scrutinized at the highest level. Many times, IT resources are an afterthought when developing an annual agency budget. The KCVAO must continue to plan our IT goals strategically and thoughtfully to continue to provide services to our customers while maintaining compliance with state and federal IT laws

- Category: Technology Obsolescence and Budget Constraints/Funding
- Priority: Medium

### Agency IT Goals

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

### Agency IT Objectives

- Replace Firewall Appliances at the Kansas Veterans Home and Kansas Nursing Home (when funding is available)
- Comply with all state requirements for Cybersecurity

## Agency and Leadership

- Kansas Corporation Commission
- Agency/Organization Head
  - Dwight D. Keen, Chair
  - Shari Feist Albrecht, Commissioner
  - Susan K. Duffy, Commissioner
- Agency/Organization CIO/IT Head
  - Todd Reinert

## Basic Agency Information

- Vision
  - Our vision is a Kansas served by safe, reliable, environmentally responsible, diverse energy supplied at the lowest cost and for safe travel for the motoring public.
- Mission
  - The mission of the Kansas Corporation Commission (KCC) is to protect the public interest by impartially, effectively and efficiently regulating the rates, terms of service and safety of public utilities and commercial trucking, by regulating the production of crude oil and natural gas, and by promoting energy programs that improve energy efficiency in Kansas.
- Total Budget
  - \$23.5 Million (approximately)
- Goals & Objectives
  - Are specific to each regulatory division. In general the KCC regulates five important industries in Kansas. The KCC is responsible for ensuring that natural gas, electricity and telephone utilities, and motor carriers provide safe, adequate and reliable services at just and reasonable rates. The KCC also regulates the production of crude oil and natural gas in a manner that protects the fresh water resources of the state, protects correlative rights and prevents waste in the production of oil and gas. The KCC is also charged under K.S.A. 74-616 with the responsibility to perform duties related to energy resources, including, requesting and administering federal funds for various state energy programs.
- Agency Business Units
  - Administration
  - Utilities
  - Transportation
  - Conservation
  - Energy
- Agency Funding Mechanism(s)
  - Fee Funded
- Number of Employees
  - 204.5 FTE
- Number of Kansas Citizen Customers
  - Population of Kansas

## Basic Agency IT Information

- Mission
  - To provide responsive, cost effective and efficient administrative and information technology services to the regulatory units of the KCC and external stakeholders.
- Budget (please respond “None” if there is no IT-specific budget)
  - None
- Number of Employees and Annualized Attrition Rate
  - 13 FTE, 2018 Attrition Rate (2/13 = 15.3%)

## Agency IT Challenges

- Docket Management System (DMS)
  - Summary Statement

Current docket management system is based upon an underlying programming language that is no longer supported by Microsoft.

    - Category
      - Technology Obsolescence
    - Priority
      - High
    - Detailed Description
      - The implementation of a Commission-wide document management system in FY2020 will eventually host all docket related information and will serve documents to staff, regulated companies and the public. Requests for proposals for a Docket Management System (DMS) to integrate with the Commission’s document management system will be issued in FY2020 and with the expectation that it will include integrated workflows, full-text search capabilities of current & historic docket information.
- Risk Based Data Management System (RBDMS)
  - Summary Statement
    - The RBDMS is a database of Kansas oil and gas information based upon the client-server model. Containing information on over 400,000 oil and gas wells throughout the state and intertwined with databases at the Kansas Geological Survey.
  - Category
    - Technology Obsolescence
  - Priority
    - High
  - Detailed Description
    - The RBDMS was originally provided by the Groundwater Protection Council (GWPC) but has been highly modified over the past 20 years to be more suitable for Kansas. The Commission will be moving toward a web-based model and will be evaluating options for the future of RBDMS (in-house, consultants, or GWPC)

- Succession Planning
- Summary Statement
  - All IT positions should have a clear succession plan for retirements and attrition.

- Category
  - Attrition/Recruiting/Talent Gap
- Priority
  - High
- Detailed Description
  - Maintaining a skilled IT workforce that can provide support/services for all applications should be a goal for all state agencies, but succession planning is often overlooked. Each IT position should have multiple levels of coverage so that service to staff and the public is not interrupted by retirements/attrition. This planning will also address training opportunities to cover talent gaps.

### Agency IT Goals & Objectives

- Document Management System
  - Category - Enterprise Applications
  - Implement agency wide document management system by the end of Fiscal Year 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 Fiscal Year 2020.
    - Complete the incorporation of all business units of the Commission by the end of Fiscal year 2022.
- Docket System
  - Category - Enterprise Applications
  - Implement Docket system to replace the aging eStar system by the end of Fiscal Year 2021
    - Convert eStar system into new system
    - Import and integrate all eStar documents into the Document Management System
    - Training
- RBDMS Replacement
  - Category - Enterprise Applications
  - Replace current legacy RBDMS with system that utilizes current technology by the end of Fiscal Year 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
- Legacy Programs
  - Category - Application Modernization
  - Replace existing legacy programs with web-based application by the end of Fiscal Year 2021
    - Replace timesheets
    - Replace remaining legacy Oracle Forms and Report applications

- Move standalone Access database in Conservation either into RDBMS or a true multi-user database available to staff
  - Abandon all use of Microsoft Access throughout the agency
- Succession Planning
  - Category - IT Support Improvement/Agility
  - Develop a succession plan for each position in the Information Technology section focusing on technology skills and coverage by the end of Fiscal Year 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 )
- Training
  - Category - IT Support Improvement/Agility
  - Develop a training plan for IT staff to enhance skill levels and retain talented employees by the end of Fiscal Year 2020
- Technology refresh
  - Category - Hardware/Infrastructure
  - 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

Agency Name	Kansas Department for Aging & Disability Services
Agency Secretary	Secretary Laura Howard
Agency CIO	Jason R. Koehn

### Basic Agency Information KDADS

- Vision: The Kansas Department for Aging and Disability Services envisions a community that empowers Kansas older adults and persons with disabilities to make choices about their lives.
- Mission: The Kansas Department for Aging and Disability Services mission is to protect Kansans, promote recovery and support self-sufficiency.

### Total Agency Budget KDADS:

- Total Budget: \$2,064,884,137
- Federal Funds: \$1,136,857,918
- State General Funds: \$830,434,869

### Agency Goals & Objectives KDADS:

- Modernization
  - Electronic Health Record Solution
  - Implement Enhanced Technology
  - Consolidate DCF/KDADS Infrastructure and Support
  - Upgrade applications as prioritized by Business
- Self-Direction and Determination
  - Revitalize self-direction offerings
  - Support self-direction and self-determination through programming policies
- Decision-making
  - Improve consumer-driven decision-making and program design
- Employment
  - Increase meaningful and community-integrated employment opportunities for populations served by KDADS
  - Collaborate with other State Agency's such as Department of Labor, Commerce, and DCF (Rehab Services)
- Housing
  - Implement comprehensive approaches to link target populations to accessible community-based housing (partnership goal)
- Workforce
  - Improve workforce development across the state
  - Staff retention options
- Data
  - Establish access to data for the data team
    - Enterprise Data Warehouse / Microsoft Power Bi
- Prevention
  - Adopt strategic prevention framework

## Agency Business Units KDADS:

- Aging & Disability Community Services and Programs Commission
- Behavioral Health Services Commission
- State Hospitals Commission
- Financial and Information Services Commission
- Survey, Certification and Credentialing Commission

- Agency Funding Mechanism(s):
  - KDADS is funded by a mix of state and federal dollars
  - State Hospitals are funded by a mix of state general fund and revenue collected by each hospital

- Number of Employees:
  - KDADS: 282
  - KNI: 696
  - LSH: 959
  - OSH: 463
  - PSH: 777

- Number of Kansan Customers:
  - Annually, KDADS serves over 100,000 Kansas through a variety of Long-Term Care and Behavioral Health programs and services.
  - State Hospitals serve approximately 3,428 persons annually

## Basic Agency IT Information

- Vision: HS-EBIT partners with and provides IT support to KDADS, KDCF, the State Hospitals and the Citizens of Kansas.
- Mission: To be an IT organization that successfully supports KDADS, KDCF, the State Hospitals and the Citizens of Kansas in an agilesque manner.
- Budget: No IT-specific budget the only budgeted IT related expense is IT Salaries.
- Number of Employees: 26
- Annualized Attrition Rate: Unknown

## Agency IT Challenges

- Name – Recruitment/Retention
  - Summary Statement – Recruitment challenges and Retention issues
  - Category – Attrition/Recruiting/Talent Gap, Budget Constraints/Funding
  - Priority (High, Medium, Low) - High
  - Detailed Description - We are enduring high attrition rates due multiple reasons:
    - Leaving for more money – losing to the private sector because the State pay is lower than the average for skilled IT staff in the private sector. IT staffing

- companies are asking for higher rates then we can afford or placing us in a situation where we cannot convert to FTE.
  - Recruitment – very difficult to find qualified candidates who are willing to work for the salaries that we are offering for IT professionals. We are attempting to augment with contractors but that is very expensive and not sustainable.
  - We have no ability to give raises out of cycle (trust me we have tried) we were advised that it showed favoritism but is part of rewarding outstanding work and a way to retain the people we want to retain in our organization. We must start doing something quickly or face the fact that we will be suffering huge gaps in technology acumen.
- Name – Organizational Readiness and Funding
  - Summary Statement – Organizational Readiness and Funding
  - Category – Organizational growth, Budget Constraints
  - Priority (High, Medium, Low) - High
  - Detailed Description – HS-EBIT was developed in 2016 when a signed MOU between KDADS and DCF was executed. KDADS and DCF IT Staff merged into a single IT organization on paper however, putting this into practice has proven more difficult than anticipated. Many barriers stood in the way to moving forward with this plan to include people, processes, change, and money. Both agencies have multiple funding sources and must operate under approved cost allocation methodologies with federal partners. This means that although we would like all resources to be interchangeable, in practice they cannot be. Additionally, in the past we had difficulty getting buy-in and support from key individuals to move forward. We are beginning to make progress in this area however, we are far from having an efficient and well-oiled running organization. We need help from professionals who specialize in Organizational Effectiveness to help us build our IT Organization to support two agencies to include the State Hospitals. The current MOU will need to be revisited and updated.
    - Repercussions - If the MOU is not updated or a professional organization funded to help HS-EBIT build a better Organization for Today and Tomorrow then we will continue to run into issues with not enough people and not enough money to continue to support DCF and KDADS. We are a service-oriented organization and currently we are unable to provide exemplary service to the agencies we support and this needs to change.
- Name – Application Security
  - Summary Statement – Application Security
  - Category – New Technology Need, Budget Constraint
  - Priority (High, Medium, Low) - High
  - Detailed Description – Currently our developers do not have a way to test their applications against the new security concerns. This is a concern for me. We have spent money in the past year to send our developers to Security Training with the Denim Group. The Developers learned a lot in terms of how they should be writing their code and what they should be looking for as far as security issues. I do not like the fact that we are relying only on the expertise of our developers and have no tools in place to help them ensure we are developing as secure as we can. We have reviewed many tools like Veracode which is a web tool that developer can leverage to test against the known threats and coding concerns. We also reviewed using Denim Group to help us as well.

However, both options cost more than what we have available to spend now and even though it is something we (IT) understand and know will be beneficial the Agencies do not want to spend their money on this because they have other priorities. I strongly believe that we are running our business at risk without this toolset to help our developers. Our developers are not security experts and do need assistance to keep up with the everchanging environment we live and code in today.

- Name – Business Analyst (BA) Positions
  - Summary Statement – BA Recruitment
  - Category – Attrition/Recruiting/Talent Gap, Budget constraint
  - Priority (High, Medium, Low) - Medium
  - Detailed Description – We are struggling at finding and hiring BA talent to fill our open positions. Without BA's we are unable to support our DCF and KDADS business areas effectively. In the recent past we have hired a highly qualified BA to support the CSS Business area in DCF and to help us build our BA staff skills.
- Name – Information Security Officer for State Hospitals and KDADS Central Office
  - Summary Statement – KDADS ISO
  - Category – Budget Constraint
  - Priority (High, Medium, Low) - High
  - Detailed Description – To date the budget has not been adequate and available to support an ISO for KDADS Central or the State Hospitals. This specific request has been presented in agency budgets but has not yet been funded. This position is very important due to protecting ourselves as best as we can now before vulnerabilities are exploited and we are paying \$\$\$'s because of a security attack.
- Name – Business Help Desk Positions
  - Summary Statement – BHD Recruitment
  - Category – Attrition/Recruiting/Talent Gap
  - Priority (High, Medium, Low) - Medium
  - Detailed Description – We are struggling at finding and hiring Business Help Desk Talent. We need to come up with outside the box solutions to filling these positions. We currently have 2 BHD Staff and we need 3 or more to support both KDADS and DCF and to allow for vacations and sick time.
- Name – IT Director for the State Hospitals
  - Summary Statement – Budget constraint, Attrition/Recruiting/Talent Gap
  - Category – Attrition/Recruiting/Talent Gap
  - Priority (High, Medium, Low) - Medium
  - Detailed Description – Another position that has been identified as a need for KDADS and the State Hospitals but there is no funding available for the position. This position is very important to help drive home the strategy, mission and vision of KDADS, HS-EBIT and OITS. By having this position filled it will fill a gap that is identified to cause a disconnect between the State Hospital IT Teams and the IT Staff in Topeka.

### Agency IT Goals (Strategic goals that your organization is working on or planning to support)

- Name – Centralized Electronic Health Records – 4 State Hospitals
  - Category – Enterprise Applications
  - Start Date, End Date - TBD
  - 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.

### Agency IT Objectives (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name – Centralized EHR
  - Budgeted (Y/N) - N
  - Start Date, End Date - TBD
  - Description – HS-EBIT will be involved in the acquisition of a new EMR from an acceptable EHR vendor, along with KDADS and state hospital staff. 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.
  - Desired Outcome – A new Centralized EHR in place for all 4 State Hospitals to leverage. Sunset old home grown EHR's, ease of supportability, improved outcomes, and improved health care for consumers.

### Agency IT Goals (Strategic goals that your organization is working on or planning to support)

- Name – Data Exchange with Partners i.e. KDOL, KDOC, KDCF (Voc. Rehab)
  - Category – Data Governance
  - Start Date, End Date - TBD
  - 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.

### Agency IT Objectives (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name - Data Exchange with Partners i.e. KDOL, KDOC, KDCF (Voc. Rehab)
  - Budgeted (Y/N) – Y
  - Start Date, End Date - TBD
  - Description – HS-EBIT will provide IT Resources to help build out these interfaces or data exchange.
  - Desired Outcome – Improved reporting on employment for persons with disabilities.

### Agency IT Goals (Strategic goals that your organization is working on or planning to support)

- Name – Enterprise Data Warehouse & Microsoft Power BI
  - Category – Data Governance, Desktop/Productivity, Enterprise Applications
  - Start Date, End Date – 2017, No End date

- 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.

**Agency IT Objectives** (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name - Enterprise Data Warehouse & MS Power BI
  - Budgeted (Y/N) Y/N – Currently Child Support Services and KDADS are the only business areas contributing to the data warehouse. The other business areas have not yet had the resources or prioritized this over other projects.
  - Start Date, End Date – 2017, No end date
  - Description – HS-EBIT will be 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 – Help drive better decisions based from available agency data, correlations of data that never existed before, and help save money and drive operational effectiveness.

**Agency IT Goals** (Strategic goals that your organization is working on or planning to support)

- Name – Infrastructure Modernization
  - Category – Consolidation, Hardware/Infrastructure, IT Support Improvement/Agility
  - Start Date, End Date - TBD
  - 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 up opportunities for resources to be shared between KDADS/DCF.

**Agency IT Objectives** (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name – Network Consolidation
  - Budgeted (Y/N) – N
  - Start Date, End Date - TBD
  - Description – Consolidate DCF/KDADS Networks so it will simplify supportability and resources can be shared.
  - Desired Outcome – Simplify supportability, open up opportunities for resources to be shared between KDADS/DCF.

**Agency IT Goals** (Strategic goals that your organization is working on or planning to support)

- Name – Data Center as a Service (DCaaS)
  - Category – Consolidation, Hardware/Infrastructure, IT Support Improvement/Agility
  - Start Date, End Date – FY2020
  - Description – Data Center as a Service will consolidate and migrate all software/applications to the UNISYS Data Center. This initiative is to help with upgrading, patching, and consolidating 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.

**Agency IT Objectives** (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name - Data Center as a Service (DCaaS)
  - Budgeted (Y/N) - Y
  - Start Date, End Date - FY2020
  - 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.

**Agency IT Goals** (Strategic goals that your organization is working on or planning to support)

- Name – Desktop as a Service (DTaaS)
  - Category – Consolidation, Hardware/Infrastructure, IT Support Improvement/Agility
  - Start Date, End Date – FY2020, FY2022
  - 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 end-user 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.

**Agency IT Objectives** (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name – Desktop as a Service (DTaaS)
  - Budgeted (Y/N) – Y/N
  - Start Date, End Date - FY2020, FY2022
  - 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.

**Agency IT Objectives** (Strategic goals that your organization is working on or planning to support)

- Name – Improve KDADS IT Security
  - Category – Security
  - Start Date, End Date – FY2020
  - 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.

Agency Name	Kansas Department for Children and Family Services
Agency Secretary	Secretary Laura Howard
Agency CIO	Jason R. Koehn

### Basic Agency Information DCF

- Vision: Transparency, Value our staff, A culture of continuous improvement, Collaboration, Focus on data, outcomes and accountability, Ethics, Celebrate Success, Break through the roadblocks.
- Mission: To protect children, promote healthy families and encourage personal responsibility.

### Total Agency Budget DCF

- Total Budget: \$759.3 million
- All other Funds: \$424.8 million
- State General Funds: \$334.6 million

### Agency Goals & Objectives DCF:

- Remove barriers to DCF Services
  - Better communication
  - Increasing partnerships
  - Mobile Access
- Empower customers to their highest potential
  - New practice models in PPS to help staff work alongside families
  - Families have more reliable child support
  - EES and VR clients earn a livable wage after exit
- Strong workforce
  - Employee retention ideas
  - More responsive to the needs of the employees
  - Offer professional development and leave to support this
- Modernization
  - Child Support System Modernization
  - Comprehensive Child Welfare Information System (CCWIS)
  - Vocational Rehabilitation System Modernization
  - Faster background checks/approvals
- Innovative and Learning Organization
  - Take advantage of new technology such as iKAN
  - Utilize the enterprise data warehouse and MS Power Bi for visualization
  - Develop key indicators across programs
  - Data Driven

Agency Business Units DCF:

- Economic & Employment Services
- Preventions & Protections Services
- Child Support Services
- Foster Care Licensing & BG Checks
- Rehabilitation Services

Agency Funding Mechanism(s): Mix of funds including federal matching.

Number of Employees: 2,528 FTE

Number of Kansan Customers:

- We administer several programs. Clients served for some example programs include:
  - 143,000 cases in child support
  - 6,500 cases in child care
  - 36,000 cases for LIEAP
  - 96,000 SNAP food cases

Basic Agency IT Information

- Vision: Human Services-Executive Branch of Information Technology partners with and provides IT support to KDADS, KDCF, the State Hospitals and the Citizens of Kansas.
- Mission: Human Services-Executive Branch of Information Technology is an IT organization that successfully supports KDADS, KDCF, the State Hospitals and the Citizens of Kansas in an agilesque (*yes it is a made up word*) and secure manner.
- Values: Integrity, Collaborative Culture, Open-minded, Innovative, Passion
- Budget (please respond “None” if there is no IT-specific budget): FY2020: \$35,081,239
- Number of Employees: 90
- Annualized Attrition Rate: Unknown

Agency IT Challenges (challenges facing your IT organization – People, Process, Technology)

- Name – Recruitment/Retention
  - Summary Statement – Recruitment challenges and Retention issues
  - Category – Attrition/Recruiting/Talent Gap, Budget Constraints/Funding
  - Priority (High, Medium, Low) - High
  - Detailed Description - We are enduring high attrition rates due multiple reasons:
    - Leaving for more money – losing to the private sector because the State pay is lower than the average for skilled IT staff in the private sector. IT staffing companies are asking for higher rates then we can afford or placing us in a situation where we cannot convert to FTE.

- Recruitment – very difficult to find qualified candidates who are willing to work for the salaries that we are offering for IT professionals. We are attempting to augment with contractors but that is very expensive and not sustainable.
- We have no ability to give raises out of cycle (trust me we have tried) we were advised that it showed favoritism, but it is part of rewarding outstanding work and a way to retain the people we want to retain in our organization. We must start doing something quickly or face the fact that we will be suffering huge gaps in technology acumen.

#### Agency IT Challenges (challenges facing your IT organization – People, Process, Technology)

- Name – Organizational Readiness and Funding
  - Summary Statement – Organizational Readiness and Funding
  - Category – Organizational growth, Budget Constraints
  - Priority (High, Medium, Low) - High
  - Detailed Description – HS-EBIT was developed in 2016 when a signed MOU between KDADS and DCF was executed. KDADS and DCF IT People merged into one IT Organization on paper however, in reality not so much. Many barriers stood in the way to moving forward with this plan to include people, processes, change, and money. Both agencies have multiple funding sources and must operate under approved cost allocation methodologies with federal partners. This means that although we would like all resources to be interchangeable, in practice they cannot be. Additionally, in the past we had difficulty getting buy-in and support from key individuals to move forward. We are beginning to make progress in this area, however, we are far from having an efficient and well-oiled running organization. We need help from professionals who specialize in Organizational Effectiveness to help us build our IT Organization to support two agencies to include the State Hospitals. The current MOU will need to be revisited and updated.
    - Repercussions - If the MOU is not updated or a professional organization funded to help HS-EBIT build a better Organization for Today and Tomorrow then we will continue to run into issues with not enough people and not enough money to continue to support DCF and KDADS. We are a service-oriented organization and currently we are unable to provide exemplary service to the agencies we support and this needs to change.

#### Agency IT Challenges (challenges facing your IT organization – People, Process, Technology)

- Name – Application Security
  - Summary Statement – Application Security
  - Category – New Technology Need, Budget Constraint
  - Priority (High, Medium, Low) - High
  - Detailed Description – Currently our developers do not have a way to test their applications against the new security concerns. This is a concern for me. We have spent money in the past year to send our developers to Security Training with the Denim Group. The Developers learned a lot in terms of how they should be writing their code and what they should be looking for as far security issues. I do not like the fact that we are relying only on the expertise of our developers and have no tools in place to help them ensure we are developing as secure as we can. We have reviewed many tools like Veracode which is a web tool that developers can leverage to test against the known threats and coding concerns. We also reviewed using Denim Group to help us as well.

However, both options cost more than what we have available to spend now and even though it is something we (IT) understand and know will be beneficial the Agencies do not want to spend their money on this because they have other priorities. I strongly believe that we are running our business at risk without this toolset to help our developers. Our developers are not security experts and do need assistance to keep up with the everchanging environment we live and code in today.

#### Agency IT Challenges (challenges facing your IT organization – People, Process, Technology)

- Name – Business Analyst (BA) Positions
  - Summary Statement – BA Recruitment
  - Category – Attrition/Recruiting/Talent Gap, Budget constraint
  - Priority (High, Medium, Low) - Medium
  - Detailed Description – We are struggling at finding and hiring BA talent to fill our open positions. Without BA's we are unable to support our DCF and KDADS business areas effectively. In the recent past we have hired a highly qualified BA to support the CSS Business area in DCF and to help us build our BA staff skills.

#### Agency IT Challenges (challenges facing your IT organization – People, Process, Technology)

- Name – Business Help Desk Positions
  - Summary Statement – BHD Recruitment
  - Category – Attrition/Recruiting/Talent Gap
  - Priority (High, Medium, Low) - Medium
  - Detailed Description – We are struggling at finding and hiring Business Help Desk Talent. We need to come up with outside the box solutions to filling these positions. We currently have 1 BHD Staff and we need 3 or more to support both KDADS and DCF and to allow for vacations and sick time.

#### Agency IT Goals (Strategic goals that your organization is working on or planning to support)

- Name – Signs of Safety (SoS)
  - Category – Desktop/Productivity
  - Start Date, End Date – End of CY 2019, TBD
  - Description – Kids Safety Assessment
  - Desired Outcome – Replace current safety assessment in the KIDS system.

#### Agency IT Objectives (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name – Signs of Safety (SoS)
  - Name of IT Goal or Agency Goal Supported: Signs of Safety (SoS)
  - Budgeted (Y/N): Y
  - Start Date, End Date – End of CY 2019, TBD
  - Description – Kids Safety Assessment
  - Desired Outcome – Replace current safety assessment in the KIDS system.

**Agency IT Goals** (Strategic goals that your organization is working on or planning to support)

- Name – Structured Decision Making (SDM)
  - Category – Desktop/Productivity
  - Start Date, End Date – Initial intake in Production 19 August 2019, Safety and Risk Assessments target date is: 16 December 2019
  - 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.

**Agency IT Objectives** (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name- Structured Decision Making (SDM)
  - Budgeted (Y/N) - Y
  - Start Date, End Date - Initial intake in Production 19 August 2019, Safety and Risk Assessments end date is: 16 December 2019
  - Description: HS-EBIT has to build an interface and reports to support this application. We also had to ask our vendor WellSky, who owns KIPS, if we can add additional functionality to support SDM. We have to make changes to our KIDS application for the 4-county pilot. The 4-county pilot will last for 1 year to help make a decision if the assessments will help drive the expected outcomes for DCF.
  - 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.

**Agency IT Goals** (Strategic goals that your organization is working on or planning to support)

- Name – Team Decision Making (TDM)
  - Category – Desktop/Productivity
  - Start Date, End Date – CY 2019
  - 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.

**Agency IT Objectives** (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name – Team Decision Making (TDM)
  - Budgeted (Y/N) - Y
  - Start Date, End Date – CY 2019

- 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. HS-EBIT is not aware of what their involvement entails at this time.
- Desired Outcome - TDM is also a part of the one year 4 county pilot to see if the outcomes achieved is what DCF expects.

**Agency IT Goals** (Strategic goals that your organization is working on or planning to support)

- Name – Comprehensive Child Welfare Information System (CCWIS)
  - Category – Consolidation, Enterprise Applications, IT Support Improvement/Agility, Hardware/Infrastructure
  - Start Date, End Date –February 2018 – CY 2024
  - 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.

**Agency IT Objectives** (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name - CCWIS
  - Budgeted (Y/N) – Y/N – the planning part of the project is funded, and the agency expects to request additional funding for the Design, Development, and Implementation.
  - Start Date, End Date - February 2018 – CY 2024
  - Description - CCWIS is a Federal Information System initiative to promote implementation of modernized child welfare information systems.
  - Desired Outcome – HS-EBIT’s goal is to replace many of our antiquated applications with more modern technology that is highly supportable. We also hope we have better data quality for reporting and for business intelligence.

**Agency IT Goals** (Strategic goals that your organization is working on or planning to support)

- Name – KIDS to FACTS Interface
  - Category - Desktop/Productivity, Hardware/Infrastructure
  - Start Date, End Date - TBD
  - 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.

**Agency IT Objectives** (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name – KIDS to FACTS Interface
  - Budgeted (Y/N) – Y
  - Start Date, End Date - TBD
  - Description – HS-EBIT will build an interface between KIDS and FACTS to send data collected in KIDS to FACTS to prevent double entry by the workers and drive efficiency.

- Desired Outcome - This interface will help with outcomes and will help the workforce be more efficient in their jobs.

**Agency IT Goals** (Strategic goals that your organization is working on or planning to support)

- Name – State Wage Information System (SWIS)
  - Category – Digitization/Online Services
  - Start Date, End Date - TBD
  - 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.

**Agency IT Objectives** (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name – State Wage Information System (SWIS)
  - Budgeted (Y/N) - N
  - Start Date, End Date - TBD
  - 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.

**Agency IT Goals** (Strategic goals that your organization is working on or planning to support)

- Name – Federal RSA911 Changes
  - Category - Other
  - Start Date, End Date – ASAP, 30 June 2020
  - 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

**Agency IT Objectives** (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name – Federal RSA911 Changes
  - Budgeted (Y/N) - Y
  - Start Date, End Date ASAP, 30 June 2020
  - Description – HS-EBIT will help support the VR Program by providing development resources to complete the RSA911 Changes.
  - Desired Outcome – Continued Federal funding for the VR Programs

**Agency IT Goals** (Strategic goals that your organization is working on or planning to support)

- Name – Data Exchange with Partners i.e. KANSASWORKS, KDOL, KDOC
  - Category – Data Governance

- Start Date, End Date - TBD
- Description – Vocational Rehabilitation 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.

**Agency IT Objectives** (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name - Data Exchange with Partners i.e. KANSASWORKS, KDOL, KDOC
  - Budgeted (Y/N) – Y/N
  - Start Date, End Date - TBD
  - Description – HS-EBIT will provide IT Resources to help build out these interfaces or data exchange.
  - Desired Outcome – Improved reporting on consumers of VR Services and ability to provide more assistance to citizens in need.

**Agency IT Goals** (Strategic goals that your organization is working on or planning to support)

- Name – Phone System Replacement (VOIP)
  - Category – Hardware/Infrastructure, IT Support Improvement/Agility
  - Start Date, End Date – 2018, End of CY 2020
  - 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 phone 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.

**Agency IT Objectives** (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name – Phone System Replaced (VOIP)
  - Budgeted (Y/N) - Y
  - Start Date, End Date – 2018, End of CY 2020
  - Description – Replace all phones and service in the Regions
  - Desired Outcome - All phones replaced in the regions and VOIP Phones installed. This will align all regions with the rest of the agency. Also, easy supportability and more predictable cost.

**Agency IT Goals** (Strategic goals that your organization is working on or planning to support)

- Name – Vocational Rehabilitation System and Child Support Services Modernization
  - Category - Hardware/Infrastructure, IT Support Improvement/Agility
  - Start Date, End Date – Child Support Services Modernization - 2016, 2021 Voc. Rehab System – TBD
  - 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.

#### Agency IT Objectives (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name - Vocational Rehabilitation System and Child Support Services Modernization
  - Budgeted (Y/N) – Voc. Rehab. has funding for procuring a PM and BA to help with planning. No funding yet for actual project. Child Support Services – has their funding for their modernization.
  - Start Date, End Date – Voc. Rehab. – Procure PM and BA by end of CY 2019, Child Support Services – 2016, 2021
  - Description - Child Support Services Modernization – Currently on the mainframe and written in CAGEN:COBOL with a DB2 Backend. This modernization will convert the code to .net with a SQL Backend. Voc. Rehab. – Currently on the mainframe and written in Natural with an ADABAS backend.
  - Desired Outcome – Both modernizations will help with supportability, cost, and ease of use for the workers.

#### Agency IT Goals (Strategic goals that your organization is working on or planning to support)

- Name – Foster Care Licensing Strategy for CLARIS
  - Category – IT Support Improvement/Agility
  - Start Date, End Date - TBD
  - 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.

#### Agency IT Objectives (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name - Foster Care Licensing Strategy for CLARIS
  - Budgeted (Y/N) - N
  - Start Date, End Date - TBD
  - Description – Work with Foster Care Licensing Business Team to identify requirements, needs, wants, desires for CLARIS. Work with KDHE to prioritize the requirements.
  - Desired Outcome – We are able to work with KDHE to prioritize the requirements and CLARIS Support for Foster Care Licensing resides in HS-EBIT instead of KDHE.

#### Agency IT Goals (Strategic goals that your organization is working on or planning to support)

- Name – Background Checks Integration with KBI
  - Category – IT Support Improvement/Agility
  - Start Date, End Date - TBD
  - Description - TBD
  - Desired Outcome - TBD

#### Agency IT Objectives (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name - Background Checks Integration with KBI
  - Budgeted (Y/N) - N

- Start Date, End Date - TBD
- Description - TBD
- Desired Outcome – TBD

**Agency IT Goals** (Strategic goals that your organization is working on or planning to support)

- Name – Enterprise Data Warehouse & Microsoft Power BI
  - Category – Data Governance, Desktop/Productivity, Enterprise Applications
  - Start Date, End Date – 2017, No End date
  - 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.

**Agency IT Objectives** (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name - Enterprise Data Warehouse & MS Power BI
  - Budgeted (Y/N) Y/N – Currently Child Support Services and KDADS are the only business areas contributing to the data warehouse. The other business areas have not yet had the resources or prioritized this over other projects.
  - Start Date, End Date – 2017, No end date
  - Description – HS-EBIT will be 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 – Help drive better decisions based from available agency data, correlations of data that never existed before, and help save money and drive operational effectiveness.

**Agency IT Goals** (Strategic goals that your organization is working on or planning to support)

- Name – Remove Access Barriers for Consumers
  - Category – Digitization/Online Services
  - Start Date, End Date – TBD
  - 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.

**Agency IT Objectives** (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name - Remove Access Barriers for Consumers
  - Budgeted (Y/N) - N
  - Start Date, End Date - TBD
  - Description – HS-EBIT will help broker discussions and drive identified projects through to completion that will help remove access barriers for consumers.

- Desired Outcome – To create an experience for consumers that our business areas are proud of.

**Agency IT Goals** (Strategic goals that your organization is working on or planning to support)

- Name – Data Center as a Service (DCaaS)
  - Category – Consolidation, Hardware/Infrastructure, IT Support Improvement/Agility
  - Start Date, End Date – FY2020
  - 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.

**Agency IT Objectives** (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name - Data Center as a Service (DCaaS)
  - Budgeted (Y/N) - Y
  - Start Date, End Date - FY2020
  - 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.

**Agency:** **Department of Administration**  
**Agency Head:** DeAngela Burns-Wallace, Ed. D, Acting Secretary of Administration  
**Agency IT Head:** Josh White, Chief Information Officer  
Kansas Department of Administration  
Office of Systems Management  
900 SW Jackson Street, Topeka, Kansas 66612  
Phone: 785-296-6955  
Email: [josh.white@ks.gov](mailto:josh.white@ks.gov)

## **BASIC AGENCY INFORMATION**

**Mission:** Our customers are Kansas taxpayers and our fellow state employees and agencies. It is our mission to provide excellent customer service, every time.

**Website Address:** <https://admin.ks.gov/>

**Total Budget:** \$241,600,000

**Goals & Objectives:**

**Agency Business Units:** The Department of Administration consists of the following offices: Chief Counsel, Chief Financial Officer, Facilities and Property Management, Public Affairs, Personnel Services, Printing and Mailing, Procurement and Contracts, Surplus Property and Systems Management

**Agency Funding Mechanism(s):** State General Fund & Assorted Fee funds

**Number of Employees:** 368

**Number of Kansas Citizen Customers:** 2.90 million

**Agency/Organization CIO/IT Head:** Josh White

## **BASIC AGENCY IT INFORMATION**

**Vision:** Think analytically, communicate effectively, develop efficiently, help dependably.

**Mission:** Provide effective, efficient and innovative technology processing and solutions.

**Budget:** \$7,856,958

**Number of Employees:** 16 **Annualized Attrition Rate:** .0625

**Agency/Organization CIO/IT Head:** Josh White

## AGENCY IT CHALLENGES

**Name:** IT support, improvement/agility

- **Summary Statement:** The Department of Administration at times struggles to receive adequate and timely response and solutions to user account services and server administration from its service provider.
- **Category:** Vendor Issues
- **Priority:** Medium
- **Detailed Description:** Currently, DofA subscribes to the User Account Services rate with OITS. The service as described in the OITS service catalog is provided by Professional Services and details a user account as anyone with an Active Directory account in the OITS Professional Services Window environment. This service manages: server & software, user accounts, user security, file share permissions, device management (for desktops, mobile, printer, etc.) and user account software licenses. The main challenge faced by DofA is a lack of consistent and timely response from this service i.e. no established SLA's. DofA suspects the inadequate service is merely a result of understaffing by the Professional Services team to fulfill the needs of an agency the size of DofA. Whenever service is provided, the technicians of the Professional Services team are very helpful and professional; however, at times, response times and solutions are inadequate.

**Name:** IT support, Attrition

- **Summary Statement:** The Department of Administration relies on OITS for server support. Currently, it is unknown the strategy from OITS for server support going forward considering recent retirements and attrition of employees.
- **Category:** Attrition
- **Priority:** High
- **Detailed Description:** There have been recent retirements and attrition within the Professional Services, server support team at OITS. It is unknown what the support model will be going forward. Will DofA need to find its own server support technicians or can OITS continue to provide the support needed for on-premise server support?

**Name:** IT support, network

- **Summary Statement:** The Office of Printing and Surplus is utilizing an inadequate network circuit (shared with Department of Labor).
- **Category:** Technology Obsolescence
- **Priority:** High
- **Detailed Description:** Currently, the Office of Printing and Surplus is sharing a 200mb network circuit connection with the Department of Labor. This low bandwidth has caused Printing and Surplus to alter their business practices to print and send files during off-hours so to avoid network slowness associated with high network traffic.

**Name:** IT support, network

- **Summary Statement:** The Office of Printing and Surplus is void of access to a wireless network connection.
- **Category:** Technology Obsolescence
- **Priority:** High
- **Detailed Description:** There is no wireless connection within the Office of Printing and Surplus campus. This lack of a wireless network has limited their ability to pursue more efficient business practices and technologies related to a wireless solution.

**Name:** PeopleSoft Security

- **Summary Statement:** The statewide PeopleSoft systems need a comprehensive, granular security platform to ensure the integrity of the application.
- **Category:** Technology Obsolescence, other
- **Priority:** High
- **Detailed Description:** The PeopleSoft systems security and data integrity should be hardened to include Multi-Factor Authentication, Data Masking/Redaction, click to view, and Data Logging and Analytics.

**Name:** PeopleSoft Critical Patch Strategy

- **Summary Statement:** Define a streamlined, efficient method for applying Oracle CPU patches
- **Category:** Process Immaturity
- **Priority:** Medium
- **Detailed Description:** Oracle Critical Patch Updates are released on the Tuesday closest to the 17<sup>th</sup> day of January, April, July and October. Upon release, it is the responsibility of the customer to decide when and if to apply the patch. Of course, applying any patch should require a testing/UAT cycle. Currently, our test cycle for Oracle CPU's is about 4-5 weeks. Depending on the severity of the CPU, we may be at a serious time constraint to apply the patch. The PeopleSoft team needs to determine its approach to applying CPU's and stick with the schedule.

**Name:** Internal file repository solution

- **Summary Statement:** Find an internal application solution to the file repository currently on the mainframe.
- **Category:** Technology Obsolescence
- **Priority:** Medium
- **Detailed Description:** Currently, the PeopleSoft systems utilize the mainframe as a file repository for its batch processing; for both inbound and outbound files. The MVS solution was architected about 20 years ago. While it is not necessarily broken, it is possible to move this solution to the PeopleSoft Unix servers and utilize PeopleSoft security to secure the processing and receiving of files. The PeopleSoft solution would

eliminate the need for DofA to use the mainframe and thus remove a vendor (Ensono) from the process.

**Name:** Solution for Data Warehouse and Business Analytics

- **Summary Statement:** The current Agency strategy for Data Warehouse and Business Analytics is neither well received by its users nor is it well promoted by management.
- **Category:** Process Immaturity
- **Priority:** High
- **Detailed Description:** DofA is offering a Data Warehouse and Business Analytics solution for the Financial PeopleSoft application. The current Oracle Business Intelligence Enterprise Edition (OBIEE) iteration leaves a lot to be desired in terms of working, out-of-the box dashboards and ETL programming. Especially regarding the HCM application at the state government level. As a result, not a lot of employees or agencies are using OBIEE as it is designed to be used. At most, we have about 10-15 users who use the application on a somewhat consistent basis. The return on investment is very low. Does the State's government have an appetite for a Business Analytics or is there a more cost-effective way to satisfy the data reporting needs?

**Name:** Agency wide COOP & Risk Assessment & Mitigation Strategy

- **Summary Statement:** DofA needs updated continuity of operations (COOP) planning for its critical and non-critical operations. In addition to COOP, Risk Assessments and Mitigation strategy needs to be in place for its critical and non-critical operations and IT systems.
- **Category:** Process Immaturity
- **Priority:** High
- **Detailed Description:** It is unknown the last time DofA participated in a thorough risk assessment and business impact analysis and incorporated them into continuity of operations (COOP) planning effort.

**Name:** Identify and replace legacy applications

- **Summary Statement:** There are many legacy/homegrown IT applications being used internally by the offices of DofA.
- **Category:** Technology Obsolescence
- **Priority:** Medium
- **Detailed Description:** Across the board, in the offices of DofA, legacy systems are in use. As an agency, we need to look for Commercial Off-the-Shelf (COTS) software solutions to replace the homegrown applications if available and when appropriate.

**Name:** Consolidated, up-to-date IT Asset inventory

- **Summary Statement:** The Agency has no detailed knowledge of its IT assets and/or licenses.
- **Category:** Other
- **Priority:** High

- **Detailed Description:** The Agency needs to establish an internal list of IT assets. The list can/could contain all IT items large and small; desktops, servers & licenses. The list will help to evaluate our IT assets and make strategic purchasing decisions or inner-office transfers of assets based on needs.

**Name:** Solution for streamlined PeopleSoft test scripts

- **Summary Statement:** The PeopleSoft upgrade calendar is often restricted by fiscal year-end, calendar year-end as well as Legislative requirements.
- **Category:** Process Immaturity
- **Priority:** High
- **Detailed Description:** The current upgrade methodology for PeopleSoft systems upgrades come in the form of PUM Images (patches). The PUM images are released about 4 times per year. Deciding to install a PUM requires a level of effort like a systems upgrade. Under current State of Kansas upgrade standards, applying a PUM requires a 15-18-week timeframe. As a result, the PeopleSoft teams are limited as to when they can apply PUMs throughout the year. PeopleSoft offers a solution called PeopleSoft Test Framework. The testing framework allows the customer to supplement and sometimes shrink the testing window (PUM application window) by 80%. A streamline approach like the PTF, would allow the PeopleSoft teams to more readily apply PUMS at a variety of times throughout the year.

## AGENCY IT GOALS

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

- **Category:** Security
- **Start Date:** Q4, 2019
- **End Date:** Q2, 2020
- **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.

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

- **Category:** Data Governance
- **Start Date:** Q3, 2019
- **End Date:** Q4, 2019

- **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 9<sup>th</sup> year since implementation.
- **Desired Outcome:** Establish a data archiving and purge process for the SMART system that can be used each year.
- **Agency/Organization CIO/IT Head:** Josh White

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

- **Category:** Data Governance
- **Start Date:** Q3, 2019
- **End Date:** Q2, 2020
- **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

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

- **Category:** IT Improvement/Agility, Service Consolidation
- **Start Date:** Q4, 2019
- **End Date:** Q1, 2020
- **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.

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

- **Category:** Hardware/Infrastructure
- **Start Date:** Q3, 2019
- **End Date:** Q3, 2019
- **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

**Name:** Streamline PeopleSoft testing scripts

- **Category:** Application Modernization
- **Start Date:** Q4, 2019
- **End Date:** Q2, 2020
- **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%.

**Name:** Create a comprehensive list of IT Assets and Inventory Management

- **Category:** Other
- **Start Date:** Q4, 2019
- **End Date:** Q2, 2020
- **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.

**Name:** Move file repository off Mainframe

- **Category:** Hardware/Infrastructure
- **Start Date:** Q3, 2020
- **End Date:** Q2, 2021
- **Description:** Move the file repository solution from the mainframe to PeopleSoft Unix servers
- **Desired Outcome:** Eliminate a 3<sup>rd</sup> party vendor (Ensono) and utilize PeopleSoft user security and PeopleSoft Unix servers for file repository.

**Name:** Comply with the Kansas Cyber Security Act

- **Category:** Security
- **Start Date:** Q2, 2019
- **End Date:** Q3, 2023
- **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

**Name:** Sunset legacy/homegrown applications where possible

- **Category:** Application Modernization
- **Start Date:** Q3, 2019
- **End Date:** Q3, 2021
- **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.

**Name:** Participate in the as-a-service programs provided by OITS when it makes business sense

- **Category:** IT Support Improvement/Agility
- **Start Date:** Q2, 2019
- **End Date:** Q3, 2021
- **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.

**Name:** Implement a PeopleSoft Security Platform

- **Category:** Security
- **Start Date:** Q3, 2019
- **End Date:** Q2, 2020
- **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.

## AGENCY IT OBJECTIVES

**Name:** Information Security

- **Name of IT Goal or Agency Goal Supported:** Comply with the Kansas Cyber Security Act
- **Budgeted (Y/N), Budget (if available):** N, but might require a new FTE
- **Start Date:** Q2, 2019
- **End Date:** Q3, 2021
- **Description:** Work with the Kansas Information Security Office (KISO) to comply with the Kansas Cyber Security Act.
- **Desired Outcome:** Develop, implement and maintain a comprehensive information security risk-management program. Establish consistent information security programs, plans and procedures. Adhere to best practices and standards as adopted by ITEC. Follow evaluations and recommendations of technical controls regarding strategic risk guidance of IT projects. Develop plans and procedures to manage and recover business-critical services in the event of a cyberattack or other disaster.

**Name:** Applications

- **Name of IT Goal or Agency Goal Supported:** PeopleSoft security platform
- **Budgeted (Y/N), Budget (if available):** Y
- **Start Date:** Q4, 2019
- **End Date:** Q2, 2020
- **Description:** Establish an intrusion detection and breach mitigation strategy for our enterprise systems. Purchase an off-the-shelf solution to harden the security of the PeopleSoft applications. Security enhancements should include Multi-Factor Authentication, Data Masking, Click-to-view and Logging and analytics of user activity.
- **Desired Outcome:** Secure out PeopleSoft systems by invoking the following solutions: MFA, Data Masking, Click-to-View and Logging and analytics.

**Name:** Automation

- **Name of IT Goal or Agency Goal Supported:** Pursue/purchase COTS software to replace legacy/homegrown applications where applicable
- **Budgeted (Y/N), Budget (if available):** N
- **Start Date:** Q4, 2019
- **End Date:** Q3, 2021
- **Description:** Pursue/purchase COTS software to replace legacy/homegrown applications
- **Desired Outcome:** Replace COTS software applications where necessary. As an Agency, we have many homegrown applications and access databases. As the workforce who developed these homegrown applications retire, we need to be ready to replace those apps with an off-the-shelf solution.

**Name:** Risk Management

- **Name of IT Goal or Agency Goal Supported:** Establish an intrusion detection and breach mitigation strategy for our enterprise systems
- **Budgeted (Y/N), Budget (if available):** N
- **Start Date:** Q2, 2019
- **End Date:** Q3, 2021
- **Description:** Establish an intrusion detection and breach mitigation strategy for our enterprise systems
- **Desired Outcome:** Develop, implement and maintain a comprehensive information security risk-management program. Establish consistent information security programs, plans and procedures. Adhere to best practices and standards as adopted by ITEC. Follow evaluations and recommendations of technical controls regarding strategic risk guidance of IT projects. Develop plans and procedures to manage and recover business-critical services in the event of a cyberattack or other disaster.

**Name:** Service Quality

- **Name of IT Goal or Agency Goal Supported:** Participate and reap the rewards of the as a service programs being provided by OITS
- **Budgeted (Y/N), Budget (if available):** Y
- **Start Date:** Q3, 2019
- **End Date:** Q2, 2021
- **Description:** Participate in the as a service program
- **Desired Outcome:** Receive reliable and consistent service from our service providers as part of the as-a-service offerings by OITS. Hold OITS accountable for their SLA's.

**Name:** Optimization

- **Name of IT Goal or Agency Goal Supported:** Move file repository from mainframe
- **Budgeted (Y/N), Budget (if available):** Y
- **Start Date:** Q3, 2020
- **End Date:** Q2, 2021
- **Description:** Reduce the multiple vendor solution for a single streamlined process

- **Desired Outcome:** Minimize multiple 3<sup>rd</sup> party vendor involvement whenever possible.

## Agency and Leadership

- Kansas Department of Agriculture
- Mike Beam, Secretary of Agriculture
- Travis Rail, Chief Information Officer

## Basic Agency Information

- Vision: Kansas will provide an ideal environment for long-term, sustainable agricultural prosperity and statewide economic growth.
- Mission: The Kansas Department of Agriculture is committed to a balanced approach of:
  - Serving Kansas farmers, ranchers, agribusinesses and the consumers/customers they serve;
  - Providing an environment that enhances and encourages economic growth of the agriculture industry and the Kansas economy; and
  - Advocating for and promoting the agriculture industry, the state's largest industry, employer and economic contributor; while
  - Helping to ensure a safe food supply, protecting natural resources, promoting public health and safety, protecting animal health, and providing consumer protection to the best of our ability.
- Total Budget
  - FY2020 - \$50.8m
- Goals & Objectives
- AGENCY GOALS:

The Kansas Department of Agriculture will achieve its vision and mission by:

- Creating a "best-in-state plus" work force and a work environment with a positive culture and attitude;
- Working diligently to make the agency more innovative and efficient while streamlining program operations;
- Fulfilling and upholding statutory and regulatory obligations fairly, transparently, efficiently and effectively;
- Working with industry partners to guarantee the interests of Kansas and the agriculture industry are considered in state and federal policy decisions;
- Providing customer support, timely responsiveness, educational resources, and critical information to all Kansans;
- Broadening the understanding and appreciation of agriculture and its economic contribution amongst Kansas citizens;
- Providing support and assistance to help make Kansas businesses more successful, grow rural communities, expand markets for Kansas agricultural products, level the playing

- field, grow the agricultural workforce, and encourage more farms, ranches and other agriculture businesses to expand in or relocate to Kansas; and
- Being a model state agency.

- AGENCY PRIORITY OBJECTIVES:

In order to achieve our agency goals and maintain an achievable focus, the following objectives are considered top priority:

  - Improving customer service and compliance education for all customers and licensees;
  - Streamlining and automating internal and external systems and continuing to identify opportunities for program and agency efficiencies in daily business activities;
  - Performing daily responsibilities effectively and efficiently with a focus on customers served and cross training when appropriate;
  - Evaluating and adjusting program, division and agency structure to continually improve effectiveness and efficiency;
  - Eliminating unnecessary and outdated regulations and/or agency activities;
  - Enhancing internal communications and professional development opportunities for agency staff;
  - Recruiting and retaining high quality employees — the right people, doing the right thing, with the right attitude;
  - Continuing to build upon a commonsense policy and regulatory agenda and influencing federal policy issues in accordance with industry needs and interests;
  - Growing agriculture in the state, eliminating barriers to growth, developing workforce and building marketing activities in-state, out-of-state and globally;
  - Developing strategic partnerships with Kansas State University and other potential partners to better serve Kansans and the agriculture industry; and
  - Advocating for agriculture at all levels and providing industry outreach.

- Agency Business Units
  - Division of Administration
    - Office of the Secretary
    - Communications
    - Human Resources
    - Fiscal
    - Legal
    - Information Technology
    - Emergency Management
  - Division of Agribusiness Services
    - Agricultural Laboratory
    - Dairy and Feed Safety
    - Food Safety & Lodging
    - Grain Warehouse
    - Meat & Poultry
    - Plant Protection and Weed Control

- Pesticide and Fertilizer
  - Weights and Measures
- Division of Animal Health
  - Animal Facilities Inspection Program
  - Brands Program
- Division of Conservation
- Division of Agriculture Marketing
  - Agribusiness Development
  - International Marketing Program
  - Advocacy
  - From the Land of Kansas
- Division of Water Resources
  - Water Appropriation Program
  - Water Management Services
  - Water Structures Program
- Agency Funding Mechanism(s)
  - Agricultural Preparedness (Homeland)
  - Alternative Crop Research Fee Fund
  - Animal Dealers Fee Fund
  - Animal Disease Control Fee Fund
  - Animal Feed Regulatory Program-Dairy
  - Animal Feed Regulatory Program-Lab
  - Chemigation Fee Fund
  - Dairy Fee Fund
  - FDA Enhanced Produce Safety
  - FDA ISO/IEC Accreditation
  - Feeding Stuffs Fee Fund
  - FEMA CTP
  - FEMA Dam Safety
  - FEMA Floodplain
  - Fertilizer Fee Fund
  - Food Safety Fee Fund
  - General Fee Fund
  - Laboratory Equipment Fee Fund
  - Laboratory Testing Services Fee Fund
  - Legal Services Fees
  - Livestock Brand Fee Fund
  - Livestock Market Brand Inspection Fee Fund
  - Market Development
  - Meat & Poultry Fee Fund
  - Pesticide Use Fee Fund
  - Petroleum Inspection Fee Fund
  - Plant Protection Fee Fund

- State General Fund
- State General Fund - Hospitality
- State General Fund - Wheat Research
- State Water Plan - Basin
- State Water Plan - Interstate
- State Water Plan - Non-Point Source
- State Water Plan - Water Resources Cost Share
- State Water Plan - Water Use
- Trademark Fund
- Veterinary Inspection Fee Fund
- Warehouse Fee Fund
- Water Appropriations Cert. Fee Fund
- Water Resources Cost Fee Fund
- Water Structures Fee Fund
- Weights & Measures Fee Fund
- Number of Employees: 326
- Number of Kansas Citizen Customers
  - 2.912 million, as a regulator agency KDA serves all Kansans by ensuring a safe food supply and economic growth.

#### Basic Agency IT Information

- Vision: The Kansas Department of Agriculture will serve as a model for business efficiency and citizen engagement through the use of innovative technology.
- Mission: KDA IT shall serve the agency as a transformative IT partner by providing an excellent customer experience, talented people, adaptability for change, technology innovation, IT leadership, and the right culture for IT transformation.
- Budget: None
- Number of Employees and Annualized Attrition Rate
  - 6 KDA FTEs
  - 4 Contractors (1 OITS, 1 Staff Augmentation, 2 K-State)
  - 10 Total FTEs
  - 10% annualized attrition

#### Agency IT Challenges

- **Legacy Oracle Applications**
  - KDA currently has several applications running on legacy Oracle technology.
  - Category: Technology Obsolescence

- Priority: High
  - Detailed Description: KDA's RECS and WSI application are running on Oracle applications that are older than 10 years. Applications are a data and security risk.
- **IT Security Policy Rework**
  - KDA currently has no IT security policy.
  - Category: Governance
  - Priority: Medium
  - Detailed Description: KDA currently uses the ITEC policy as a default IT security policy. KDA needs to develop an IT security policy, incident response plan, and new IT security SOPs to mitigate IT security risks.
- **Cloud Funding**
  - KDA needs to seek permeant funding.
  - Category: Budget Constraints/Funding
  - Priority: Medium
  - Detailed Description: KDA secured partial SGF funding for cloud initiatives in FY20, but needs to seek permeant funding to reduce burden on agency business units through fee funds.
- **Application Developer Position**
  - Recruit additional application developer position to reduce overloaded staff.
  - Category: Attrition/Recruiting/Talent Gap
  - Priority: Low
  - Detailed Description: KDA IT could use one more application developer position to help reduce the work load on current staff.

## Agency IT Goals

- **Improve End-User IT Services**
  - Category: IT Support Improvement/Agility
  - 1/1/2020 to 12/31/2020
  - Description: Improve various IT services and how they are managed.
  - Desired Outcome: Customer satisfaction rating remains high.
- **Improve Agency Business Applications**
  - Category: Application Modernization
  - 1/1/2020 to 12/31/2021
  - Description: Improve in-house applications by migrating off of legacy technology.
  - Desired Outcome: No Oracle servers on KDA network and in-house applications are serverless.
- **Implement Innovative Technologies to Improve Agency Productivity**

- Category: Desktop/Productivity & Application Modernization
- 1/1/2022 to 12/31/2022
- Description: Use AI and new data storage technologies to improve agency productivity.
- Desired Outcome: Agency business units are more productive.

### Agency IT Objectives

- **Migrate Laboratory IT Equipment to Manhattan**
  - IT Goal Supported: Improve End-User IT Services
  - Budgeted: Y
  - 1/1/2020, 5/1/2020
  - 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.
- **Improve Network Performance for Field Offices**
  - IT Goal Supported: Improve End-User IT Services
  - Budgeted: Y
  - 1/1/2020 to 9/1/2020
  - 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.
- **Improve File Sharing and GIS Services**
  - IT Goal Supported: Improve End-User IT Services
  - Budgeted: N
  - 6/1/2019 to 6/1/2020
  - Description: Migrate to new file sharing servers.
  - Desired Outcome: KDA file shares are consistent and consolidated.
- **Implement Information Technology Service Management Framework**
  - IT Goal Supported: Improve End-User IT Services
  - Budgeted: N
  - 1/1/2020 to 12/31/2020
  - Description: Implement ITSM.
  - Desired Outcome: KDA IT using ITIL for service management and all IT staff have some level of ITIL training.
- **Migrate Legacy Oracle Applications**
  - IT Goal Supported: Improve Agency Business Applications
  - Budgeted: Y
  - 1/1/2020 to 4/1/2021
  - Description: Migrate WSI and RECS application to ASP.NET MVC / MSSQL.

- Desired Outcome: No Oracle servers running on KDA network.
- **Migrate Applications to Platform-as-a-Service**
  - IT Goal Supported: Improve Agency Business Applications
  - Budgeted: Y
  - 4/1/2020 to 4/1/2021
  - Description: Have all inhouse custom applications running on Azure App Services and Azure SQL Managed Instances.
  - Desired Outcome: KDA inhouse applications are serverless.
- **Implement AI based document scanning for physical forms.**
  - IT Goal Supported: Implement Innovative Technologies to Improve Agency Productivity
  - Budgeted: N
  - 1/1/2021 to 1/1/2022
  - 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.
- **Implement data lake technology for gathering and searching agency data.**
  - IT Goal Supported: Implement Innovative Technologies to Improve Agency Productivity
  - Budgeted: N
  - 1/1/2022 to 12/31/2022
  - 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.

## Agency and Leadership

- Kansas Department of Commerce (KDC)
- Secretary of Commerce - David Toland
- CIO - Jim Haugh

## Basic Agency Information

- Vision – the new Administration at KDC is currently working on a new Vision Statement and a new Mission Statement. They have not been finalized yet. I have provided the previous Mission Statement below.
- Mission - To Deliver the Highest Level of Business Development, Workforce and Marketing Services That Build a Healthy and Expanding Kansas Economy.
- Total Budget – 96.5 Million
- Goals & Objectives – To rebuild and retool the Department of Commerce in an effort to return back to the cutting edge of creating knowledge jobs for tomorrow's knowledge industry. This effort to restore the Department of Commerce involves building capacity and reestablishing successful programs and tools that helped the state facilitate growth and spark investment in key industries for our future. This means getting back to the cutting edge of areas where we were previously invested and leading.
- Agency Business Units
  - Administration
  - Business and Community Development
  - Workforce Services
- Agency Funding Mechanism(s)
  - State General Fund (SGF)
  - Economic Development Initiatives Fund (EDIF)
  - Misc Funds
- Number of Employees – 254
- Number of Kansas Citizen Customers – 2.91 Million

## Basic Agency IT Information

- Vision - KDC IT will strive to provide and protect an environment wherein IT infrastructure, services, and solutions are innovative, readily available, and utilized to provide exceptional support to KDC staff in their endeavors that will uphold the Kansas Department of Commerce mission.
- Mission - The KDC IT mission is to provide, through customer engagement, outstanding technology infrastructure, services and solutions that empower the KDC staff to provide

exceptional services to the citizens of Kansas, enrich the Kansas business experience, and effectively manage and protect institutional data.

- Budget – None
- Number of Employees and Annualized Attrition Rate – 5 employees, 20% Annualized Attrition Rate

### Agency IT Challenges

- **Staffing**
  - We are in need of a full-time Salesforce Administrator. These are hard to find in the Topeka market and tough to compete with salary-wise in the IT market outside of Topeka (i.e. Kansas City)
  - Category – Talent Gap
  - Priority - Medium
  - Detailed Description – With the implementation of Salesforce at KDC, it has become the main vehicle for all data within KDC. The adoption of Salesforce has led to the need for development and testing of additional applications within Salesforce that will enhance the work process for the Staff at KDC. This role has been taken on by one of our current staff but it prohibits this team member from completing their other duties as required. A new Salesforce Administrator would also allow better communication between the Agency and IT as to what is needed going forward from the Salesforce users.

### Agency IT Goals

- **File Server Redesign/Consolidation**
  - Category – Hardware/Infrastructure
  - Start Date – 10/1/19, End Date – 12/31/19
  - 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.
- **Server Modernization**
  - Category – Hardware/Infrastructure
  - Start Date – 11/1/19, End Date – 1/14/20
  - 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.

### Agency IT Objectives

- **Online application availability**

- Name of IT Goal or Agency Goal Supported: Business and Community Development Online Application
- Budgeted (Y/N) - N
- Start Date - 08/14/19, End Date - 12/13/19
- 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.

## **Agency and Leadership**

- Agency/Organization Name – Kansas Department of Corrections
- Agency/Organization Head – Jefferey Zmuda
- Agency/Organization CIO/IT Head – Harold Sass

## **Basic Agency Information**

- **Vision:** A safer Kansas through effective correctional services
- **Mission:** The Department of Corrections, as part of the criminal justice system, contributes to the public safety and supports victims of crime by exercising sage and effective containment and supervision of inmates, by managing offenders in the community and by actively encouraging and assisting offenders to become law-abiding citizens.
- **Budget:** \$416.0 million (FY 2020)
- **Goals & Objectives**
  - Increase offenders' abilities and motivations to practice responsible crimefree behaviors through correctional management consistent with the research driven principles of effective intervention.
  - Improve the safety and security of correctional facilities by incorporating the principles of effective risk management.
  - Manage offenders in the community using risk-reduction strategies that assist them in acquiring pro-social behaviors and ultimately achieve successful reintegration.
  - Recruit and retain the quality workforce and volunteer base needed to provide effective services.
  - Become a Department in which we all function as a single team.
  - Manage accurate, timely and complete information.
  - Serve as a liaison and service provider for crime victims.
- **Agency Funding Mechanism(s)**
  - The Kansas Department of Corrections is primarily funded through State General Fund.
- **Number of Employees**
  - 3,570.25 FTEs
- **Number of Kansas Citizen Customers**
  - As the agency is part of public safety all residents of Kansas are customers through the criminal justice system.

## **Basic Agency IT Information**

- **Vision:** Promoting a safer Kansas by making The Kansas Department of Corrections More efficient through secure information technologies.
- **Mission:** The mission of the Information Technology Team is to provide information, resources, and related services that empower our customers by focusing on their needs.
- **Budget:** \$8.2 million

- **Number of Employees :** 56
- **Attrition Rate:** 17%

## **Agency IT Challenges**

- **Antiquated Core Applications**
  - **Summary Statement**
    - All core applications are written in programming languages are no longer taught making it harder and harder to find staff who can maintain. In addition, some of the systems have lost or are losing vendor support as well.
  - **Category**
    - Technology Obsolescence, Budget Constraint/ Funding, Attrition/ Recruiting/ Talent Gap
  - **Priority**
    - High
  - **Description**
    - We have information systems that are decades old, which isn't just a technology challenge, these systems define work processes and flow that are based on a past emphasis on containment of individuals. These systems simply do not support modern correctional work that focuses on behavior change
- **Aging IT Infrastructure**
  - **Summary Statement**
    - As an organization, our infrastructure in too many instances is aged and in disrepair or simply does not support implementation of best correctional practices.
  - **Category**
    - Technology Obsolescence, Budget Constraint/ Funding
  - **Priority**
    - High
  - **Description**
    - The agency data infrastructure is in technology terms ancient with the oldest networking switch in production being constructed in 2009 and the eldest server supported by KDOC IT staff being produced in 2004, which houses a core application for KDOC that went into production in the 1970's.
- **User equipment**
  - **Summary Statement**
    - KDOC equipment that users access core systems and preform day to day operations that fails to meet the needs of the organization or the expectations of the public to provide public safety.
  - **Category**
    - Technology Obsolescence, Budget Constraint/ Funding
  - **Priority**
    - High
  - **Description**

- KDOC has user equipment that for some sites that have been in production since 2006 for desktops, 2010 for laptops, and 1996 for printing devices. The lack of investment in this equipment poses a potential risk to the agency to ensure that operations are effective and efficient.
- **Recruitment and retention of IT staff**
  - **Summary Statement**
    - KDOC finds it to be difficult to recruit and retain IT staff.
  - **Category**
    - Budget Constraints/Funding
  - **Priority**
    - High
  - **Description**
    - KDOC with the antiquated technologies including the devices, application, and infrastructure it is difficult to find innovative IT staff. Employees to state government frequently want to seek ways to improve the environment in which they engage. It is difficult to find and keep individuals that want to maintain the older systems with salaries that are not competitive with the market.
- **Business Intelligence and Analytics**
  - **Summary Statement**
    - Utilize data current data assets to improve efficiency and effectiveness of the KDOC.
  - **Category**
    - Process Immaturity, Technology Obsolescence, Budget Constraint/ Funding
  - **Priority**
    - High
  - **Description**
    - The KDOC needs to utilize the data assets that it has available to it as well as create partnerships with other entities to create an apparatus that will lead to greater efficiency and effectiveness of the KDOC.
- **Use of Social Media**
  - **Summary Statement**
    - Utilize resources to engage the community and provide transparency via social media and other mechanisms.
  - **Category**
    - Process Immaturity, Attrition/ Recruiting/ Talent Gap
  - **Priority**
    - Medium
  - **Description**
    - The use of various assets in the social media framework can be utilized to help inform the community, as well as recruit and retain staff for the operations of the agency.

## **Agency IT Goals**

- **Service Consolidation**
  - **Goal**
    - Work with OITS as needed to engage with statewide service consolidation efforts into department processes

- **Start Date, End Date**
  - 2012 - current
- **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.
- **Core Applications**
  - **Goal**
    - Replace the core applications to facilitate the effectiveness and efficiency of the agency.
  - **Start Date, End Date**
    - 2007 - ongoing
  - **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
- **Hardware/Infrastructure**
  - **Goal**
    - Provide services and procedures to upgrade or replace out of date hardware
  - **Start Date, End Date**
    - Ongoing
  - **Description:**
    - Provide the agency with a mechanism to keep IT hardware and infrastructure within performance lifetimes
  - **Desired Outcome**
    - Insure that IT hardware and infrastructure are within best practices for usage.

### Agency IT Objectives

- **Implement response/sanctions grid and behavior management software**
  - **Name of IT Goal or Agency Goal Supported**
    - Core Applications
  - **Budgeted (Y/N):**
    - Y
  - **Start Date, End Date**
    - 2020
  - **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.
- **Evaluate revocation process**
  - **Name of IT Goal or Agency Goal Supported**
    - Core Applications

- **Budgeted (Y/N):**
  - Y
- **Start Date, End Date**
  - 2020
- **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.
- **Streamline information Reporting**
  - **Name of IT Goal or Agency Goal Supported**
    - Core Applications, Service Consolidation
  - **Budgeted (Y/N):**
    - N
  - **Start Date, End Date**
    - 2020
  - **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
- **Replace aged and ineffective information systems**
  - **Name of IT Goal or Agency Goal Supported**
    - Core Applications, Hardware/Infrastructure, Service Consolidation
  - **Budgeted (Y/N):**
    - N
  - **Start Date, End Date**
    - 2020
  - **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
- **Predictive Analytics**
  - **Name of IT Goal or Agency Goal Supported**
    - Core Applications, Service Consolidation
  - **Budgeted (Y/N):**
    - N
  - **Start Date, End Date**

- 2020
- **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

## Agency and Leadership

- Kansas Department of Health and Environment
- Secretary Lee A. Norman, M.D.
- Chief Information Officer Glen Yancey

## Basic Agency Information

- Vision: Healthy Kansans living in safe and sustainable environments.
- Mission: To protect and improve the health and environment of all Kansans.
- Total Budget

FY2020 KDHE Budget		
Funding Source	Amount	Percent
1000 State General Funds	842,122,351	23.27%
1800 State Water Plan Funds	3,200,422	0.09%
2000 Children's Initiative Funds	7,008,529	0.19%
2100 Agency Fee Funds	375,748,428	10.38%
3000 Federal Funds	1,749,814,113	48.35%
7000 Agency & Trust Funds	641,312,857	17.72%
<b>TOTAL</b>	<b>3,619,206,700</b>	<b>100.00%</b>

- Goals & Objectives
  - Goal #1 – The primary goal of the Office of the Secretary is to execute the authority and responsibility of the Secretary and provide administration and support services to the program areas so that the Department can provide efficient and effective services to the citizens of Kansas.
    - Objective #1 – Direct the services that the agency provides to the citizens of Kansas to protect the public's health and environment in a positive, helpful, and customer-oriented manner.
      - Strategy for Objective #1 – Provide technical, management, and customer service training to both agency employees and to entities that are associated with health care and environmental protection.
    - Objective #2 – Develop quality business processes to improve productivity and efficiency.
      - Strategies for Objective #2 – Conduct a complete data integration study to determine the best use of agency resources as they relate to business processes. Implement performance-based standards for all employees. Continuously review current business practices to identify opportunities for better turnaround times and better customer experience.
  - Goal #2 – The goal of the Office of Legal Services is to provide quality legal services, in an efficient, cost effective manner. Increasing public health and environmental concerns have led to increasing regulatory oversight and enforcement. Concurrently, greater demands have been made on legal staff to support these functions.

- Objective #1 – To provide the highest quality legal services, efficiently and effectively, to enable the Department of Health and Environment to carry out its statutory mandate to protect the public health of the people of Kansas and the environment.
- Agency Business Units
  - Division of Environment
    - Bureau of Air (BOA)
    - Bureau of Field Services (BEFS)
    - Bureau of Remediation (BER)
    - Bureau of Waste (BWM)
    - Bureau of Water (BOW)
    - Kansas Health and Environmental Labs (KHEL)
  - Division of Health Care Finance
    - Clinical Policy and Improvement
    - State Employee Health Plan
    - Eligibility and Outreach
    - Medicaid Operations
    - Workers Compensation
  - Division of Public Health
    - Bureau of Community Health Systems (BCHS)
    - Bureau of Disease Control and Prevention (BDCP)
    - Bureau of Epidemiology and Public Health Informatics (BEPHI)
    - Bureau of Family Health (BFH)
    - Bureau of Health Promotion (BHP)
    - Bureau of Oral Health (BOH)
  - Office of the Secretary
    - Office of Fiscal Services
    - Office of Legal Counsel
    - Office of Information Technology
    - Office of Personnel Services
    - Office of Public Communications
- Agency Funding Mechanism(s)
  - State General Funds
  - State Water Plan Funds
  - Children's Initiative Funds
  - Agency Fee Funds
  - Federal Funds
  - Agency & Trust Funds
- Number of Employees
  - 1588
- Number of Kansas Citizen Customers
  - 2.9 million

## Basic Agency IT Information

- Vision: We will be an integral partner in providing information technology services and solutions to public health and environment for the State of Kansas that are both financially responsible and highly performant that allow Kansans to live in healthy, safe, and sustainable environments.
- Mission: KDHE IT will provide the highest quality technology-based services, in the most cost-effective manner, to facilitate the protection and improvement of the health and environment of all Kansans.
- Budget: None
  - Number of Employees and Annualized Attrition Rate37 Full-Time Staff
  - 5 Temporary Staff
  - 2017 – 8.1%
  - 2018 – 18.91%
  - 2019 – 5.4%
- Agency IT Challenges
- Staff retention and recruiting
  - Low staff retention and high employee turnover lead to low morale and process implementation
  - Category: Attrition/Recruiting/Talent Gap
  - Priority: Medium
  - High staff turnover leads to process retraining and wasted agency resources
- Java Migration
  - Java resources are scarce and expensive
  - Category: Technology Obsolescence
  - Priority: High
  - Rewriting the Child Care java application will require java resources who can code in both java and Microsoft .Net.
- SharePoint Development
  - Resources aren't available to assist in implementing this solution agency wide
  - Category: Resource Constraints
  - Priority: Medium
  - Many of the agency programs would like to migrate and implement SharePoint but we lack the resources internally to make that happen.
- Application system support
  - Redefine lines and processes for system support post datacenter migration
  - Category: Vendor Issues, Process Immaturity
  - Priority: High
  - Once the datacenter migration has completed processes will change as will responsible parties, documentation should be created where processes are defined, and responsible parties are known.
- Windows 7 to Windows 10
  - Programs are spending the money
  - Category: Technology Obsolescence
  - Priority: High

- IT has never had a budget for expenses and hardware, now that machines are out of date and need upgraded we are having to work with program staff to procure the funds and create future line item budget considerations.
- ServiceDesk Support
  - Tier 1 and Tier 1.5 requests are being handled by Tier 2 and Tier 3 technicians
  - Category: Statutory Changes
  - Priority: High
  - Currently our support model is struggling to keep up with the demands of support requests with the consolidation of helpdesk services.
- Delays in Datacenter as a Service
  - Failing to get this project finalized increases hardware failure
  - Category: Vendor Issues, Process Immaturity
  - Priority: High
  - The longer this project takes to complete the older and more obsolete agency equipment is becoming.

### Agency IT Goals

- Java to Microsoft .Net
  - Category: Application Modernization
  - 2018, 2020
  - The current application is written as a java-based application
  - Rewriting the application language from java to Microsoft .Net
- Oracle to SQL
  - Category: Application Modernization
  - 2018, 2020
  - Our oracle footprint is getting smaller while costs are getting higher
  - Migration of oracle footprint to SQL; streamlining services
- Software as a Service
  - Category: Digitization/Online Services
  - 2019, 2020
  - Migrating internally hosted and supported applications to vendor hosted solutions
  - Increased customer service and support
- Windsor Suite Buildout
  - Category: Enterprise Application
  - 2017, 2021
  - The Division of Environment has made an investment in creating an application that will work across programs, bureaus, and regulated communities they support
  - Enterprise level support and maintenance model

### Agency IT Objectives

- CLARIS
  - Name of IT Goal: Java to Microsoft .Net
  - Budgeted (Y), Budget (\$332,000)
  - 2018, 2020
  - The current application is written as a java-based application

- Rewriting the application language from java to Microsoft .Net
- Oracle Forms to Oracle Cloud
  - Name of IT Goal: Software as a Service
  - Budgeted (Y), Budget (Current KDHE staff will be allocated, reallocated funds from Datacenter as a Service)
  - 2020, 2022
  - Our oracle footprint is getting smaller while costs are getting higher
  - Migration of on premise oracle footprint to a cloud oracle footprint; streamlining services and support
- ImageNow Upgrade
  - Name of IT Goal: Software as a Service
  - Budgeted (Y), Budget (Current KDHE staff will be allocated)
  - 2019, 2020
  - Migrating internally hosted and supported application to a vendor hosted solution
  - Increased customer service and support
- Windsor upgrade; Bureau of Remediation, then Bureau of Water, then Bureau of Waste Management
  - Name of IT Goal: Windsor Suite Buildout
  - Budgeted (Y/N), Budget (if known)
  - 2017, 20121
  - The Division of Environment has made an investment in creating an application that will work across programs, bureaus, and regulated communities they support
  - Enterprise level support and maintenance model

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## Agency and Leadership

- **Kansas Department of Labor**
- **Secretary Delia Garcia**
- **CIO – John Cahill**

## Basic Agency Information

- **Vision - An empowering employer providing resources and economic security to all Kansans!**
- **Mission - The Kansas Department of Labor – Provides WORKERS and EMPLOYERS with information and services that are accurate and timely, efficient and effective, fair and impartial. Administered by EMPLOYEES that understand the value and importance of public service to their fellow KANSANS.**

## Total Budget

- **SGF budget for SFY 2020 - \$962,767**
- **Fee fund budget for SFY 2020 - \$20,362,367**
- **Federal fund budget for SFY 2020 - \$20,789,197**
- Goals & Objectives
  - **Top down review of KDOL policies, process, and MOUs**
  - **Empower employee**
    - **Create Employee career paths within KDOL**
    - **Offer Professional Development**
    - **Formalize continuity process for each position across the agency**
  - **Modernization**
    - **Achieve full IT modernization**
    - **Update agency crisis plan policies and procedures**
    - **Support KDOL internal processes to help division better serve customers**
    - **Mobile App development to better support the needs of the citizens of the state of Kansas**
  - **Communications**
    - **Update website to represent KDOL services and resources**
    - **Top down review of all forms to make sure they are accurate and easy to understand**
    - **Create communications tools and plans to support KDOL services and resources**
    - **Increase outreach to partners to educate about KDOL services**
- Agency Business Units
  - **Unemployment Insurance**
  - **Workers Compensation**
  - **Industrial Safety & Health**
  - **LMIS**
  - **Fiscal**
  - **Human Resources**
  - **Communications**

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- Agency Funding Mechanism(s)
- Number of Employees **approximately 350 state wide**
- Number of Kansas Citizen Customers **The number is not quantifiable as we administer multiple state programs that touch just about all citizens of the state of Kansas**

### Basic Agency IT Information

- Vision - **The Kansas Department of Labor Information Technology team will be recognized as a high functioning team, which provides outstanding technology services, support and reliable access to systems for the citizens of Kansas and the KDOL staff.**
- Mission - **Kansas Department of Labor Information Technology provides secure technology services in alignment with the mission and vision of the Kansas Department of Labor, while delivering excellent customer service.**
- Budget (please respond “None” if there is no IT-specific budget) - - **\$7,766,430**  
**All funding comes from federal and fee funds. This budget does not include anything except current staffing needs and the cost of current ongoing operations.**
- Number of Employees and Annualized Attrition Rate – **44 employees; our attrition rate is right at 15% (5 annually)**

### Agency IT Challenges

- Name - **Retention and low morale**
- Summary Statement – **Retention and recruitment issues**
- Category - **Attrition/Recruiting/Talent Gap, Budget Constraints/Funding**
- Priority - **High**
- Detailed Description – **We are enduring high attrition rates due multiple reasons:**
  - **Leaving for more money – losing to the private sector because the pay is lower than the average for skilled IT staff. IT staffing companies are asking for higher rates as D of A has not changed the hourly rates for contractors for over 5 years.**
  - **Inability to get creative with retention options like work from home, great training options etc. I have been working for over a year to get the KDOL to develop a policy for work from home but making no headway. No incentives to stay. We have no abilities to give raises out of cycle for example, and it is part of rewarding outstanding work. We have to start doing something quickly or face the fact that we will be suffering huge gaps in technology acumen.**
  - **Low Morale – In our own internal survey we found that morale is low and top reasons are:**
    - **Messaging for consolidation was done in such a way that it did not promote a positive work atmosphere.**
    - **IT staff are not seeing much appreciation from executives.**
    - **No growth opportunities within IT, it used to be they would switch to other agencies to get raises.**

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- Name - **Recruitment**
- Summary Statement – **Talent Acquisition and Recruiting**
- Category - **Attrition/Recruiting/Talent Gap, Budget Constraints/Funding**
- Priority - **High**
- Detailed Description – **Inability to recruit talent due to the below average salaries we are able to pay.**
  - **Recruitment – very difficult to find qualified recruits who are willing to work for the salaries that we are offering for IT professionals. We are attempting to augment with contractors but that becomes unsustainable as well.**
- Name - **Internal project management**
- Summary Statement – **Unable to create PMO for internal project**
- Category – **Process Immaturity**
- Priority - **Medium**
- Detailed Description - **KDOL had removed all of the Project Managers from staff back in 2011 and what ensued was a chaotic approach to project management, which resulted in many failed projects. We are attempting to build out the internal PMO; the major issue is keeping a trained PM staff. We are looking for KITO for assistance but that has been slow coming at best. We have approached former and current CITO about getting the EPMO up and running to house a pool of skilled project managers for agencies to utilize. For now, we continue to work our way towards solidifying a mature PM process.**
- Name - **QA testing**
- Summary Statement – **Lacking Maturity and staffing for proper testing**
- Category - **Process Immaturity**
- Priority - **Medium**
- Detailed Description – **We are struggling to get development staff and QA tester to do the proper testing to catch potential issues. We have had some things slip through that should not have if we had a mature process and we had properly trained staff. We are working to solidify processes and attempting to hire a trained QA tester familiar with every aspect of testing.**
- Name - **Siebel Expertise**
- Summary Statement – **We lack Expertise for Siebel**
- Category - **Attrition/Recruiting/Talent Gap**
- Priority - **High**
- Detailed Description -- **After the failed Modernization in 2008, the agency was stuck with three distinct systems (web, Mainframe and Siebel), unfortunately KDOL never pursued and hired talent to handle Siebel. Today we have two individuals that can keep the lights on only. We can no longer afford a true Siebel developer, as they are requiring minimum salaries of 100K.**

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

We have attempted to augment via contract as well but it is too expensive. Moving off Siebel is part of the modernization effort

### Agency IT Goals

- Name – **OSCAR Data Warehouse and Reporting**
- Category - **Application Modernization**
- Start Date, End Date – **August 2019 – December 2019**
- Description – **The Work Comp System was recently modernized and we going to build out universes containing the data (separate from the UI Data) to enable BI reporting on Work Comp specific data..**
- Desired Outcome – **Provide Business Intelligence capabilities not previously offered to Work Comp, dashboards and predictive analytics.**

### Agency IT Goals

- Name – **IVR Replacement and Phone System**
- Category - **Hardware/Infrastructure**
- Start Date, End Date **March 2019 - August 2019**
- Description – **Replace the Integrated Voice Response System and our Phone System**
- Desired Outcome – **Cost savings less complicated model, alignment with SoK agencies.**

### Agency IT Objectives

- Name - **Genesys and SpeechStorm Replacement**
- Name of IT Goal or Agency Goal Supported: **IVR Replacement and CISCO Phone System Install**
- Budgeted (Y/N), Budget (if known): **Yes P&I Money for UI Specifically**
- Start Date, End Date: **11/2018 – 08/2019**
- Description – **Replace current call center technology with less complicated and more capable replacement.**
- Desired Outcome – **Replace multiple vendors currently handling IVR, call flow and recording capabilities with more size appropriate vendor. This will greatly reduce the complexity and expense involved in managing and supporting the applications. Reducing risks by consolidating many applications.**

### Agency IT Objectives

- Name : **CISCO Phone System Replacement**
- Name of IT Goal or Agency Goal Supported: **IVR Replacement and CISCO Phone System Install**
- Budgeted (Y/N), Budget (if known) ; **Yes**
- Start Date, End Date **11/2018 – 08/2019**
- Description **Replace Avaya phone systems with CISCO**
- Desired Outcome **Reduce costs and get the agency in line with the rest of the cabinet agency phone systems. Future goal is to integrate with EBIT phone system.**

### Agency IT Goals

- Name – **Phase II - Data Management and Analytics**
- Category - **Application Modernization**

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- Start Date, End Date – **September 2019 – August 2020**
- Description - **Complete the final phase of moving all required data from all databases (mainframe, Siebel, Web) into our data warehouse. Move reporting off legacy platforms onto C3D Suite (SAP).**
- Desired Outcome – **Complete the process of moving remaining data from Siebel, Web and Mainframe into the existing data warehouse to prepare for system modernization.**

### Agency IT Objectives

- Name **Data Warehouse Architecture Changes**
- Name of IT Goal or Agency Goal Supported: **Phase II - Data Management and Analytics**
- Budgeted (Y/N), Budget (if known) Yes
- Start Date, End Date – **3<sup>rd</sup> Quarter 2019 – 1<sup>st</sup> Quarter 2020.**
- Description - **KDOL requires the ability to capture a snapshot of data as of the first business day of the month to accurately report debt totals and to calculate the appropriate age of the debt for reporting.**
- Desired Outcome - **Adjust required Physical and Logical Models to account for the new tables and columns listed to provide the necessary data to properly calculate debt totals.**

### Agency IT Objectives

- Name – **Integrate Archive Data**
- Name of IT Goal or Agency Goal Supported: **Phase II - Data Management and Analytics**
- Budgeted (Y/N), Budget (if known): Y
- Start Date, End Date: **1<sup>st</sup> Quarter 2020** to 3<sup>rd</sup> Quarter of 2020
- Description: **Integrate more data from multiple legacy data sources previously archived to non-primary data storage devices (Archive Data) into KDOL's existing UI Operational Data Store.**
- Desired Outcome: **Complete the process of moving relevant data from Siebel, Web and Mainframe into the existing data warehouse to prepare for system modernization.**

### Agency IT Objectives

- Name **Expand Data Reporting and Data Analytics**
- Name of IT Goal or Agency Goal Supported: **Phase II - Data Management and Analytics**
- Budgeted (Y/N), Budget (if known): Y
- Start Date, End Date: **1<sup>st</sup> Quarter 2020**
- Description – **Using enhanced data to develop more reporting and analytics capabilities to support business.**
- Desired Outcome - **Using KDOL's UI ODS/ data warehouse and KDOL's existing Standard SAP Business Intelligence suite of tools to improve KDOL's UI related business oversight. In addition, using existing Standard SAP Business Intelligence suite of tools to enhance KDOL's current integrity related discovery using pattern discovery and predictive analytics.**

### Agency IT Objectives

- Name **Integrating Partner Data**
- Name of IT Goal or Agency Goal Supported: **Phase II - Data Management and Analytics**
- Budgeted (Y/N), Budget (if known): Y

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- Start Date, End Date: Third Quarter of 2020
- Description – **Integrate data from other non-legacy sources (Partner Data) into KDOL's existing UI Operational Data Store (UI ODS)**
- Desired Outcome – **More complete reporting models for developing complete 360 degree reporting capabilities for both claimant and business customers.**

### Agency IT Objectives

- Name **Enhanced reporting and Dashboards**
- Name of IT Goal or Agency Goal Supported: **Phase II - Data Management and Analytics**
- Budgeted (Y/N), Budget (if known): **Y**
- Start Date, End Date: Third Quarter of 2020
- Description – **Recreate existing reports from legacy systems and develop new dashboards.**
- Desired Outcome – **Build out reports and dashboards to replace and augment the existing reports provided by the Mainframe.**

### Agency IT Goals

- Name – **System Modernization**
- Category: **IT Support Improvement/Agility, Application Modernization**
- Start Date, End Date: **Fall 2019 – Fall 2024**

Description: **Transition the KDOL current, as-is state to a new proposed to-be state and develop the IT solution to support the state.**

- **Focus on self-service capabilities utilizing the IVR, web and mobile technologies.**
- **Integrating operations - Moving from a functionally aligned mode of operation to an operation driven by business processes. This will allow for greater integration of processes and afford KDOL UI the ability to quickly adjust operations to meet the external and internal challenges.**
- **Establish a Centralized Document Processing Center, which will be responsible for all inbound and outbound correspondence in both paper and electronic forms for the entire Agency.**

**Desired Outcome – The KDOL UI operation depends on an old mainframe-based computer system, which is approximately 40 years old. This system, due to its age and poor documentation, poses significant risk to KDOL UI operations should a major change be mandated or a significant programming error occur.**

**In addition, the quick, easy, reliable and relevant transactions expected by KDOL UI customers are not a possibility with this antiquated core computer system. Despite additions to this underlying technology in the past several years, such as an automated phone system and limited implementation of Customer Relationship Management (CRM) software, KDOL UI continues to struggle to meet rising customer expectations. It is impossible for KDOL UI to continue to layer new technology on top of a crumbling foundation.**

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

**A substantial change to the structure and operations of KDOL UI technology is imperative -- not only to meet the service expectations of the citizens of Kansas, but also to ensure that basic delivery of essential UI services continues.**

**KDOL UI must share a common, modern technology platform to become fully integrated. A common technology platform will enable the elimination of duplicate data entry, the reduction of a sizeable number of data errors, more effective quality validation, and reduce employee and customer wait times.**

## Agency and Leadership

- Kansas Department of Revenue
- Secretary of Revenue: Mark Burghart
- Chief Information Officer: Andy Sandberg

## Basic Agency Information

- **Vision:** The Kansas Department of Revenue is committed to hard work every day for the people of Kansas; to treat our taxpayers, our employees, and each other with respect; to conduct business with integrity, fairness and civility; and to be held accountable for our efforts. We will collect taxes and fees, fairly, cheerfully, accurately and efficiently
- **Mission:** Kansas Department of Revenue collects taxes and fees, administers Kansas tax laws, issues a variety of licenses and provides assistance to Kansas citizens and units of government.
- **Budget:** **\$111,476,012**

## Goals & Objectives: (Pending Agency plan completion)

- **Agency Business Units:**

<u>Department/Division</u>	<u>Secretary / Director</u>
• Department of Revenue, Secretariat <ul style="list-style-type: none"><li>◦ Chief of Staff</li><li>◦ Office of Legal Services</li><li>◦ Office of Financial Services</li><li>◦ Office of Personnel Services</li></ul>	Mark A. Burghart Mark BeShears David Clauser Kris Holmes Lisa J. Locke
• Division of Taxation	Steve Stotts
• Division of Vehicles	David Harper
• Division of Property Valuation	David Harper
• Division of Alcoholic Beverage Control	Debbi Beavers
• Division of Analysis and Research	Kathleen Smith
• Division of Information Systems	Andy Sandberg

- **Agency Funding Mechanism(s):**

- State General Funds: \$16M
- VOF (transfer from the highway fund): \$50M
- Various fee funds: \$45M
- Total Budget: \$111M

- **Number of Agency Employees (FTE):** Estimated 1,100
- **Number of Kansas Citizen Customers:** More than two million Kansas Citizens; consume applications and services related to drivers' licenses, state ID's, vehicle titles, property valuation, and the administration of 27 tax types.

### **Basic Agency I.T. Information**

- Vision: The Kansas Department of Revenue Information Services team is recognized as a high functioning team, which provides outstanding technology services, support, and reliable access to the citizens of Kansas and the KDOR business stakeholder partners.
- Mission: Kansas Department of Revenue Information Services provides secure technology services in alignment with the mission and vision of the Kansas Department of Revenue, while delivering professional, expedient, and efficient customer service.

SGF budget for SFY 2020	\$ 3,066,967
VOF (Highway Funds)	\$ 8,555,222
Fee Funded	\$ 4,519,740
<b>Total I.T. OOE Budget:</b>	<b>\$ 16,141,929</b>

- **Number of I.T. Employees:**

Fiscal Year	FTE	Contract	+/- #	+/- %	
FY2017	118	2			
FY2018	92	1	-26	-22%	-71% Outsourcing Actions
FY2019	47	2	-45	-49%	Outsourcing Actions
FY2020	75	5	28	60%	Insourcing Actions

- **Annualized rate of attrition:** Actual attrition rates are indistinguishable based on agency outsourcing/insourcing activities.

### **Agency IT Challenges**

- **Name:** Security and regulatory Compliance and Modernization
  - **Summary Statement:** Our goal is to purposefully plan, then execute projects and initiatives which implement more modern technology which are secure, compliant, and modernized.
  - **Category:** Technology Obsolescence
  - **Priority:** High
  - **Detailed Description:** KDOR has several ongoing and planned projects to address outdated and end of life hardware and software components that are essential and critical parts of our service Kansans effectively and securely in years to come. These upgrades are driven by the moving target that is our regulatory compliance requirements (Changes in legislation, Internal Revenue Service, American Association of Motor Vehicle Administrators, and Kansas Information Security Office).

## Agency IT Goals

- **Name:** Compliance & Modernization
  - **Category:** Security
  - **Start Date, End Date:**
  - **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.
- **Name:** Service Improvement
  - **Category:** IT Support Improvement/Agility
  - **Start Date, End Date:**
  - **Description:** Make KDOR systems and processes faster, easier to maintain, and easier 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.

## Agency IT Objectives

- **Name:** Taxation & Vehicle 2020 - 2022 Legislative Releases
  - **Name of IT Goal or Agency Goal Supported:** Compliance & Modernization
  - **Budgeted:** None.
  - **Start Date, End Date:** May, December
  - **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.

- **Name:** Taxation Compliance Modernization
  - **Name of IT Goal or Agency Goal Supported:** Compliance & Modernization
  - **Budgeted (Y/N), Budget (if known):** N
  - **Start Date, End Date:** September 2019, TBD
  - **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.
- **Name:** Taxation Channel Modernization 2019 Project
  - **Name of IT Goal or Agency Goal Supported:** Compliance & Modernization
  - **Budgeted (Y/N):** Yes
  - **Start Date, End Date:** August 2019, March 2021
  - **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 goal of Modernization by upgrading both hardware and software, and our goal of Compliance by mitigating significant risks of system failures by replacing end of life software and hardware with new more modern and capable systems.
- **Name:** Datacenter & Server Migration
  - **Name of IT Goal or Agency Goal Supported:** Compliance & Modernization
  - **Budgeted (Y/N), Budget (if known):** Y
  - **Start Date, End Date:** March 2019, TBD
  - **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.

- **Name:** Taxation Internal Revenue Service Mandates & Security
  - **Name of IT Goal or Agency Goal Supported:** Compliance & Modernization
  - **Summary Statement:**
  - **Budgeted (Y/N), Budget (if known):** N
  - **Start Date, End Date:** August 2019, TBD
  - **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.
- **Name:** Taxation Database platform upgrade
  - **Name of IT Goal or Agency Goal Supported:** Compliance & Modernization
  - **Budgeted (Y/N):** None
  - **Start Date, End Date:** December 2020, June 2021
  - **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.
- **Name:** Vehicle Services, National Motor Vehicle Title Information System (NMVTIS) Project
  - **Name of IT Goal or Agency Goal Supported:** Compliance & Modernization
  - **Budgeted (Y/N), Budget (if known):** None
  - **Start Date, End Date:** July 2017: November 2019
  - **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.

- **Name:** Vehicles Driver Services, State to State (S2S) Project
  - **Name of IT Goal or Agency Goal Supported:** Compliance & Modernization
  - **Budgeted (Y/N), Budget (if known):** None
  - **Start Date, End Date:** September 2019: May 2020
  - **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.
- **Name:** Vehicles Driver Services, Web Appointments Project
  - **Name of IT Goal or Agency Goal Supported:** Compliance & Modernization
  - **Budgeted (Y/N), Budget (if known):** Y
  - **Start Date, End Date:** April 2019: September 2019
  - **Description:** Using current 3<sup>rd</sup> 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.

- Schedule online, via phone, or through receptionist.
  - Easy to navigate wizard for searching available services, dates, times, etc.
  - Email and smartphone reminders.
- **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.
- **Name:** Vehicle Services, Personalized Plates
  - **Name of IT Goal or Agency Goal Supported:** Compliance & Modernization
  - **Budgeted (Y/N), Budget (if known):** None
  - **Start Date, End Date:** August 2019: January 2020
  - **Description:** Legislatively we must have a redesign of the personalized license plate. It has never worked in Motor Vehicle registration system and they have pushed it off as much as they can push it off. It is due in 2020. KDOR IT staff will make the enhancements to the Motor Vehicle registration system and to the DLPP system for this to work properly.
  - **Desired Outcome:** Supports our goal of Compliance by allowing customers to renew/reorder their Personalized plates.
- **Name:** Vehicles Driver Services, DIEP Upgrade
  - **Name of IT Goal or Agency Goal Supported:** Compliance & Modernization
  - **Budgeted (Y/N), Budget (if known):** None
  - **Start Date, End Date:** August 2019: TBD
  - **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.
- **Name:** Vehicles Driver Services, Kansas Department of Corrections
  - **Name of IT Goal or Agency Goal Supported:** Compliance & Modernization
  - **Budgeted (Y/N), Budget (if known):** No
  - **Start Date, End Date:** September 2019: January 2020
  - **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.
- **Name:** Vehicle Driver Services, Demi 1: Renew by Mail
  - **Name of IT Goal or Agency Goal Supported:** Compliance & Modernization
  - **Budgeted (Y/N), Budget (if known):** None
  - **Start Date, End Date:** December 2019: April 2020
  - **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.
- **Name:** Vehicles Driver Services, Digital Image Exchange Program (DIEP) Images in KanLicense
  - **Name of IT Goal or Agency Goal Supported:** Compliance & Modernization
  - **Budgeted (Y/N):** None
  - **Start Date, End Date:** May 2020: July 2020
  - **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.
- **Name:** Research & Analysis Local sales tax rate changes automated messaging
  - **Name of IT Goal or Agency Goal Supported:** Compliance & Modernization
  - **Summary Statement:**
  - **Budgeted (Y/N), Budget (if known):** No
  - **Start Date, End Date:** 2017, ASAP
  - **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.

# Agency IT Strategic Planning - 2020

Agency Name	Kansas Department of Transportation
Agency Secretary	Julie Lorenz
Agency CIO	Jeff Neal

## Basic Agency Information

- **Vision:** The best in everything we do.
- **Mission:** To provide a statewide transportation system to meet the needs of Kansas.
- **Budget:** \$1,538,638,715 ([FY19, from 2019 KDOT Budget Analysis Report](#))
- **Goals & Objectives:**
  - Program Delivery: Successfully implement and complete the T-WORKS program on time and within budget.
  - Organizational Improvement: Continually improve as an organization.
  - External Relationships: Build relationships with all nongovernmental external customers and partners.
  - Workforce: Successfully maximize the effectiveness of the workforce.
  - Technology: Optimize the use of technology to improve the efficiency and effectiveness of the Department's operations.
  - Intergovernmental Relations: Build on existing relationships with all intergovernmental customers and partners.
- **Agency Business Units:** Administration, Chief Counsel, Aviation, Policy, Fiscal & Asset Management, Planning & Development, Operations, Innovative Technology, Engineering & Design
- **Agency Funding Mechanism(s):** Kansas Legislature (State Highway Funds) and Federal funds
- **Number of Employees:** 2,217
- **Number of Kansas Customers:** 2,911,505 ([population of Kansas as of 7/1/2018, from US Census website](#))

## Basic Agency IT Information

- **Vision:** To wisely deploy information systems and technology which will provide KDOT and partners with the information necessary to support the agency's goals and objectives while optimizing the cost and effort of collecting, processing, and presenting information.
- **Mission:** The utilization of information technology tools and processes to allow employees to perform their duties as efficiently and effectively as possible, supporting knowledge transfer and decision making.
- **Budget (please respond "None" if there is no IT-specific budget):** FY20 IT budget is \$19,721,145
- **Number of Employees:** For FY20, the KDOT Office of IT Services has funding for 88 full-time positions but as of 7/1/2019 only 75 positions were filled. (See Agency IT Challenges section below regarding recruitment.)

## Agency IT Strategic Planning - 2020

- **Annualized Attrition Rate:** With any agency, the number of staff fluctuates as employees join and separate State service. KDOT IT Services has funded 88 full-time positions for Fiscal Years 19 & 20, however there are currently only 75 presently occupied. The remaining open positions are in various stages of being filled, many having been vacant for in excess of 12 months.

Since FY11 the number of positions filled in KDOT IT Services has ranged from a low of 56 to a high of 82. This doesn't reflect the number of positions that have been budgeted, but it does represent the number of people the office has to perform the work required. (See Agency IT Challenges section below regarding recruitment.)

### Agency IT Challenges (challenges facing your IT organization – People, Process, Technology)

- **Name:** Reduced capacity to support mainframe technologies due to staff attrition with mainframe knowledge.
- **Summary Statement:** This has been an increasing problem for several years as employees with mainframe expertise have been retiring and fewer qualified candidates have been available to fill the vacant positions. While KDOT has been working to move its applications off the mainframe, this is a time-consuming effort and several key enterprise systems will still rely on mainframe technologies for the near future.
- **Category:** Aging Technology/Attrition/Recruiting/Talent Gap
- **Priority (High, Medium, Low):** Medium
- **Detailed Description:** KDOT has the following systems on the Ensono hosted mainframe.
  - Control Section Analysis System (CANSYS) is the system that maintains most of the detailed information about state highways and bridges. A current replacement project will provide a new system that is based on .NET technology. The mainframe application will be retired.
  - Capital Inventory is the system that maintains an inventory of equipment and capital expenditures by category and location. It tracks all KDOT inventory from an office chair to computers to field equipment.
  - Equipment Management System is a part of the Capital Inventory system. It manages inventory of capital equipment, rental rates and shop management.
  - Construction Management System facilitates the management of construction contracts and materials. A current replacement project will provide a new system that is based on .NET technology. The mainframe application will be retired.
  - Consumable Inventory System facilitates the management of the statewide inventory of KDOT consumables.
  - Cost Center Feedback facilitates the management of collection, balance, edit, assign, distribute, and archival of financial information.
  - Features Inventory facilitates the calculations of lane miles of some specific road features.
  - Federal Aid Billing System (FABS) provides cost accumulation and billing to the Federal Highway Administration (FHWA).

## Agency IT Strategic Planning - 2020

- Kansas Accident Records System (KARS) is the state repository for motor vehicle accident data that is reported by state law enforcement agencies.

These applications are written in COBOL. The issue of finding COBOL programming staff for continued support illustrates the point that the industry technologies of the mainframe are sunsetting. The KDOT IT services section is down to a minimal number of COBOL programmer staff and they are approaching retirement. KDOT has explored the possibilities of contracting for the COBOL programming services and found availability to be limited and quite costly. There is also the matter of inefficiencies of contracted staff being off site, the learning curve, being subject to staff turnover, etc.

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- **Name:** Recruitment and retention of staff with knowledge of current and emerging technologies required to support agency needs.
- **Summary Statement:** While funding and approval to hire additional staff has been obtained the last two fiscal years, KDOT's IT services has found it difficult to find qualified candidates to fill those positions.
- **Category:** Attrition/Recruiting/Talent Gap
- **Priority (High, Medium, Low):** High
- **Detailed Description:** KDOT has found it difficult to find qualified candidates to fill these positions. Qualified applicant responses to our advertisements of open positions have been minimal. Salary seems to be one factor. Limited resource pool in Topeka area are limited is another factor. Interest has been expressed in working remotely.
- **Name:** Network as a Service (NaaS)
- **Summary Statement:** NaaS is a statewide IT consolidation initiative. The state and KDOT's network infrastructure has reached end of life throughout the state network. The network capacity is well below the industry standards and is causing delays in the implementation of KDOT IT application projects and statewide IT projects like the data center consolidation effort.
- **Category:** Technology refresh
- **Priority:** High
- **Detailed Description:** Previous state and agency administrations prohibited any expenditures to maintain and refresh the state's network infrastructure. This has resulted in our network being too slow to support new technologies. The line speed in the districts is so slow some staff actually go home to do their work because the internet speed from their homes is faster than the state network. Efforts by KDOT to upgrade and refresh network infrastructure has been stalled by the OITS NaaS initiative.
- **Name:** Data Center as a Service (DCaaS)
- **Summary Statement:** DCaaS is a statewide IT consolidation initiative. KDOT's servers and storage equipment are well past end of life and pose a great threat to the agency's ability to provide a stable and secure environment for the agency's applications, data and KDOT's ability to perform our core mission.
- **Category:** Technology refresh

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## Agency IT Strategic Planning - 2020

- **Priority:** High
- **Detailed Description:** KDOT currently has approximately 50 servers in the Unisys cloud and has over 200 more ready to move. The migration has been stalled by the state's out of date network. KDOT has offered to make the upgrades to ESOB needed to provide the network for the Unisys cloud migration to proceed but no approval has been granted or direction provided from OITS.

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- **Name:** Desktop as a Service (DTaaS)
- **Summary Statement:** DTaaS is a statewide IT consolidation initiative. KDOT has implemented DTaaS and has been disappointed with the service.
- **Category:** Technology refresh
- **Priority:** Medium
- **Detailed Description:** As part of the IT consolidation effort, the State of Kansas adopted DTaaS in 2018. Since that time the Agencies regularly experience order fulfillment issues as devices are often out of stock or have reached end of life with no identified replacement. The overall result has been an increased total cost of ownership and consistent failure to meet expectations on behalf of the vendor.

## Agency IT Goals

- **Name:** GIS Expansion
- **Category:** Digitization/Online Services, Desktop/Productivity, Enterprise Applications,
- **Start Date, End Date:** 01/2019, 12/2022
- **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.

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- **Name:** 3D Modelling
- **Category:** Digitization, Desktop/Productivity, Enterprise Applications
- **Start Date, End Date:** 01/2018, 12/2022
- **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.

## Agency IT Strategic Planning - 2020

- **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.

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- **Name:** Business Intelligence & Predictive Analysis
- **Category:** Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications
- **Start Date, End Date:** 01/2018, 12/2022
- **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.

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- **Name:** Migrate all legacy applications to modern technologies
- **Category:** Enterprise Applications, Hardware/Infrastructure, IT Support Improvement/Agility,
- **Start Date, End Date:** 01/2016, TBD
- **Description:** As mentioned previous, 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:** Successfully move systems from the mainframe to modern technologies.

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### Optical/Fiber network upgrade:

- **Name:** Kansas Department of Transportation – ITS Network Installation (DWDM)
- **Start Date:** 5/29/2018 **End Date:** 10/2018
- **Description:** Establish the new DWDM ITS Infrastructure for the Kansas Department of Transportation.
- **Desired Outcome:** The DWDM project will upgrade KDOT's existing fiber network to use new technologies that will greatly increase its data carrying capacity to partially meet the goals of our Secretary.

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# Agency IT Strategic Planning - 2020

## Agency IT Objectives

### **GIS Expansion:**

- **Name:** GIS Expansion
- **Budgeted (Y/N):** Y
- **Start Date:** 07/2019 **End Date:** TBD
- **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.

### **3D Modelling:**

- **Name:** 3D Modelling
- **Budgeted (Y/N):** Y
- **Start Date:** 07/2019 **End Date:** 06/2021
- **Description:** Continue the 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.

### **Business Intelligence & Predictive Analysis:**

- **Name:** Business Intelligence & Predictive Analysis
- **Budgeted (Y/N):** Y
- **Start Date:** 01/2020, **End Date:** TBD
- **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.

### **Migrate all systems off the mainframe:**

- **Name:** Migrate all systems off the mainframe
- **Budgeted (Y/N):** Y
- **Start Date:** 07/2019 **End Date:** TBD

## Agency IT Strategic Planning - 2020

- **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.

### Optical/Fiber network upgrade:

- **Name:** Kansas Department of Transportation – ITS Network Installation (DWDM)
- **Budgeted (Y/N):** Y
  - Start Date: End Date: Start Date: 5/29/2018
  - Original projected completion date: October 2018
  - Project currently on-hold pending proper power specifications are met at each of the designated in-scope “huts”.
- **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.

## Agency and Leadership

- Agency/Organization Name – Kansas Department of Wildlife, Parks and Tourism
- Agency/Organization Head – Brad Loveless
- Agency/Organization CIO/IT Head – Ron Kaufman, IT Director. Jason Dickson, IT Section Chief

## Basic Agency Information

- **Vision** – The Department's underlying philosophy is to manage natural systems properly by striking a balance between natural resource integrity and human benefits, such as sport hunting and fishing, camping, land use, and development. The Department promotes recreational, historic, cultural and natural advantages of the state and its facilities.
- **Mission** – The Department's mission is to conserve and enhance Kansas' natural heritage, its wildlife, and its habitats to assure future generations the benefits of the state's diverse, living resources. The Department also strives to provide the public with opportunities for use and appreciation of the state's natural resources. The Department provides the opportunity to promote diverse communities, natural assets, and the State of Kansas as a tourism destination.
- **Budget** – \$90.8 million (FY 2020)
- **Goals & Objectives**
  - **Administrative Services Division.** This division seeks to provide effective support. This goal is accomplished through the following objectives:
    - Provide accurate, timely, and efficient fiscal management, information, and administrative support.
    - Coordinate and manage the Department's motor pool operations, payroll functions, and contractual agreements.
  - **Executive Services Division.** This division seeks to establish effective management at all levels. This goal is accomplished through the following objectives:
    - Implement quality management principles.
    - Provide technical fisheries and wildlife input,
    - propose land use and development projects, and
    - assess the probable effects of such activities on the state's fish and wildlife resources.
    - Administer the agency's permitting authority.
    - Investigate pollution events affecting fish and wildlife resources comprehensively and rapidly and prevent destruction of habitats and/or populations.
    - Process employee personnel transactions within 30 days of receipt.
    - Complete 75.0 percent of engineering projects by the original completion date.
  - **Information Services Division.** The goal is to coordinate information dissemination that successfully presents the benefits that the department has to offer. This goal is accomplished through the following objectives:

- Provide accurate, timely information to the public on outdoor recreation opportunities, laws and regulations governing those recreational pursuits, and resource management activities of the Department.
  - Provide public relations counsel and public information support to internal and external stakeholders.
  - Provide necessary information technology services for the Department.
- **Grants-in-Aid Program.** The agency has established the following goals for this program:
  - Maintain compliance with federal guidelines for program administration.
  - Utilize all available funds for state and local recreation projects.
- **Division of Tourism.** The following goals have been established for this program:
  - Develop and enhance Kansas tourism industry. Improve communication and outreach to the state tourism industry.
  - Develop a program to guide the Travel and Tourism Development Program, public and private sector investments, and local tourism industry to opportunities that offer the highest rate of return on investment.
- **Law Enforcement.** The department provides oversight and protection of the state's natural resource areas. The following are objectives of this program:
  - Maintain a compliance rate for wildlife laws and regulations at 90.0 percent or higher.
  - Perform 900 wildlife license and permit checks per Natural Resources Officer annually.
- **State Parks.** The department's goal is to manage and protect all state parks effectively to provide a variety of recreational experiences. This goal is accomplished through the following objectives:
  - Evaluate funding opportunities to augment financial support for the state park system.
  - Maintain and enhance park infrastructure to meet the industry standards and enhance customer satisfaction.
  - Position Kansas state parks as an integral component of Kansas tourism.
- **Fisheries and Wildlife Program.** The goals are to protect, enhance, and manage the fisheries and wildlife resources in Kansas and to plan and implement a system of recreational use opportunities. The objectives are as follows:
  - Provide the number, size, and species of fish requested by users for statewide stocking, while maintaining adequate stocks of forage and brood fish.
  - Maintain the continuity of fisheries and wildlife population databases and user performance surveys.
  - Enhance the status and habitats of nongame species with emphasis placed on promoting appreciation for threatened and endangered species.
  - Increase the number of days spent hunting, fishing, and observing wildlife.
  - Reverse the trend of deteriorating quantity and quality of wildlife habitat.
  - Develop and implement a comprehensive management approach to all wildlife-related issues.
  - Protect and enhance those species classified as threatened, endangered, or in need of conservation.

- **Capital Improvements Program.** A primary goal is to provide facilities that meet the needs of Kansas citizens. This goal will be pursued through the following objectives:
  - Maintain or improve the physical structure of all agency facilities.
  - Construct agency facilities which address the expectations of park patrons and user groups.
- **Agency Business Units –**
  - State Parks Division
  - Law Enforcement Division
  - Fisheries Division
  - Wildlife Division
  - Education Section
  - Information Services Division (Public Affairs, IT)
  - Administration (Legal, Accounting, Engineering, Licensing, Human Resources, Procurement, Federal Aid, Budgeting, Land Acquisitions, Regional Offices)
  - Public Lands Division
  - Tourism Division
  - Ecological Services Section
- **Agency Funding Mechanism(s) –**
  - The department is almost entirely fee-funded and receives no State General Fund monies.
  - Funding for KDWPT's fish and wildlife programs comes from two sources 1) the sale of hunting, fishing and fur harvesting licenses and permits which supply the Wildlife Fee Fund and 2) federal dollars returned to Kansas from the federal excise taxes hunters and anglers pay on equipment purchases.
  - KDWPT's boating programs are funded by a mix of 1) state boat registration revenues which go into the Boating Fee Fund and 2) Recreational Boating Safety Program funds administered by the U.S. Coast Guard (USCG).
  - As of FY2013, the state's 28 state parks no longer receive State General Fund revenues and rely almost entirely on user fees. Park operations, programs and staff are funded primarily through the sale of park entrance permits and campsite fees which go into the Park Fee Fund and cabin rental fees which supply the Cabin Fee Fund. The state parks also receive monies from the Economic Development Incentive Fund (EDIF). Grants from the National Park Service's Land and Water Conservation Fund (L&WCF) have been used for planning, acquisition, and development of state and local outdoor recreation facilities.
  - Funding for some trail development and improvements may come from the federal Recreational Trails Program (RTP) administered by KDWPT and the Federal Highway Administration (FHWA). Funds for this program are appropriated by the FHWA to KDWPT for recreational trail development.
  - Revenues for the Tourism Division are funded by lottery proceeds distributed by the Kansas Lottery from the Economic Development Incentives Fund (EDIF). Additional funding stems from sales of products and services such as Kansas! magazine, advertising and display space in publications and shows and the Blue Sign Logo program which KDWPT manages (the revenues are transferred from KDOT). The non-EDIF revenues go into the Tourism Publication and Sales Fee Fund.
- **Number of Employees – 458 FTEs**

- **Number of Kansas Citizen Customers** – undetermined - anyone who participates in outdoor or tourist activities in the state.

### **Basic Agency IT Information**

- **Vision** - The KDWPT IT Section will provide exemplary information technology services to the public and agency employees.
- **Mission** – The mission of the IT Section is to support the agency's mission by providing comprehensive information technology services that address agency and public needs for end-user support, network connectivity, data processing, application development, data storage, information delivery and security.
- **Budget** - \$566,367
- **Number of Employees** - 8 (includes one full-time administrative support person)
- **Annualized Attrition Rate** - 0

### **Agency IT Challenges**

- **A widely distributed work force with slow internet speeds in some rural areas.** KDWPT has many employees working in small offices in rural areas around the state where there is poor broadband availability. Limited or slow connectivity reduces employee efficiency and will constrain the ability of the agency to take advantage of DCaaS and to service computers remotely. **Category: Other. Priority: Medium**
- **Some computers/laptops are near or past their end of life.** Individual business units pay for their machines and as a result, some section or division managers tend to keep machines “until the wheels fall off.” Some machines are deployed in maintenance areas and receive only occasional use, so section or division managers may overlook the importance of a regular replacement cycle. With so many small offices and maintenance facilities, it is difficult to keep up with a regular replacement schedule. Areas where we do have regular replacement schedules had those schedules interrupted over the last few years as OITS placed all agencies on hold from purchasing new computers as they were consolidating and setting up the desktop as a service project. The hold also crossed over two fiscal years which hindered the use of some funding set forth for new computers. In addition, new machines must be sent to our Pratt Operations Office where we have only one employee assigned to provision them for the end-user. **Category: Technology Obsolescence. Priority: Medium**
- **A relatively small IT staff to address staff demands and provide effective end-user support for a widely distributed workforce.** KDWPT has long had a very small IT shop compared to the number of end users. In addition, all IT employees work at our Pratt Operations Office, whereas more than 300 employees work elsewhere across the state. With a small staff, it is difficult to travel to offices to tend to issues that may arise. In addition, while each technical employee has particular skill sets, they also must cross-train to a certain extent to be able fill in if needed when another staffer is not available. **Category: Budget Constraint/Talent Gap. Priority: High**

- **State legacy network that needs upgrading.** While much of the agency's core network hardware is relatively current, our dependency on the outdated OITS network has been a challenge. KDWPT has one IT employee dedicated to internal network administration, and he also is called upon to assist with Help Desk and email issues. He is currently involved in building the department's first Active Directory. **Category: Budget Constraints. Priority: High**
- **Dealing with rising costs as a fee-funded department.** As noted above, the department does not receive State General Fund monies. Our ability to fund unexpected cost increases is limited. Except for a transfer of EDIF funds, the agency must rely on various user fees and federal grants to fund its programs. In addition, efforts over the last eight years to extract cost savings across state government and especially for IT programs resulted in staff reductions and funding restraints. KDWPT's IT staff lost two positions – an administrative assistant and an application developer. Across the agency, managers attempted to save money by, among other things, reducing expenditures for computers and IT projects. The department culture has long been one of saving money whenever possible. This has had a dampening effect on improving IT services and replacing lost positions. **Category: Budget Constraints. Priority: High**
- **Increasing expectations from the public and staff for applications and technology solutions to address their needs or desires.** In light of the challenges noted above, the growth rate of innovative technologies available to the public and to employees at a personal level has challenged the ability of the department to staff and fund innovative solutions to meet the demands of an increasingly tech-oriented public and workforce. **Category: Technology Obsolescence. Priority: Medium**

### Agency IT Goals

- **Category - Service Consolidation**
  - **Goal - Work with OITS as needed to integrate statewide service consolidation efforts into department processes**
    - **Start Date, End Date:** 2012 - current
    - **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.
- **Category - Enterprise Applications**
  - **Goal - Support and maintain KDWPT's internal database (DB) mining and reporting software.**
    - **Start Date, End Date:** 2010 - ongoing
    - **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 or 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 formal 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.
- **Goal - Support and maintain KDWPT public-facing web applications.**
  - **Start Date, End Date:** 2012 - ongoing
  - **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 the agency and its constituents with up-to-date websites and applications.
- **Goal - Support and maintain KDWPT internal web applications.**
  - **Start Date, End Date:**
  - **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 the agency with up-to-date, secure and user friendly internal web applications.
- **Category - Hardware/Infrastructure**
  - **Goal - Design, support and maintain KDWPT network architecture**
    - **Start Date, End Date:** Ongoing
    - **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.
  - **Goal – Provide services and procedures to upgrade or replace out of date hardware**
    - **Start Date, End Date:** Ongoing
    - **Description:**
      - Provide agency 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 all the help in getting all hardware up-to-date.
- **Category - IT Support Improvement/Agility**
  - **Goals – Provide an avenue for more onsite IT Support**
    - **Start Date, End Date:** May 2019 - 2021
    - **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.
- **Category - Security**
  - **Goal - Support and maintain all KDWPT IT systems to comply with agency and ITEC security policies**
    - **Start Date, End Date:** Ongoing
    - **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
- **Goal - Maintain backups of all agency - supported systems and data.**
  - **Start Date, End Date:** Ongoing
  - **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, including the use of off-site data centers, for secure, automatic backup.
  - **Desired Outcome:** Provide agency with secured and up-to-date backups of vital systems.
- **Goal - Maintain IT COOP Plan**
  - **Start Date, End Date:**
  - **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 the agency with a comprehensive operations plan for disaster recovery.

## Agency IT Objectives

- **Name: Migration from the LSOB data center to DCaaS**
  - **Name of IT Goal or Agency Goal Supported:** Work with OITS as needed to integrate statewide service consolidation efforts into department processes, Support and maintain KDWPT public-facing web applications
  - **Budgeted (Y/N):** Y
  - **Start Date, End Date:** 2020
  - **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.
- **Name: Create Creel Data Sampling Reports in SAS**
  - **Name of IT Goal or Agency Goal Supported:** Support and maintain KDWPT's internal database (DB) mining and reporting software, Fisheries and Wildlife Program
  - **Budgeted (Y/N):** Y
  - **Start Date, End Date:** 2019 - 2020
  - **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 that are updated nightly with new information that the fisheries section can use for their projects.
- **Name: SAS Server Upgrade**
  - **Name of IT Goal or Agency Goal Supported:** Support and maintain KDWPT's internal database (DB) mining and reporting software
  - **Budgeted (Y/N):** Y
  - **Start Date, End Date:** 2020
  - **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.
- **Name: Add Text to Speech Technology to KDWPT Certificate Courses**
  - **Name of IT Goal or Agency Goal Supported:** Support and maintain KDWPT public-facing web applications.
  - **Budgeted (Y/N):** Y
  - **Start Date, End Date:** June 2019 - October 2019
  - **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.
- **Name: Add the Ability for the Public to Print Free Hunter Education Duplicate Cards**
  - **Name of IT Goal or Agency Goal Supported:** Support and maintain KDWPT public-facing web applications, Support and maintain KDWPT internal web applications.
  - **Budgeted (Y/N):** Y
  - **Start Date, End Date:** June 2019 – September 2019
  - **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.
- **Name: Internal application for tracking UAS drone permits**
  - **Name of IT Goal or Agency Goal Supported:** Support and maintain KDWPT internal web applications.
  - **Budgeted (Y/N):** Y
  - **Start Date, End Date:** June 2019 – November 2019
  - **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.
- **Name: Add all KanWIN locations to KDWPT Active Directory**

- **Name of IT Goal or Agency Goal Supported:** Design, support and maintain KDWPT network architecture, Support and maintain all KDWPT IT systems to comply with agency and ITEC security policies
  - **Budgeted (Y/N):** Y
  - **Start Date, End Date:** 2019 - 2021
  - **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.
- **Name: Add non-KanWIN offices to KDWPT Active Directory**
  - **Name of IT Goal or Agency Goal Supported:** Design, support and maintain KDWPT network architecture, Support and maintain all KDWPT IT systems to comply with agency and ITEC security policies
  - **Budgeted (Y/N):** Y
  - **Start Date, End Date:** 2021 - 2022
  - **Description:** This will follow moving all the KanWIN locations over 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.
- **Name: Replace Agency Firewalls**
  - **Name of IT Goal or Agency Goal Supported:** Design, support and maintain KDWPT network architecture
  - **Budgeted (Y/N):** Y
  - **Start Date, End Date:** 2020
  - **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.
- **Name: Re-organize and automate agency backup procedures**
  - **Name of IT Goal or Agency Goal Supported:** Maintain backups of all agency - supported systems and data.
  - **Budgeted (Y/N):** Y
  - **Start Date, End Date:** 2020 - 2021
  - **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.

# Kansas Emergency Medical Services Board

## INFORMATION TECHNOLOGY STRATEGIC PLAN

**Plan Date:** *September 9, 2019*

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### **Basic Agency Information**

#### **Agency Vision and Mission**

In August 2018, the Board established a vision for Kansas EMS as a system providing an established standard of care through the utilization of promising practices and oversight. Our agency vision is to protect and promote the welfare of the citizens and visitors of Kansas through the efficient and effective regulation of emergency medical services (EMS) and to ensure that quality out-of-hospital care is available throughout the State. Our agency mission is to promote EMS through the consistent application of laws; to provide support for the ambulance services, the EMS providers, and the EMS educational organizations in maintaining statutory and regulatory compliance; and to enhance patient care through evidence-based practice.

#### **Total Budget**

For FY2020, the Board requested an operating budget of \$2,427,914.

#### **Goals & Objectives**

To achieve our agency mission, we have developed 3 subprograms: Compliance, Issuances, and Research and Analysis. The following are the goals and objectives for each of these subprograms:

#### **Compliance**

##### **Goal(s):**

1. To promptly, consistently, completely, and fairly investigate all matters involving potential non-compliance with statutory and regulatory requirements;
2. To ensure that Kansas ambulance services are meeting or exceeding statutory and regulatory requirements;
3. To ensure that Kansas EMS providers have met continued licensing requirements; and,

4. To ensure that Kansas EMS Educational entities are meeting or exceeding statutory and regulatory requirements.

***Objective(s):***

By achieving these goals:

1. We have the ability to ensure that when EMS is requested, a competent, trained crew should be available to deliver the medical care necessary for that patient; and
2. Individuals involved in complaints and/or potential non-compliance receive a timely, fair, and consistent process.

***Issues:***

***Goal(s):***

1. To timely issue certification to applicants that have met certification requirements;
2. To timely issue approval for EMS initial courses of instruction;
3. To timely issue approval of EMS continuing education offerings and programs;
4. To timely issue permits to applicants that have met ambulance service operator requirements;
5. To timely issue licenses to ambulance services for vehicles that have met licensing requirements; and
6. To timely process and issue awards for the EIG and KRAF grant processes to those that have met grant and eligibility requirements.

***Objective(s):***

By achieving these goals:

1. EMS providers, ambulance services, and educational institutions will have the ability to perform their respective duties within their community without significant delay for processing of applications; thereby reducing a perceived obstacle; and
2. Grant processes and awards will continue to show appropriate disbursement of funds and continue to provide assistance with financial obstacles that may exist for recruitment and retention purposes as well as local capital outlay projects to provide a higher standard of medical care to the community.

***Research and Analysis***

***Goal(s):***

1. To increase ambulance service compliance with participation in the Kansas EMS Information System (KEMESIS);
2. To increase the average validity score for all patient care reports submitted to KEMESIS;
3. To utilize data to drive decisions on how best to ensure the continued provision of EMS at the local, regional, and state level;
4. To utilize data to help quantify potential medical issues being encountered by EMS;
5. To utilize data to analyze agency process;
6. To link with other data sources to help provide outcome data for the EMS encountered patient back to the EMS service;
7. To analyze the investigations/complaints to provide learning opportunities and resources for those statutes/regulations that seem to be recurrent or consistently violated;
8. To increase the clarity of regulations; and
9. To review administrative regulations to ensure that they are appropriate and not unnecessarily burdensome.

***Objective(s):***

By achieving these goals:

1. Analysis of data can be used at the state and local level to help drive clinical decisions;
2. The ability exists to provide the Governor and the Kansas Legislature with timely and accurate information upon EMS responses demonstrating the value of statewide data collection in better assuring appropriate care of patients, training, and response;
3. Analysis of data can be used to identify areas of agency process that could be modified to operate in a more efficient manner; and
4. Maintenance of EMS regulations to ensure an appropriate outreach necessary to ensure the safety of the public.

***Agency Funding Mechanism(s)***

Our agency is funded from fee funds consisting of the EMS Operating Fund, the Education Incentive Grant Payment Fund, and the EMS Revolving Grant Fund. The EMS Operating Fund and Education Incentive Grant Payment Fund are funded from the receipt of fees charged by the agency for permits, licenses, and certificates, and an amount of up to 0.25% of premiums from fire insurance receipts remitted to the state. The EMS Revolving Grant Fund is funded from the receipt of 2.23% of all fines, penalties, and forfeitures remitted to the state from the district court.

***Number of Employees***

Our agency has 14 employees.

***Number of Kansas Citizen Customers***

Every Kansas citizen as well as every person that visits or resides in our state is a customer of this agency. The estimated population of Kansas certified to the Secretary of State by the Division of Budget on July 1, 2019 was 2,911,505 which was a 0.1% decrease from the previous year.

**Basic Agency IT Information**

The Emergency Medical Services Board provides its own IT through a single dedicated employee. The IT Vision, Mission, and Budget are combined within the overall agency information and across all three budgetary subprograms.

***Budget***

There is no IT-specific budget except that we do budget to replace every device (server, notebook, and workstation) within a four to six-year expected lifespan.

***Number of Employees and Annualized Attrition Rate***

We have one employee and he has been in this position for 4 years (started September 8, 2015) – annualized attrition rate of 0%.

## **Agency IT Challenges**

**Name:** **Operating System Updates**  
**Summary Statement:** Windows 7 becomes unsupported soon and all machines utilizing Windows 7 are needing to be converted to Windows 10.  
**Category:** Technology Obsolescence  
**Priority:** High  
**Detailed Description:** Although mostly complete, we have seven remaining devices to replace or update. 2 laptops remain to be updated; 4 laptops remain to be replaced; and 1 additional laptop is to be replaced with a desktop. All replacement hardware is on site and being rolled out as time allows.

**Name:** **Server Relocation and Deployment**  
**Summary Statement:** New servers are needing to be replaced and our servers are needing moved out of the Landon State Office Building Data Center.  
**Category:** Technology Obsolescence  
**Priority:** High  
**Detailed Description:** 2 servers are ready to be replaced with newer equipment per our server and desktop replacement plan. One server is partially set up and the 2<sup>nd</sup> is ready for deployment. However, at this time, we are also needing to move our servers out of the Data Center space at the Landon State Office Building due to a proposed nearly 900% increase in rent by OITS for FY21 and out years (from \$23,138.64 annually to \$232,623.72). This has led to us needing to schedule reconfiguration of the firewall (of which our discussions with OITS are consistently being rescheduled) and the movement of our FTP server to a different server. The new space is available with a KANWIN connection and multiple UPS units capable of supporting our devices.

**Name:** **Other Software Updates**  
**Summary Statement:** Updates needed to our VPN software and Adobe Software.  
**Category:** Technology Obsolescence  
**Priority:** VPN Software is High; Adobe Software is Medium  
**Detailed Description:** Our current VPN software is not supported and cannot be installed on Windows 10. Any new VPN software will require manual configuration, where in the past we could install the software and load the Cisco configuration file (\*.pcf). We are currently using an older version of Adobe Creative Suite to maintain portions of our website. We have already updated Photoshop (1 user) and Acrobat Pro (8 users total, 4 remain to be moved to the new software).

**Name:** **Process Evolution**  
**Summary Statement:** Although we offer electronic forms and electronic means of submission, our customers continue to use paper versions.  
**Category:** Process Immaturity  
**Priority:** Medium

Detailed Description: Many of our users still continue to use paper versions of forms to submit applications. Many of them even manually fill out applications, even when fillable PDF forms are available as a 2<sup>nd</sup> alternative to the electronic version. This has caused us to continue to do a considerable amount of manual inputting of data. Additionally, some of our existing electronic application forms could be made easier to use.

**Name:** **Vendor Concerns**  
**Summary Statement:** 2 concerns – utilization of a vendor has limited the performance we would get from competition and our enterprise vendor has been slow to respond to requests.  
**Category:** Vendor Issues  
**Priority:** Medium  
**Detailed Description:** The presence of competition has always allowed the market to help regulate services provided and keep costs lower than without. Currently, we are seeing that the use of state mandated software and hardware contracted vendors is more often than before limiting us from obtaining similar services at a substantially lower savings to the agency. This results in us expending a higher dollar amount for a lesser product which is not an efficient use of limited funding.  
Our primary enterprise software vendor has been slow to respond to certain issues and in some cases has been unable to resolve functionality issues for months. Additionally, they have not followed what could be considered best practices in adhering to all industry standards.

## **Agency IT Goals**

### ***Goal #1***

**Name:** **Public Portal Promotion**  
**Category:** Digitization/online services  
**Start Date:** In Progress  
**End Date:** Ongoing  
**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 Outcome:** 100% of our public is utilizing the online mechanisms we have to submit applications and interact with our agency.

### ***Goal #2***

**Name:** **Data Quality**  
**Category:** Data governance  
**Start Date:** In Progress  
**End Date:** Ongoing

Description:	We generally have data this is 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 Outcome:	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.

### ***Goal #3***

<b>Name:</b>	<b>Hardware/Software Updates</b>
Category:	Desktop Productivity / Enterprise Applications / Hardware Infrastructure
Start Date:	In Progress
End Date:	June 30, 2020
Description:	We strive to ensure that all of our 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 additionally have updates ready for deployment on Audio/Visual and backup products. Finally, we have a need to update our firewall.
Desired Outcome:	All software and hardware have been updated and deployed.

### ***Goal #4***

<b>Name:</b>	<b>Application Update</b>
Category:	Application Modernization
Start Date:	November 2019
End Date:	January 2021
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 Outcome:	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.

### ***Goal #5***

<b>Name:</b>	<b>Password Security</b>
Category:	Security
Start Date:	January 2020
End Date:	March 2020

Description:	Our system users passwords need to improve to reflect the challenges being posed within today's IT world. In general, most of our user passwords are too short and, in some cases, too simple.
Desired Outcome:	All agency system users will have an industry defined strong password.

## **Agency IT Objectives**

### ***Objective #1***

Name:	<b>KEMESIS Project Maintenance</b>
Agency Goal:	Goals #1-6 within Subprogram #3 – Research and Analysis and to provide capability for performance measurement.
Budgeted:	Yes
Start Date:	2008
End Date:	Ongoing
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 Outcome:	System remains compliant with the National EMS Information System (NEMSIS) and provides agency staff the platform necessary to perform daily business.

### ***Objective #2***

Name:	<b>PayIt – User Optimization</b>
Agency Goal:	Goals #1-6 within Subprogram #2 – Issuances and Agency IT Goals #1, 2, and 4.
Budgeted:	Yes
Start Date:	December 2019
End Date:	January 2020
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 Outcome:	A simple, easy-to-use public interface that assists with navigating our applications appropriately.

### ***Objective #3***

Name:	<b>Server Update and Relocation</b>
Agency IT Goal:	Agency IT Goal #3
Budgeted:	Yes
Start Date:	October 2019
End Date:	January 2020
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 Outcome: Both servers are deployed into production and we are able to vacate the Landon State Office Building Data Center space.

***Objective #4***

<b>Name:</b>	<b>Licensure/ePCR Connection</b>
Agency Goal:	Agency IT Goal #4
Budgeted:	Yes
Start Date:	January 2020
End Date:	December 2020
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 Outcome:	Information from our Licensure system will be fed automatically to our ePCR system without user involvement.

***Objective #5***

<b>Name:</b>	<b>Website Optimization</b>
Agency Goal:	Agency IT Goal #1
Budgeted:	Yes
Start Date:	July 2020
End Date:	December 2020
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 Outcome:	Our agency website is updated, user friendly, and assists in promoting the agency, the state, and the EMS industry effectively.

**Closing Statements**

Currently, we have a considerable number of urgent IT needs that are difficult to prioritize and effectively manage the daily issues without the larger projects being placed on a back burner. Implementation of our Licensure system has proven to be more labor intensive than originally planned and this has delayed placing laptops and servers into production at their appropriately scheduled intervals. However, this delay has demonstrated that we could look to revise our replacement schedule effectively in an effort to stretch our budgeted capital outlay funding that is used for IT projects out to future years.

Unfortunately, state process has become our largest obstacle. From contracted services that were designed as an effort to provide Kansas with the best price available for the product desired to abnormal

escalating in budget indices without corresponding or equivalent increases in services provided, it has proven to be more detrimental to our agency and the limited funding afforded us to attempt to utilize the bargaining and buying power of the state as a whole. We are finding an increase in the frequency of being able to find a similar service, software, or hardware off contract for a significantly lower price while maintaining the same quality. These processes are forcing us to choose to be compliant with state process and spend more or violate state process and utilize our limited funding more efficiently. This is an unfortunate position to place a fee-funded state agency.

We appreciate the opportunity to provide this 3 year IT Strategic Plan for the Emergency Medical Services Board. Although all of our goals and outcomes are expected to be achieved within the next 12-18 months, we will be planning on constantly reviewing our needs to determine changes and additions to this plan. If there are any questions, please feel free to reach out to either of the agency contacts listed on the 1<sup>st</sup> page.

## Agency and Leadership

- Kansas Governmental Ethics Commission
- Mark Skoglund, Executive Director

## Basic Agency IT Information

- Budget: none, included in operating expenses
- Number of Employees: 0, receives support from OITS

## Agency IT Challenges

- Unsupported Access Database
  - The database is old, unsupported, and unable to handle current needs. We are currently exploring options to replace the database. We have not requested any funds to replace the database at this time.
  - Technology Obsolescence
  - Medium
- Website design and function
  - The website requires a design and function update. We are considering options including moving away from our current host. We have not requested funds to address this need at this time.
  - Technology Obsolescence
  - Medium

## Agency IT Goals

- Replace Access Database
  - Application Modernization
  - 2019-2022
  - The database is old, unsupported, and unable to handle current needs. We are currently exploring options to replace the database. We have not requested any funds to replace the database at this time.
- Update Agency Website
  - Digitization/Online Services
  - 2019-2022
  - The website requires a design and function update. We are considering options including moving away from our current host. We have not requested funds to address this need at this time.

## Agency IT Objectives

- Replace Access Database
  - Name of IT Goal or Agency Goal Supported: Replace Access Database
  - Budgeted N
  - 2019-2022

- The database is old, unsupported, and unable to handle current needs. We are currently exploring options to replace the database. We have not requested any funds to replace the database at this time.
- Update Agency Website
  - Name of IT Goal or Agency Goal Supported: update Agency Website
  - Budgeted: N
  - 2019-2022
  - The website requires a design and function update. We are considering options including moving away from our current host. We have not requested funds to address this need at this time.

Agency Name	Kansas Highway Patrol
Agency Secretary	Colonel Herman Jones
Agency CIO	Kelly Johnson

## Basic Agency Information

- Vision – Service \* Courtesy \* Protection
- Mission: The Kansas Highway Patrol is devoted to improving quality of life through spirited and dedicated service. We pledge to be responsive to concerns of citizens and public safety partners. We will do this by providing professional law enforcement services and share resources in the most effective and efficient manner possible.

We believe in treating all persons with courtesy and respect. The preservation of individual dignity and constitutional rights is paramount in performing our duties. Protecting the rights of coworkers and providing a safe, secure working environment are of equal importance.

We are committed to providing protection of life and property through active enforcement of traffic, criminal, and other laws of the State of Kansas, and by supporting homeland security initiatives. We recognize our responsibility to uphold and enforce this authority in a competent, fair, and honest manner.

- Goals & Objectives
  - To reduce the number and severity of traffic crashes through the enforcement of impaired driving and occupant protection laws.
  - The Patrol will promote the use of child restraints and safety belts through aggressive enforcement and educational programs.
  - The Patrol will deter motorists from driving impaired and will arrest impaired drivers through proven DUI countermeasures, such as selective enforcement efforts and sobriety check lanes.
  - To vigorously pursue, apprehend, and prosecute those who utilize Kansas highways for criminal activities.
  - To improve the quality of our service and enforcement activities by developing programs and incorporating technologies that enhance public safety.
  - To enhance public relations through local community involvement in schools, civic organizations, and businesses.
- Agency Business Units
  - Accounting
  - Human Resources
  - Information Technology
  - Legal

- CALEA Compliance
- Aircraft
- Fleet
- Training Academy
- Law Enforcement – Various Troops Statewide
  - Turnpike
  - ESU / Special Units
  - MVE / Commercial Vehicle
  - Professional Standards
- Agency Funding Mechanism(s) – Special Revenue
- Number of Employees – 842
- Number of Kansan Customers – All, approximately 2.91 million

### Basic Agency IT Information

- Vision – Provide an enhanced, redundant, secure infrastructure that is transparent to all law enforcement and civilian personnel, allowing them to concentrate on their primary objective without concern for the technology.
- Mission – To support the men and women of the Kansas Highway Patrol. It shall be the mission of the KHP IT department to maintain the lifeline of communications for effective public safety, both for the citizens of Kansas and each Trooper on the road. We will be capable of responding individually while coordinating our efforts as a team.
- Budget (please respond “None” if there is no IT-specific budget) - None
- Number of Employees: 17
- Annualized Attrition Rate: 20% Last Year

### Agency IT Challenges (challenges facing your IT organization – People, Process, Technology)

#### **1) IT Employee Recruitment and Retention**

**Summary :** Recruiting and maintaining competent IT staff is a challenge when competing against private industry.

**Category:** Employee Retention

**Priority:** High

**Detailed Description:** The IT department of the KHP is required to respond quickly to a wide variety of challenges across numerous software and hardware platforms. Each Trooper is issued a mobile data unit (MDU), which is their primary means of communications with the KBI, e-citations, e-mail, dispatch, and more. IT technicians are trained to handle basic (and semi-advanced) troubleshooting across all platforms to reduce call “hand offs” and to resolve the issue quickly.

A technician typically requires 12 to 18 months of training before they have adequate experience to autonomously handle common issues. Infrastructure technicians maintain

servers, switches, firewalls, and security devices internally to ensure CJIS compliance. Application developers create software that is used in law enforcement throughout the state, between agencies, or to Federal partners. They typically work in small teams or independently, so their experience is critical to the long-term success of existing platforms. With a team of seventeen employees, the loss of one or two in a critical role can disrupt normal operations quickly. It is very important that the state invest in retention of critical staff, which is much more economical than constantly retraining.

## 2) Documentation / Process creation

**Summary :** The agency lost a significant amount of infrastructure technicians when the previous CIO resigned. As a result, much of the accumulated knowledge was lost.

**Category:** Process creation

**Priority:** Medium / High

**Detailed Description:** The consolidation of all IT employees under to OITS umbrella caused a significant amount of concern within the KHP. When Mark Thurman elected to retire from the KHP many infrastructure technicians sought employment in the private sector fearing their job was in jeopardy.

The lack of embedded knowledge created an environment where existing documentation is incomplete and difficult to interpret. Starting in January of 2018 (with the new CIO), documentation of the network, firewalls, subnets, active directory, servers, and services has been a high priority. We are cross training our support staff on network functions and working to integrate these support and infrastructure into one unit. This process requires the development of standardized procedures, job assignments, and standardized reporting repositories.

## 3) Physical Security / Video

**Summary :** Several years back, the KHP was tasked with the oversight of all physical security devices (access control) and video monitoring. The lack of skilled personal and the disparate purpose of this team from the primary IT mission has made this unit difficult to operate efficiently.

**Category:** Other

**Priority:** Medium / High

**Detailed Description:** The KHP has been responsible for the oversight of the video / physical security element of state buildings. This process evolved into KHP staff physically running wires and troubleshooting elements that are beyond our current field of expertise. Working with the DOA, we have begun to transition many of the physical elements to staff that are better equipped to deal with these issues, while maintaining the servers and IP experience within the KHP.

Given the responsibility of monitoring security / access control, KHP IT staff will maintain the backend, while working hand-in-hand with DOA to maintain / upgrade devices in the field. KHP will coordinate requests from agencies leasing non-state owned building and continue as the

central repository. Our effort will now focus on effective coordination between entities, including partners, contractors, and other agencies to create the most secure environment available.

## Agency IT Goals (Strategic goals that your organization is working on or planning to support)

### **1) CJIS Software Refresh**

**Budgeted:** N

**Start Date:** January, 2020 or soon after new data center location is available

**End Date:** December, 2020, but depends on integration and training schedule by vendor.

**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.

### **2) In-Car Camera Update**

**Budgeted:** N

**Start Date:** Phase I, November 2019

**End Date:** Unknown

**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.

### 3) MDU Refresh

**Budgeted:** Y

**Start Date:** October, 2020

**End Date:** July, 2020

**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 schedule 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.

### 4) Training Academy Technology Upgrade

**Budgeted:** Y

**Start Date:** January, 2020

**End Date:** July, 2020

**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.

## 5) Other KHP Projects

**Budgeted:** Y/N

**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.

## Agency IT Objectives (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

### 1) New Data Center

**Budgeted:** Limited

**Category:** Infrastructure

**Start Date:** When new data center location is available (with network connectivity)

**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.

## Agency and Leadership

- Kansas Lottery
- Stephen Durrell, Executive Director
- Darren Dreier, IT Director

## Basic Agency IT Information

- Yes -
- 6 IT employees

## Agency IT Challenges

- None

## Agency IT Objectives

- Virtualize Network
- Virtualize Desktops
- Upgrade Servers
- Improve WiFi Access

## Agency and Leadership

- Kansas Public Employees Retirement System (KPERS)
- Executive Director - Alan Conroy
- Chief Information Officer – Lane Wiley

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## Basic Agency Information

KPERS administers three statewide defined-benefit retirement plans for state and local public employees:

- Kansas Public Employees Retirement System
- Kansas Police and Firemen's Retirement System
- Kansas Retirement System for Judges

Our membership totals over 315,000 active, inactive and retired members. We also manage approximately \$20 billion in assets for our members' benefits. The System also oversees KPERS 457, a voluntary deferred compensation plan for state employees and many local employees.

- Vision - Service, Integrity, Respect, Accountability, Innovation, Teamwork
- Mission - *The Kansas Public Employees Retirement System in its fiduciary capacity, exists to deliver retirement, disability and survivor benefits to its members and their beneficiaries.*
- FY 2019 Actual Expenditures: \$51.7 million (\$12.7 million in limited appropriations).
- Agency Business Units
  - Administration (includes Communications, Research and Planning, Internal Auditing, Deferred Compensation, General Counsel and HR)
  - IT, Benefits and Member Services, Fiscal,
- Agency Funding Mechanism(s) KPERS Trust Fund
- Number of Employees – 115
- Number of Kansas Citizen Customers 315,000
- Agency/Organization CIO/IT Head Lane Wiley

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## Basic Agency IT Information

- Vision – same as KPERS
- Mission - same as KPERS

- Budget: Included as part of Agency administration expenditure limitation.
- Number of IT Employees 14 Annualized Attrition Rate 13.3%.
- KPERS\CIO Lane Wiley

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## Agency IT Challenges

- **KPERS**
- (Obsolescence / High) KPERS currently contracts for a custom-built pension administration system in which 2 of 3 components are legacy, dating back to 2007. The underlying platform is proprietary and not available to be modified without the vendor. The core data system is very complex and contains longitudinal data going back many years. The system has also been modified many times over the years for functionality and by legislative mandate. The need to continue to carry this legacy data forward creates a dependence on the legacy system. The system is difficult to manage and requires high levels maintenance and support from an application development perspective. Many data processes are code driven, rather than database driven. Reporting is difficult and time consuming as there is no data warehouse. Many processes require manual processes or use of antiquated technology to be performed by our IT staff and our business units.
- (Attrition/Recruiting / Medium) As mentioned above the legacy system requires a very high level of IT support. This exposes the challenge of being able to recruit and retain qualified IT staff. It is difficult to find and retain qualified application developers and database administrators at the State of Kansas pay rates.
- (Statutory changes /Medium) Legislative changes occur annually. The ability to respond and implement these in a quick timeframe often lead to ongoing technology/system issues and put stress on the ability to maintain the existing systems.

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- Agency IT Goals (IT Strategic goals that your organization is working on or planning to initiate)
  - Application Modernization
    - 7/2019-6/2020
    - Member web portal and retirement calculator upgrades.
    - Updating public facing platforms to improve functionality and security.
  - Digitization/Online Services
    - 8/2019-6/2020
    - Mobile application, cloud based call center, print and mail services.
    - Improve communication with members, improved functionality, reduce manual processes.
  - Enterprise Applications
    - 7/2019-1/2026
    - Database improvements and migration to a new Pension Administration System.

- Improved data management in the short term, fully implement modernized database in the longer term.
- Infrastructure -Cloud based data center
  - 8/2020-6/2021
  - Moving to cloud-based data center.
  - Consolidation of security products and disaster recovery.
- Security
  - 5/2019-3/2020
  - Identity verification
  - Improve security and fraud protection.
- Data Governance
  - 11/2019-6/2020
  - Review and improve data governance program
  - Reliable data collection and reporting.
- Business process definition
  - 7/2020-1/2021
  - Defining and document current business practices.
  - Full scope of current business process needs.

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#### Agency IT Objectives (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- (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 6/20
- (Application Modernization) 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
- (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
- (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
- (Digitization/Online Services) Cloud based call center. KPERS has already began 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

- (Digitization/Online Services) KPERS is currently 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
- (Infrastructure -Cloud based data center) KPERS is in the process of reviewing options for moving to a cloud-based data center. The goal of this project is to identify a cloud tenant which will meet the high level of security and functionality KPERS will require. 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
- (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
- (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 are in place.
  - Data and employee classifications
  - Ensure transparency in our data processes.
  - Respond in a timely manner to issues involving data
- (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
- (Enterprise Applications) Procurement and migration to new Pension Administration System. This project will follow the business process documentation project with the goal of having a modern consolidated system to support KPERS, our employers and our members. Start Date 1/21, End Date 1/26
- KPERS
- Name of IT Goal or Agency Goal Supported: (See Above)
- Budget: Included as part of Agency administration expenditure limitation
- Start Date, End Date (See Above)
- Description (See Above)
- Desired Outcome (See Above)

## Agency and Leadership

- Kansas Real Estate Appraisal Board (KREAB) u
- Sally Pritchett, Director
- Sally Pritchett and Carroll Pessagno

## Basic Agency Information

- Agency Mission

The mission of the Kansas Real Estate Appraisal Board is to protect consumers of real estate services provided by its licensees by assuring that the licensees are sufficiently trained and tested to assure competency and independent judgment. In addition, the Board will protect the public interest by enforcing both Federal and State Law to assure that its licensees act in accordance with professional standards and ethics. These responsibilities will be accomplished through a variety of efforts including testing of potential licensees, pre-license and continuing education requirements, investigation of complaints and disciplinary action taken against licensees as warranted.

Legislation was passed in the 2012 session for the Board to begin registering Appraisal Management Companies (AMC) on October 1, 2012

- Agency Vision:

The Board will carry out its statutory duties in a timely and efficient manner. This will be accomplished by maintaining the highest degree of professionalism, integrity, trustworthiness, responsibility, and accountability, to assure the citizens of Kansas, the Banking Industry, Appraisers and other users of the Appraisal Industry of fair and impartial treatment in the Board's implementation of the Kansas State Certified and Licensed Real Property Appraisers Act and the Kansas Appraisal Management Company Registration Act

- Total Budget: \$335,676

- Goals & Objectives:

1. Maintaining and/or processing any changes to statutes or regulations to ensure that the Kansas appraisal program is in compliance with Appraisal Subcommittee (ASC) requirements.
2. Continue to work diligently to get complaints processed in the one-year timeframe mandated by the ASC.
3. Continue to maintain excellent reviews conducted by the ASC.
4. Continue the process of getting all files relating to disciplinary cases maintained by the Board, to be scanned so the information may be stored on a disk and eventually to a computer-based data storage system.

Objectives:

1. Communicate with Policy Managers and other staff of the ASC to fully understand and make changes to the program when needed. The Board will work with members of the Association of Appraisal Regulatory Officials (AARO) to keep informed of changes and the impact these changes may have to the state's licensure act.
2. Continue to work with both the Attorney General's office and contracted attorneys to expedite the settlement of complaints.
3. Scan complaints to a disc once the complaint has been adjudicated. The paper files would be moved to offsite storage.
4. Process all applications, complaints, permits, etc. in a timely manner, while responding to all telephone calls, emails, and written requests.

- Agency Business Units: 2732
- Agency Funding Mechanism: Appraisal Fee Fund
- Number of Employees: 2 full time employees and 7 Board members.
- Number of Kansas Citizen Customers: N/A
- Agency/Organization CIO/IT Head: I assume this would be both full time employees. Sally Pritchett, Director and Caroll Pessagno, Public Service Administrator.

Basic Agency IT Information

- Budget: None
- Number of Employees: 0

Agency IT Challenges

- **Name: Kansas Real Estate Appraisal Board.**
  - Summary Statement: Our major concern is using Access Database. This is a free service and has always works well for the Board. We only store approximately 2,500 small records. However, we no longer have any state support to maintain the data base. We have looked into several other systems, but would be fairly costly. The MAJOR issue with this is again we would have no local permanent support. None at all from the state.
  - This is a high priority to us. Still researching how it. Again, the main issue is how to fund, and not actual longtime local support for the database.

Agency IT Goals (IT Strategic goals that your organization is working on or planning to initiate)

- **Name: Kansas Real Estate Appraisal Board**

- Category: IT Support Improvement Modernization, and Security. Would like to someday have all information from paper files stored in computer. This would free up space and make information the Board maintains more secure.
- Start Date, End Date: Unknown
- Description: Contract with a service to scan all documents and store to cloud.
- Desired Outcome: A more secure system and free up office space by not having so many filing cabinets.

## Agency and Leadership

- Agency/Organization Name -- Kansas Real Estate Commission 549
- Agency/Organization Head—Erik Wisner, Executive Director
- Agency/Organization CIO/IT Head – N/A (OITS Professional Services Customer)

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## Agency IT Challenges

- **Name -- Consistent increase in OITS user fees.**
  - Summary Statement – OITS increases user fees with limited ability for agency to request budget enhancement (see FY21 network user rate increase).
  - Category--Budget Constraints/Funding
  - Priority--Medium
- **Name -- Case management tracking**
  - Summary Statement – KREC has struggled to find a solution to our current Access DB for tracking complaints and disciplinary actions. The current license DB doesn't have the required functionality.
  - Category--Technology Obsolescence, Budget Constraints/Funding, Vendor Issues)
  - Priority--Medium

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## Agency IT Goals (IT Strategic goals that your organization is working on or planning to initiate)

- **Name – Offer online licensing services 24/7**
  - Category (Service Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, IT Support Improvement/Agility, Application Modernization, Security, Other)
  - Start Date, End Date July 2017-Present
  - Description – KREC currently offers the ability for licensees to renew and change demographic information via online portal. In Fall 2019 Licensees will also be able to change their affiliation (activate/reactivate etc.) license.
  - Desired Outcome—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.
- **Name – Automated Case Management System**
  - Category (Digitization/Online Services)
  - Start Date, End Date -- TBD
  - Description – KREC would like to create an automated case management system for tracking pending investigations.
  - Desired Outcome – System will automatically create ticket when information is entered and allow for effective tracking of ticket until investigation completed.

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**Agency IT Objectives** (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- **Name – KREC Project Manager**
  - Name of IT Goal or Agency Goal Supported: All IT related goals
  - Budgeted (Y/N), Budget (if available) Y
  - Start Date, End Date Dec 2017-Present
  - Description -- KREC promoted an employee to serve as the liaison between the commission and all vendors related to new IT licensing services.
  - Desired Outcome – Effective management of IT licensing services.

## **ATTACHMENT—BASIC AGENCY INFORMATION**

### **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. Licensing standards for real estate brokers and salespersons are prescribed by K.S.A. 58-3034 et seq. Brokerage relationships between real estate salespersons, brokers, and their clients and customers are governed by K.S.A. 58-30,101 et seq.

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.

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.

### **AGENCY-WIDE OVERVIEW:**

#### **Current year:**

In FY 2017, 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 2018, the Commission deployed a new licensing system to allow licensees to maintain their license through a web-based application.

#### **Budget Years—Allocated Resource Budget:**

In FY 2020, an enhancement to the licensing system will allow licensees and brokerages to change their company affiliations through the application. In FY 2021, 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.

#### **Actual Position Data:**

The Commission has 11.8 FTE positions. All positions are 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	Full-Time	Part-Time
Executive Director	1	1	0	1	0
Licensing and Education Director	1	1	0	1	0
Licensing Assistants	2.6	3	0	2	1
Education Specialist	.8	0	1	0	1
Compliance Director	1	1	0	1	0
Real Estate Specialist—Investigator	1.8	2	0	1	1
Real Estate Specialist—Auditor	2.6	0	3	2	1
Legal Assistant	1	1	0	1	0
<b>Total</b>	<b>11.8</b>	<b>9</b>	<b>4</b>	<b>9</b>	<b>4</b>

#### **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 statutory requirements are met.
- 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.

Output Measures:	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total number of active Real Estate Licenses	14299	15677	16188	16200	16000

Total number of original Real Estate Licenses issued	1709	1919	1803	1800	1725
Total number of applicants taking Kansas licensing examination	3009	3153	3155	3100	3000
Percent of candidates for salespersons' examination eligible for licensure	67%	65%	63%	65%	65%
Percent of candidates for brokers' license examination eligible for licensure	75%	77%	66%	68%	68%
Number of completed real estate applications denied	21	38	18	25	25
Number of hearings requested because of denials of original applications for licensure	14	11	11	12	12
Average regulatory cost per real estate license*	\$81.17	\$80.16	\$78.75	\$80.90	\$84.04
Percent of licenses that take more than one business day to be issued	N/A	1%	1%	1%	1%
Percentage of licenses renewed online	67%	81%	91%	93%	98%
Percentage of licensees who use online system to make license changes	N/A	23%	44%	60%	95%

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

#### **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.

<u>Output Measures:</u>	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of salesperson pre-license courses approved	17	17	20	18	20
Number of schools providing continuing education	41	46	51	50	52

#### **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.

<u>Output Measures:</u>	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of complaints logged	175	224	248	300	300
Percent of closed complaints resulting in disciplinary action being taken*	28%	15%	25%	20%	20%
Number of compliance reviews performed	323	318	397	450	450
Percent of companies found with violations because of compliance reviews	71%	75%	75%	60%	55%
Number of transactions of companies that had compliance reviews	21,627	24,478	40,616	35,000	35,000

\* 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.

## **EXPENDITURE JUSTIFICATION BY OBJECT CODES:**

### **Object Code 100: Salaries and Wages**

The Commission has 11.8 funded FTE Unclassified positions. Since FY19, the Commission has shifted 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. FY21 includes a technical shrinkage adjustment to account for the Legislature not carrying over the FY20 pay plan expenditure authority into FY21.

**FY 2020: \$808,794**

**FY 2021: \$796,828**

### **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 2020: \$494,500**

**FY 2021: \$507,764**

### **Object Code 300 Commodities:**

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

**FY 2020: \$2,925**

**FY 2021: \$3,625**

### **Object Codes 400: Capital Outlay:**

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

**FY 2020: \$1,676**

**FY 2021: \$2,336**

## Agency and Leadership

- Kansas Sentencing Commission
- Scott Schultz
- N/A

## Basic Agency IT Information

- Budget: None, included in operations budget
- 0 employees, contract IT support on an as-needed basis

## Agency IT Challenges

- N/A

## Agency IT Goals

- Replace outdated PCs
- Hardware/Infrastructure
- Fall 2019
- Design and development of a web-based digital platform that can send and receive data from offsite substance abuse treatment providers.
- Application Modernization
- 2020

## Agency and Leadership

- Agency/Organization Name
  - Kansas State Board of Healing Arts
- Agency/Organization Head
  - Kathleen Selzler Lippert
  - Executive Director
  - 800 Jackson Lower Level – Suite A
  - Topeka, Kansas 66612
  - Kathleen.Lippert@ks.gov
  - Direct Ext: 785-296-3680
  - Fax: 785-368-7102
- Agency/Organization CIO/IT Head
  - Todd Standeford
  - Information Technology Director
  - 800 SW Jackson, Lower Level-Suite A
  - Topeka, KS 66612
  - 785-296-0960
  - Todd.standeford@ks.gov

## Basic Agency Information

- Vision
  - The Kansas Board of Healing Arts will perform licensing and regulatory functions in accordance with all applicable statutes, rules, and regulations in an open, courteous, and efficient manner. The Board affirms that safeguarding the public is their primary responsibility. The Board and its staff will approach their responsibilities in a balanced and sensible fashion so regulation can be performed aggressively, but fairly for the benefit of every patron of the State of Kansas.
- Mission
  - Safeguard the public through licensure, education and discipline of those who practice the healing arts in Kansas.
- Total Budget
  - \$6.3 M ~
- Goals & Objectives
  - The Kansas Board of Healing Arts will perform licensing and regulatory functions in accordance with all applicable statutes, rules, and regulations in an open, courteous, and efficient manner. The Board affirms that safeguarding the public is their primary responsibility. The Board and its staff will approach their responsibilities in a balanced and sensible fashion so regulation can be performed aggressively, but fairly for the benefit of every patron of the State of Kansas.
- Agency Business Units
  - 1 only – Board of Healing Arts
- Agency Funding Mechanism(s)

- Professional Licensing Fees
- Number of Employees
  - 60 Employees and 60 Board\Council\Committee Members (approximately)
- Number of Kansas Citizen Customers
  - 28,000 licensees.
  - Any Kansas citizen can use our systems to verify licensure and\or file a complaint.
  - Other Kansas State Agencies, such as KDHE, Board of Nursing, Board of Pharmacy, etc.
  - We provide 4 other small agencies with support for their licensing application.

### Basic Agency IT Information

- Vision
  - The IT Department will maintain the computer hardware and software necessary for the Agency\Agencies to perform their duties in an efficient and yet highly secure manner. We will also provide advice on the appropriate use of such as well as recommendations for improvements and updates that may assist the Agency in the performance of its duties.
- Mission
  - To provide the hardware and software necessary for the Board of Healing Arts to perform its duties in an efficient and yet highly secure manner.
  - To provide, to other small agencies and licensing boards \*, a stable, flexible and functional platform to track State licensure and any enforcement data associated with those licenses. \* Pursuant to a 2015 OITS request KBHA provides application support to other small agencies and licensing boards.
- Budget (please respond “None” if there is no IT-specific budget)
  - none
- Number of Employees and Annualized Attrition Rate
  - 6 FTE with no turnover in the past 5 years.

### Agency IT Challenges

- Name
  - **Keep Agency systems on current design version.**
- Summary Statement
  - The licensing system that is used by BOHA and 4 other small agencies continues to evolve as the vendor adds new features and functionality to their product. It is a challenge to keep 5 separate instances using the same design version.
  - Agency document management system, office productivity applications.
  - Hardware replacements as necessary.
- Category (Attrition/Recruiting/Talent Gap, Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity, Vendor Issues, Other)
  - Technology Obsolescence
- Priority (High, Medium, Low)
  - Medium
- Detailed 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.

- Name
  - **IT Security.**
- Summary Statement
  - We handle PII, Health Information, Education Information and other protected data. Keeping that data secure and yet accessible to appropriate staff, board and council members, is a challenge.
- Category (Attrition/Recruiting/Talent Gap, Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity, Vendor Issues, Other)
  - Other
- Priority (High, Medium, Low)
  - High
- Detailed Description
  - With the landscape of cyber security in a constant state of flux, it is essential that all efforts are made to secure all the data and systems under our care. To that end perimeter defenses must be maintained and monitored on a regular basis. I put the category as "Other" because this really involves several of the categories. It is a Technology Obsolescence issue because both the equipment owned and maintained by us and that of OITS needs regular updating or replacing. It is a Budget Constraints\Funding issue in that monitoring these things could and probably should be a separate full-time position. And finally, it is a Talent Gap issue because IT Security is a specialty all on its own. Our staff endeavors to fill this need, but as a small shop we do not have, nor the ability to hire, the manpower needed to devote an entire FTE to this requirement.

#### Agency IT Goals

- Name
  - **Keep Agency system current provide enhancements as necessary to support business functions.**
- Category (Service Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, IT Support Improvement/Agility, Application Modernization, Security, Other)
  - Application Modernization
- Start Date, End Date
  - Always on-going
- 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 Outcome
  - Have a platform that facilitates efficient and effective licensing and regulatory functions in a secure manner.
- Name
  - **IT Security Posture.**
- Category (Service Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, IT Support Improvement/Agility, Application Modernization, Security, Other)
  - Security
- Start Date, End Date
  - Always on-going
- Description
  - Explore options for employing either on in person security professional or a service, possibly from the KISO, to provide these needed functions.
- Desired Outcome
  - Maintain the security of our systems and the data that they contain.

### Agency IT Objectives

- Name
  - **Keep Agency system current provide enhancements as necessary to support business functions.**
- Name of IT Goal or Agency Goal Supported:
  - Keep Agency system current provide enhancements as necessary to support business functions.
- Budgeted (Y/N), Budget (if known)
  - Y
- Start Date, End Date
  - Always on-going
- 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.
- Desired Outcome
  - Keep the platform that facilitates efficient and effective licensing and regulatory functions in a secure manner.
- Name
  - **IT Security Posture.**

- Name of IT Goal or Agency Goal Supported:
  - IT Security Posture.
- Budgeted (Y/N), Budget (if known)
  - N
- Start Date, End Date
  - Always on-going
- Description
  - Explore options for employing either on in person security professional or a service, possibly from the KISO, to provide these needed functions.
- Desired Outcome
  - Maintain the security of our systems and the data that they contain.

Members of the Board:

Craig Boomhower, President  
Barry Bedene, Vice President  
Amy Elliott  
Robert J. Steil  
Bridgette Tinsley



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Website: <http://ksbma.ks.gov>

Mack Smith, Executive Secretary  
Francis Mills, Inspector  
Kim Cottrell, Office Manager

The Kansas State Board of Mortuary Arts  
Created August 1, 1907

Laura Kelly, Governor

Friday, September 13, 2019

The Kansas State Board of Mortuary Arts Agency IT Strategic Planning—2020  
Mack Smith, Executive Secretary

### **Agency Vision/Mission**

The mission of the Kansas State Board of Mortuary Arts is to ensure that licensees perform their professional services in a manner providing maximum protection of the health, safety and welfare for the people of Kansas and to inform the public of the laws and options available to them when using the services of a licensed funeral professional.

### **Agency Philosophy**

The Kansas State Board of Mortuary Arts will act in accordance with the highest standards of ethics, accountability, efficiency and openness. We affirm that the activities of the funeral profession involve public and private trust. We approach our activities with a deep sense of purpose and responsibility. The public and regulated profession alike can be assured of a balanced and sensible approach to regulation.

### **Program Established to Assist with Agency Mission**

Administration and Regulation

### **Statutory History**

The Kansas State Board of Embalming has been in existence since May of 1907. The name was changed to the Kansas State Board of Mortuary Arts in 1985. The board operates under K.S.A. 65-1701 et. seq. and K.S.A. 74-1701 et. seq.

## **Administration and Regulation Program Goals and Objectives**

The Board of Mortuary Arts has three main goals:

1. To ensure that all funeral homes, crematories, licensees, apprentices and student embalmers operate according to state laws.
2. To ensure that all funeral homes, crematories, licensees, apprentices and student embalmers operate to serve in the best interest of the consumer by meeting and maintaining licensing and regulatory requirements.
3. To educate and inform the public of their options when conducting business with licensees of the Mortuary Arts Board.

### **Goals/Objectives**

- 1) To increase the number of individuals who accurately complete the initial requirements to be licensed as an embalmer, funeral director, assistant funeral director and crematory operator or to be licensed to open, supervise and maintain a funeral establishment, funeral branch establishment, or crematory, to preregister and register as a student embalmer, apprentice embalmer and apprentice funeral director:
  - \* To provide understandable information that details and explains the process required to meet Kansas licensing requirements.
  - \* To provide assistance to potential licensees who may not understand or meet all licensing requirements.
  - \* To maintain data information on all individuals who seek and maintain licensure.
- 2) To reduce the number of licensees and licensed funeral homes who operate in violation of Kansas state statutes and Regulations:
  - \* To inspect all funeral home and crematory facilities twice a year.
  - \* To investigate complaints regarding the operations of funeral homes, crematories and licensees.
  - \* To present findings to the Board's Investigative Committee (composed of one consumer and one licensee) so they can take appropriate action with any violations of laws regulated. Should a hearing be necessary, then the Board's hearing committee, utilizing the Kansas Administrative Procedure Act (KAPA), will then decide if violations have occurred. If so, then the appropriate penalty is administered (options include license suspension, revocation, public or private censor, fines . . .)
  - \* To administer on-site funeral director examinations four times a year to allow all interested and qualified applicants the opportunity to be licensed.
  - \* To administer on-site assistant funeral director examinations monthly as needed to allow all interested and qualified applicants the opportunity to be licensed.

3) To increase the number of Kansas consumers informed of the options available to them when dealing with a situation involving the death process.

\* To provide understandable information that explains the options and laws that consumers will deal with once death occurs.

\* To provide assistance to consumers who may not understand what to expect when using a funeral home when or prior to (pre-arrangements) death.

#### **About the Kansas State Board of Mortuary Arts (KSBMA):**

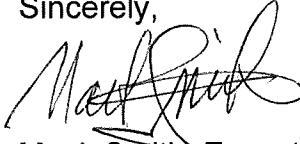
The agency consists of three (3) full-time employees. We contract with OITS for our IT needs.

We utilize Microsoft Access for our data base and Sitefinity for our website. Our website is hosted by OITS.

We contract with the Information Network of Kansas (INK) for credit-card payments.

If I can provide any additional information, please feel free to contact me. As a small agency, we appreciate our relationship with OITS and INK.

Sincerely,



Mack Smith, Executive Secretary  
Kansas State Board of Mortuary Arts  
700 SW Jackson Street, Suite 904  
Topeka, Kansas 66603-3733  
Phone: (785) 296-3980  
Fax: (785) 296-0891  
Email: [mack.smith@ks.gov](mailto:mack.smith@ks.gov)  
Website: <https://ksbma.ks.gov/>

# Kansas State Board of Nursing

## INFORMATION TECHNOLOGY STRATEGIC PLAN



**September 2019**

**Kansas State Board of Nursing**

## Agency and Leadership

- **Agency/Organization Name**
  - Kansas State Board of Nursing
- **Agency/Organization Head**
  - Carol Moreland, MSN, RN, CPM
  - Executive Administrator
  - 900 SW Jackson, Suite 1051
  - Topeka, KS 66612
  - Email: [Carol.moreland@ks.gov](mailto:Carol.moreland@ks.gov)
  - Direct Ext: 785-296-3068
  - Fax: 785-296-3929
- **Agency/Organization CIO/IT Head**
  - Adrian Guerrero, CPM
  - Director of Operations
  - Kansas State Board of Nursing
  - 900 SW Jackson, Suite 1051
  - Topeka, KS 66612
  - Phone: 785-296-5935
  - Fax: 785-296-3929
  - Email: [adrian.guerrero@ks.gov](mailto:adrian.guerrero@ks.gov)
  - Twitter: [www.twitter.com/ksnursingboard](http://www.twitter.com/ksnursingboard)
  - Web Page: <https://ksbn.kansas.gov/>

## Basic Agency Information

- **Vision and 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.
- **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.
- **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.
- **Statutory History**
  - The first Nurse Practice Act was passed in 1913 and has been amended several times. An amendment in 1978 provided for the registration of Advanced Registered Nurse Practitioners. KSA 65-1113, as amended, provides statutory authority for the regulation of the nursing profession. Law governing the regulation of mental health technicians (KSA 65-4201) was originally passed in 1973. Registered Nurse Anesthetist must be authorized to

practice nurse anesthesia as established by KSA 65-1154 in 1986. KAR 60-11-104a as amended in 1999 has given Advance Practice Registered Nurse statutory authority to prescribe controlled medications. The membership and duties of the Board of Nursing are provided for KSA 74-1106, as amended. In April 2018 the Legislature passed HB 2496 which allows Kansas to join the Nurse Licensure Compact (NLC) and issue multi-state RN and LPN licenses. A multi-state license would allow a RN or LPN to practice in all states that are part of the NLC. This was implemented on July 1, 2019.

- **Total Agency Budget**
  - FY2020 - \$3,144,989
- **Goals & Objectives**
  - Licensing and Regulates Nursing Professionals and Mental Health Technicians in Kansas.
  - Objectives -The Kansas State Board of Nursing shall:
  - Establish and implement minimum standards for the practice of nursing and mental health technology through administering and interpreting the Kansas Nurse Practice Act, and the Kansas Mental Health Technicians Licensure Act.
  - License, as nurses and mental health technicians, duly qualified applicants in order to protect and safeguard the health and safety of the citizens of the State of Kansas.
  - Protect the public from persons (a) who are not competent to practice nursing or mental health technology, and (b) who seek to operate a non-accredited school of nursing or mental health technician program.
  - Require evidence of continuing education for re-licensure of all registered nurses, licensed practical nurses, and licensed mental health technicians.
  - Encourage and support a higher level of excellence for nursing education and nursing practice than the minimum standards established by the Board.
  - Approve nursing education programs and approve mental health technician programs which have achieved, and are maintaining, minimum standards and approve providers of continuing education for nurses.
  - Cooperate with appropriate groups in an effort to improve health services for all persons.
  - Provide interpretation and consultation services to individuals and groups in matters relating to the education and practice of the Board's licensees.
  - Consider current and future trends in nursing education and practice and mental health technician education and practice.
- **Agency Business Units**
  - Administration, Operations, Licensing, Education, Investigative, Discipline
- **Agency Funding Mechanism(s)**
  - The agency is entirely fee funded. Revenue is generated by fees charged to individuals and nursing school programs.
- **Number of Employees**
  - 27 FTEs, 11 Board Members, 16 Committee Members (approximately) - KSBN has 2.5 FTE employees that primarily are assigned to assist IT and customer relations. They are highly interconnected with the agency's efforts to assist our customers via our automated eGov and in-house information systems. These positions are multi-skilled and are extremely important components of our overall operations.
- **Number of Kansas Citizen Customers**
  - This number is difficult to determine, all citizens of Kansas and members of the Nurse Licensure Compact, are customers of KSBN in our mission of public protection. We have approximately 76,000 active licenses and 47 schools of nursing.

## Agency IT Challenges

- Name
  - Budget constraints are always of concern to the agency. We are a fee funded agency and must maintain all operations within the agency budget that is generated by fees.
  - Obsolescence of technology and maintaining the budget to replace outdated technology.
  - Information security continues to be a high priority for the agency yet can be challenging given the ever-present and ever-evolving information security landscape. KSBN contracts with the Kansas Information Security Office to act as a double check on our information technology configurations and IPS log monitoring. KISO scan the KSBN infrastructure monthly and provide KSBN IT staff with reports on the findings. KISO also manages the agencies firewalls which are slated to be replaced in last quarter 2019.
  - Although this has not been a major issue for the agency, one concern is to retain top IT talent. KSBN experienced turnover of one IT staff member in 2018 due to an offer for higher salary at another entity. The agency had one IT member hired who was hired in 2000. This member was promoted to the Director of Operations and has multifunction role for the agency that includes oversight of the Licensing, Human Resources, Information Technology and Procurement Departments and serves as a Finance Officer for the agency's budget. An additional IT staff member was added in 2004 to work primarily with the agency infrastructure and database systems. KSBN hired a replacement for the vacancy that primarily oversees the website content management system, eGov customer support and internal desktop support. We have experienced no additional turnover as of date in our IT staff.
  - The procurement process is at times difficult to navigate and is time consuming.
  - Statutory changes that, at times, can include unfunded mandates.

## Agency IT Goals and Objectives

- Name
  - The Board of Nursing is a highly automated agency that has been a model for other state agencies in Kansas and from across the nation. KSBN has fully automated online eGov systems and verification technology that interfaces with educational, national and criminal justice systems and other operational processes.

We are innovative and intentional in our pursuit of excellence. Our agency has accomplished many goals in our 113 years of existence and within the past two decades many of our successes have been from our aggressive push towards automation. We believe that we are; ***"Citizen and Customer Focused - Technology Driven."***

Below is a list to highlight just a few of our noteworthy technological and operational accomplishments:

- We were the first state agency to implement online electronic commerce and license renewals way back in 2001. We helped pass the original legislation that allowed all State of Kansas agencies accept credit cards online. It was the first system of its type in the nation at the time. This was and still is a real-time licensing application that does all our licensing business processes. We were awarded the coveted National Centers for Digital Government Best of Breed Award for leading this effort for government.
- KSBN implemented the Nurse Licensure Compact (NLC) on July 1, 2019. The NLC allows a nurse to have one multistate license with the ability to practice in the home state and other compact states. This law has a major technological component and interfaces with national systems for whose U.S. members include the nursing regulatory bodies in the 50 states, the District of Columbia and four U.S. territories.

With the implementation of the NLC legislation, it allows the citizens of Kansas to have increased access to care while maintaining public protection at the state level. KSBN is committed to remaining at the forefront of reducing the regulatory burden to our licensees, while creating better access to care for those we serve

- We were the first licensing agency to accept Digital Transcripts with the Board of Regents.
- We implemented electronic fingerprinting over 8 years ago, that securely sends information to and from the FBI and KBI.
- We created push notification systems that keep the healthcare community and our licensed population aware of their licensure status. This solution won an award from the University of Kansas, Public Management Center.
- We have mobile friendly web facing content management systems.
- We were one of the first small agencies to implement end-to-end electronic document imaging back in 2004.
- KSBN has utilized social media channels to cross-market our agency information since 2009. These channels have proven as a successful communication medium to inform and interact with our customer base.
- KSBN just 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 first service of its kind in the nation. <https://ksbn.kansas.gov/alexa/>

As such, our agency has many current and future goals and strategic objectives that have information technology, statistical and automation components included. These strategic objectives are primarily tied to the agency strategic plan and agency budget. (See attached *KSBN Strategic Plan July 2019 – June 2022 - <https://ksbn.kansas.gov/wp-content/uploads/2019/09/StrategicPlan.pdf>* )

Many of the strategic objectives are already in progress and/or are on the agency's radar. Almost every agency strategic objective has some sort of IT component embedded within them. (See the corresponding Metrics within the strategic plan that identifies some of the high-level agency objectives.)

KSBN will review any new service requests and/or upgrades of services, to determine if their long term financial funding models will be attainable and sustainable under our existing funding models.

- **Strategic Plan Priority #1 – Item #3**
  - Retain independent status of the Board of Nursing.
- **Strategic Plan Priority #2 – Item #1**
  - Monitor fiscal impact of NLC implementation.
- **Strategic Plan Priority #2 – Item #6:**
  - Maintaining a superior information technology infrastructure.
- **Strategic Plan Priority #2 – Item #7:**
  - Maintain centralized repository to locate status of investigative and discipline cases.
- **Strategic Plan Priority #2 – Item #8:**
  - Maintain and upgrade the electronic storage of agency records.
- **Strategic Plan Priority #2 – Item #1 & #2:**
  - Monitor funding for K-Tracs.
- **Strategic Plan Priority #2 – Item #3 & #4**

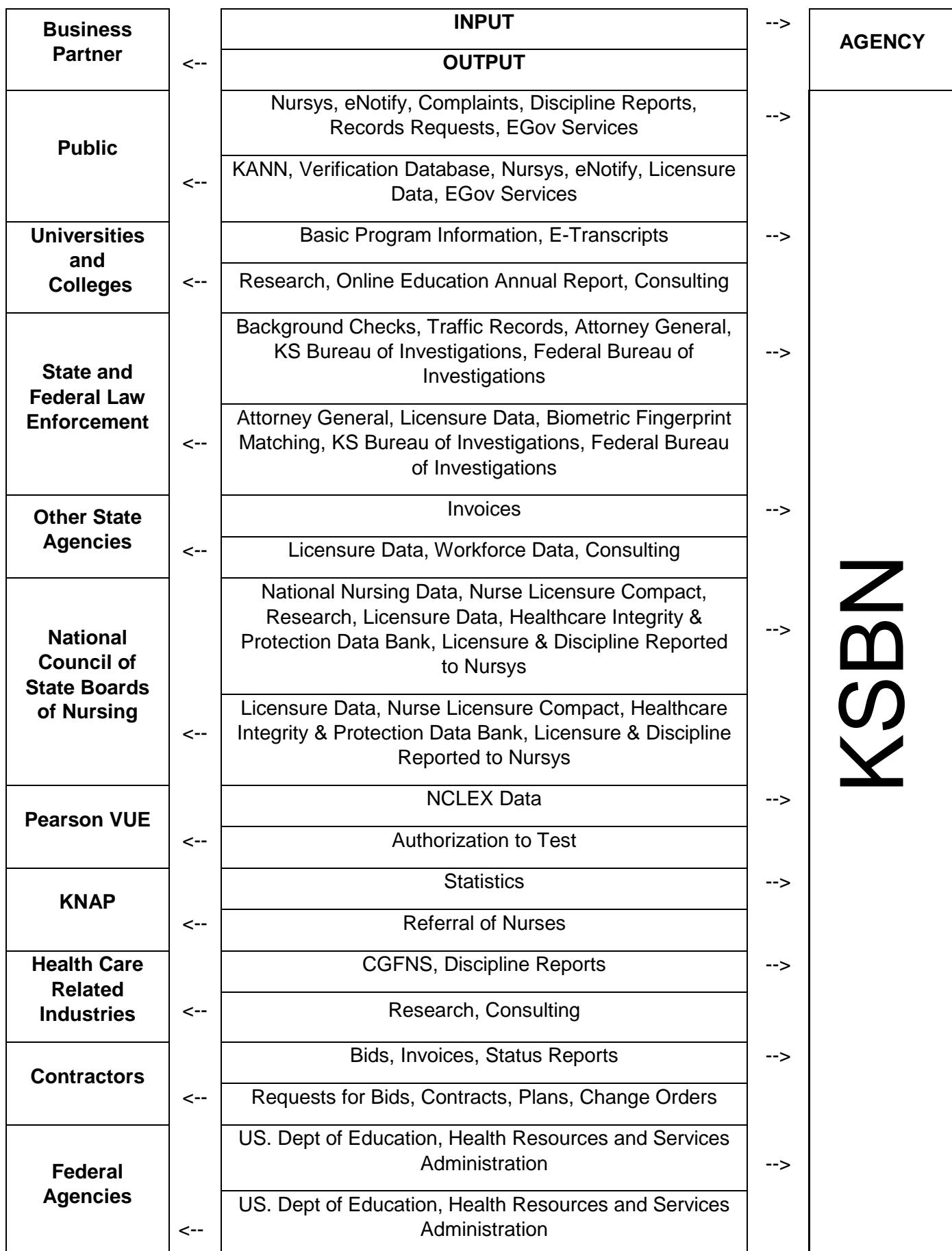
- Develop succession plans for key board members and agency staff
  - Recruit develop & retain qualified staff.
- **Strategic Plan Priority #2 – Item #5**
  - Appropriate orientation of Board members about responsibilities of serving as a Board member.
- **Strategic Plan Priority #3 – Item #1**
  - Applicants will be licensed within 5 - 7 business days after receipt of all required and approved information.
- **Strategic Plan Priority #3 – Item #2**
  - Potential Nurse Practice Act violations submitted to the Board are reviewed and assessed within six months.
- **Strategic Plan Priority #3 – Item #3**
  - Information services provided to consumers and nurses are of high quality and are clear, accurate and current.
- **Strategic Plan Priority #3 – Item #4**
  - Ensure effective methods for consumer feedback to the Board.
- **Strategic Plan Priority #3 – Item #5**
  - Communication pathways between board members, agency staff and consumers is consistent and clear.
- **Strategic Plan Priority #3 – Item #6**
  - Expand digital forms of communication.
- **Strategic Plan Priority #3 – Item #7**
  - Continuous quality improvement for identification, processing adjudication of Nurse Practice Act violations.

○ Given these Board Member driven strategic priorities, below are some of the **IT initiatives tied to the agency Strategic Plan:**

- Work with OITS and state vendors to finalize the move of production data center into the ISG location. - *(This project is funded, and contracts have been signed.)*
- Work with OTIS and state vendors to finalize the move of the backup data center into the new ISG out-of-state location. - *(This project is funded, and contracts have been signed.)*
- Upgrade the licensing software version of MLO. - *(This project is funded by a national grant and contracts have been signed.)*
- Upgrade and migrate all servers that have not already been migrated from Windows 2008 to newer Windows operating systems. - *(Software procured)*
- Migrate the agency Active Directory Servers from Windows 2008 to newer Windows operating systems – *(Servers procured)*
- Upgrade the SQL database servers - *(Software procured)*
- Install new KSBN data backup software. - *(Software procured)*
- Upgrade agency Perceptive Content document management system to the latest build and begin integrating project with Perceptive and System Automation MLO licensing software.
- Activating the workforce survey- *(This project is funded by a national grant and contracts have been signed.)*
- Re-evaluate and implement Investigative Tracking in MLO software.
- Begin alias name tracking online- *(This project is funded by a national grant and contracts have been signed.)*

- Modernize the Online Education Annual Reporting tool with Kansas.gov
- Activating the License Card Printing via User Portals- *(This project is funded by a national grant and contracts have been signed.)*
- NCLEX Imports / Exports. - *(This project is funded by a national grant and contracts have been signed.)*
- Work with KITO to upgrading agency firewalls due to end of life status.
- Upgrade all KSBN staff computers to Windows 2010. - *(PC's procured)*
- Upgrade KSBN Board Member electronic board meeting iPads.
- Update the agency Alexa platform's content to incorporate the nurse licensure compact information.
- Create videos for online user customer help and post via the agency website with the goal of reducing email and phone support inquiries.

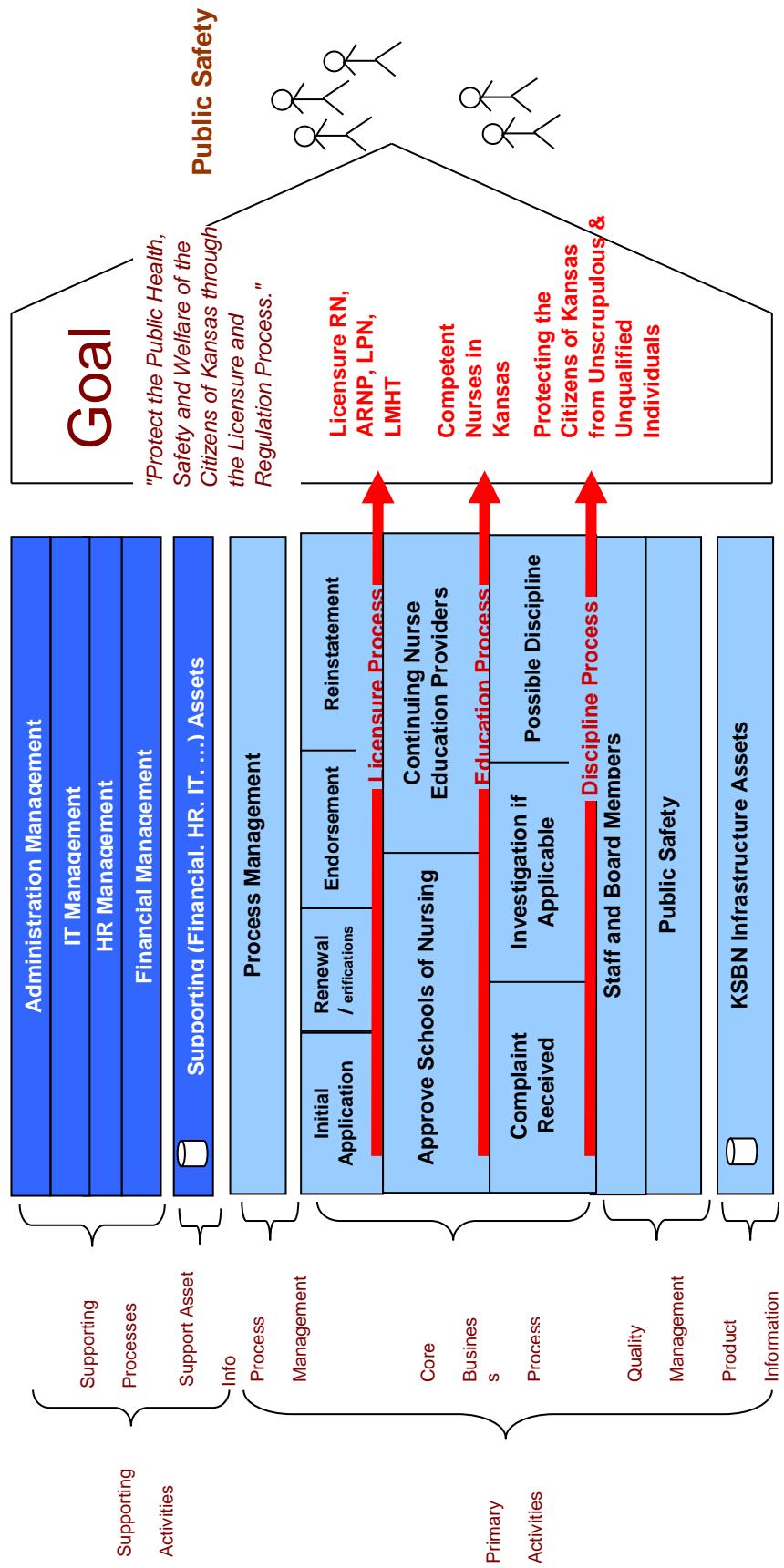
## ENTERPRISE BUSINESS PARTNERS MODEL



KSBN

## ENTERPRISE VALUE CHAIN

# Kansas State Board of Nursing Value Chain



## Kansas State Board of Nursing Strategic Plan July 2019 - June 2022

### **Agency 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.

### **Agency 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.

<b>Priority #1: Promoting Nursing and Allied Health Standards; safe nursing through education, licensure and regulation</b>		<b>Metrics</b>	<b>Performance Assessment</b>
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		
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		
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		
4. Promote safe nursing practice for nurses with multistate nursing licenses	Continue to educate nurses, employers and students regarding NLC		
<b>Priority #2: Fiscal &amp; Human Resources Responsibilities</b>		<b>Metrics</b>	<b>Performance Assessment</b>
1. Monitor fiscal impact of NLC implementation	Monitor licensing statutes and agency budget		
2. Monitor funding for K-Tracs	Monitor regulatory funding for K-Tracs, track impact of increased fee fund transfer for K-Tracs, participate in generating funding solutions.		

**Kansas State Board of Nursing  
Strategic Plan July 2019 - June 2022**

		Priority #3: Maintain Quality Customer Service	Metrics	Performance Assessment
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			
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			
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)			
7. Maintain centralized repository to locate status of investigative and discipline cases	Develop and maintain a uniform database to monitor status of investigative and discipline cases. Train staff and monitor usage.			
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.			

**Kansas State Board of Nursing  
Strategic Plan July 2019 - June 2022**

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.
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
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
6. Expand digital forms of communication	Effective communication will occur utilizing all digital forms
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.

## Agency IT Strategic Plan (3-Year Horizon)

### Agency and Leadership

- Agency/Organization Name: Kansas State Board of Pharmacy
- Agency/Organization Head: Alexandra Blasi, JD, MBA, Executive Secretary
- Agency/Organization CIO/IT Head: n/a

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### Basic Agency Information

- Vision – It is the agency's philosophy that the Board will act in accordance with the highest standards of ethics, accountability, efficiency, and openness. The Board subscribes to the ideal that pharmacy practice 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. In carrying out our mission, we will strive to be courteous, professional, flexible, honest, and helpful in all dealings with the public and the regulated community. We will strive to provide the public with clear, easy-to-understand, and accurate information about services. We will strive to actively listen so we can better anticipate the needs of the public and regulated community and be fully responsive to their concerns regarding our services.
- Mission – The mission of the Kansas State Board of Pharmacy is to ensure that all persons and entities conducting business relating to the practice of pharmacy in this state, are properly licensed and registered. This will protect the public's health, safety and welfare as well as promote the education and understanding of pharmacy related practices.
- Total Budget – FY 2020 \$2,892,565; FY 2021 \$2,999,975
- Goals & Objectives
  - The Regulatory Program enables the Board to carry out its licensing and compliance activities, and has the following goals:
    - Assurance of statutory compliance regarding compounding and dispensing of prescription drugs and maintenance of professional practice standards;
    - Assurance of statutory compliance regarding manufacture, distribution, and sale of prescription and non-prescription drugs and devices;
    - Protection of the public against the unprofessional, improper, unauthorized, and unqualified practice of pharmacy;
    - Assurance of the competency of licensed pharmacists, pharmacy students, and registered pharmacy technicians by requiring passage of examinations and continuing education thereafter;
    - Prevention of drug diversion and substance use disorder; and
    - Education on pharmacy and prescribing trends.

- The Drug Monitoring Program authorizes the Board to protect Kansas citizens with the goals of overseeing, tracking, and monitoring the dispensing/sale of controlled substances, drugs of concern, and over-the-counter methamphetamine precursors, as well as administering the Kansas Medication Disposal Program and Utilization of Unused Medication Donation Program.
- Agency Business Units – 531
- Agency Funding Mechanism(s) – Kansas Board of Pharmacy Fee Fund
- Number of Employees – 14 FT, 2 PT
- Number of Kansas Citizen Customers – 21,418 licensees and registrants
- Agency/Organization CIO/IT Head – n/a

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### Basic Agency IT Information

- Vision - It is the agency's philosophy that the Board will act in accordance with the highest standards of ethics, accountability, efficiency, and openness in information technology, while ensuring a high degree of information security and protection of private information, including health information.
- Mission – The IT mission of the Kansas State Board of Pharmacy is to ensure that all persons and entities (including employees) that conduct business with the Board have adequate and efficient access to Board services through high quality technology, and that all private information maintained by the Board is afforded sufficient protection and confidentiality.
- Budget (please respond “None” if there is no IT-specific budget) – None
- Number of Employees and Annualized Attrition Rate – n/a
- Agency/Organization CIO/IT Head – n/a

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### Agency IT Challenges

Please provide information regarding the challenges facing your IT organization which impact your overall ability to achieve your IT goals and objectives in this section. Please use the categories provided so that we can better identify and address common concerns.

- Name – Limited IT support
- Summary Statement – Though the Board utilizes hourly OITS services to assist with agency operations, the Board has no internal IT staff and is not currently part of the OITS environment. As a result, the Board has a rather piecemeal IT support system and only utilizes services when IT issues affect agency function.
- Category (Attrition/Recruiting/Talent Gap, Technology Obsolescence, **Budget Constraints/Funding**, Statutory Changes, **Process Immaturity**, Vendor Issues, Other)
- Priority (High, Medium, Low) - Medium
- Detailed Description – The Board and OITS have already initiated meetings to develop a process and timeline for the Board to come into the OITS network environment,

including increased use of Sharepoint, OneDrive, OITS contractual subscription services for ongoing support, and more. The Board anticipates a full conversion to OITS services within FY 2020 and has already received approval to expend funds sufficient to meet increased IT costs.

- Name – Servers
- Summary Statement – The Board servers and hard drives have been maintained but are in need of upcoming replacement and are currently stored in a non-secure area with minimal backup.
- Category (Attrition/Recruiting/Talent Gap, Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity, Vendor Issues, Other)
- Priority (High, Medium, Low)
- Detailed Description – For many years, the Board hosted and maintained its own servers and hard drives in the office for all day-to-day files, complaint management system, licensing system, and other IT needs. The Board has never hosted the Kansas Prescription Drug Monitoring Program (K-TRACS); it is hosted offsite by the Board's vendor. In 2017, the Board contracted for hosting and maintenance of its licensing software through its vendor eCash Software Solutions (contract now assigned to NetPoint Hosting), which removed that system from the Board office servers. The Board plans to migrate the compliance management system into this licensing system in Winter 2019. However, the Board's servers are still located in the Topeka office with minimal backup and house all day-to-day documents and correspondence not otherwise uploaded to the licensing system or K-TRACS. This creates a vulnerability and past server failures have caused operational interruption to Board business. In addition, the servers are in need of upcoming replacement.

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#### Agency IT Goals (IT Strategic goals that your organization is working on or planning to initiate)

- Name – Continue to improve; Increase efficiency and reduce costs/risks
- Category (Service Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, **IT Support Improvement/Agility, Application Modernization, Security, Other**)
- Start Date, End Date – 6/1/2016 – 6/30/2021
- 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 Outcome – High-functioning, secure IT environment that is an agency asset.
- Agency/Organization CIO/IT Head – n/a

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Agency IT Objectives (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- Name – Snack and Scan
- Name of IT Goal or Agency Goal Supported: Continue to improve; Increase efficiency and reduce costs/risks
- Budgeted (Y/N), Budget (if available) – None, included in FY2020 and FY2021 budgets for staff work time and document shredding
- Start Date, End Date: 7/1/2018 – indefinite
- 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 Outcome
  - 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
  
- Name – Migrate to OITS Environment
- Name of IT Goal or Agency Goal Supported: Continue to improve; Increase efficiency and reduce costs/risks
- Budgeted (Y/N), Budget (if available) – Yes, budgeted as contractual services for FY2020 and FY2021
- Start Date, End Date: 9/15/2018 – 6/30/2020
- 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 Outcome
  - 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 (HelpDesk)
  - 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

- Name – Kansas Prescription Drug Monitoring Program (K-TRACS)
- Name of IT Goal or Agency Goal Supported: Continue to improve; Increase efficiency and reduce costs/risks
- Budgeted (Y/N), Budget (if available) – No
- Start Date, End Date: 1/1/2021 – 7/31/2021
- 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 Outcome
  - Ensure ongoing security and functionality of K-TRACS
- Name – Web Accessibility
- Name of IT Goal or Agency Goal Supported: Continue to improve; Increase efficiency and reduce costs/risks
- Budgeted (Y/N), Budget (if available) – No
- Start Date, End Date: 10/1/2019 – 6/30/2021
- Description – Test and update, as necessary, the Board, K-TRACS, and elicense websites to comply with state web accessibility standards and mobile responsive web requirements.
- Desired Outcome
  - Comply with ADA and web accessibility standards
  - Improve mobile responsive capabilities to increase access to online Board content and applications

Approved by the Board: September 11, 2019

Respectfully submitted,

Alexandra Blasi, JD, MBA  
Executive Secretary

## ***Agency and Leadership***

Agency/Organization Name: KANSAS STATE GAMING AGENCY

Agency/Organization Head: KALA LOOMIS, Executive Director

Agency/Organization CIO/IT Head: RODNEY TIBBITS

### *Basic Agency Information*

Vision: Promote and maintain the public's trust in Kansas tribal gaming operations and to perform our duties in the most effective and efficient manner possible.

Mission: To uphold the integrity of tribal gaming operations in Kansas by enforcing the Tribal-State Gaming Compacts, the Tribal Gaming Oversight Act and applicable law.

Total Budget: \$1.55 million

## **Goals and Objectives**

The State Gaming Agency shall be responsible for the oversight of Class III gaming at the Kansas tribal casinos and shall perform the duties of the State Gaming Agency as provided by Tribal-State Gaming Compacts, The Tribal Gaming Oversight Act and applicable laws.

## **Agency Business Units**

Executive Director, Management, Agents, Investigators and support personnel

## **Agency Funding Mechanism(s)**

Tribal State Compacts, Section 25: State Assessment for Costs of Oversight and the Tribal Gaming Oversight Act 74-9801 to 9809.

**Number of Employees:** 15.5

## **Number of Kansas Citizen Customers**

We deal with oversight concerning tribal casino staff, Tribal Councils, Tribal Gaming Commissions and patrons of those casinos. We do not actually have customers.

### *Basic Agency IT Information*

Vision: To safeguard all agency information and provide our users with the most up to date infrastructure and support.

Mission: To protect agency information and to provide our users with a safe and stable I.T. environment.

Budget: None

Number of Employees and Annualized Attrition Rate

15.5 with a very low attrition rate.

Agency/Organization CIO/IT Head: RODNEY TIBBITS

*Agency IT Challenges*

### **Vendors/Contractors and Security**

- Need a better way for state agencies to purchase needed items and a more efficient way to select contractor/vendors. This will allow us to keep up with the ever changing I.T. world and the issues with security. More opportunity for training for I.T. personnel.
- Budget Constraints/Funding: In the I.T. world, things are always changing and are costly, whether it be software or hardware. I.T. changes so fast with product updates and new patches to secure systems. It is hard to project any long-term budget especially with mandates that require specific functions or new software/hardware. With the specific rules and regulations to purchase these items, it causes harmful delays and possibly adds un-needed expenses.
- Vendor Issues: This is another problem for state agencies having to go through third party vendors that do not supply support for the products they sell. If there are issues, you still must contact the parent company for support.
- Priority (High, Medium, Low)
- High
- Detail Description
- As an example, whenever we purchase software/licenses or maintain updates from SHI, they contact the company that makes the software and then they get a quote which they pass on to the state agencies. I could contact the specific companies and purchase direct from them with the discount applied. This would allow me to have a contact within the company that could be helpful with future issues.  
There have been times when we have purchased software updates from SHI and never received the new licenses. I then must contact SHI again and they in turn recontact the company and then forward them to us. This is an inefficient communication process. SHI has previously quoted wrong products because they are not correctly informed about all the products that we use and those that are for sell. When I have questions concerning these products, they have us contact the parent company for answers. For agencies with smaller budgets, it is concerning when I can find the products through other means and they are much cheaper. It would be more accurate and efficient to deal directly with the companies that sell and maintain the products.

*Agency IT Goals (IT Strategic goals that your organization is working on or planning to initiate)*

Name

**CYBER-SECURITY**

- SECURITY

- 3/2019, UNKNOWN
- NEW CYBER-SECURITY PLAN
- To be compliant with the new law and provide the safest possible I.T. environment.

*Agency IT Objectives (Specific programs, projects or initiatives to support achievement of a strategic IT goal)*

**DESKTOP DEPLOYMENT** 1 to include purchase of up to date software and hardware.

- Desktop Deployment 1
- Budgeted (Y/N), Budget (if available): YES
- Start Date, End Date: 8/2019 TO 12/2019
- 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.

# Kansas State Historical Society

Jennie Chinn, Executive Director

IT Supervisor, Matt Veatch

Submitted September 16, 2019

## **BASIC AGENCY INFORMATION**

**Agency Mission:** To actively preserve and share Kansas history by collecting, preserving, and interpreting state government and history to enhance government transparency, provide economic development assistance, and educate students and families of Kansas.

**Agency Total Budget:**

FY 2020 - \$7,692,658

FY 2021 - \$8,198,377

**Goals and Objectives:**

**A. Goal: All Historical Society collections are transparent to the public.**

*Objective 1:* Process all government records series as quickly as possible after transfer to eliminate the accumulation of large backlogs.

*Strategy:* Process 100% Governor Brownback's papers by the end of FY 2021. K.S.A. 75-104 determines when the records will be open to the public.

*Objective 2:* Integrate collection management systems with a single point of online public access to all metadata and to digital versions of KSHS collection materials.

*Objective 3:* Develop digital versions of select collection items to annually increase the number of items available to the public online.

*Strategy:* Complete the digitization of 100% of the agency's pre-1923 newspapers by the end of FY 2020 - *completed*.

*Objective 4:* Assist the public with accessing original collection items in person through the operations of a research room.

**B. Goal: A strategic approach is taken to build collections.**

*Objective 1:* Develop a plan to be proactive in collecting 21st century Kansas, including local newspapers.

*Objective 2:* Collect non-government digitally born materials.

*Objective 3:* Prioritize collection items for care and use.

**C. Goal: All state records of enduring value are properly preserved and accessible to the public unless restricted by statute.**

*Objective 1:* Formally work with state agencies to ensure that records of enduring value are properly identified and preserved.

*Objective 2:* Ensure the KEEP digital archives continues to meet international standards for digital preservation.

*Objective 3:* Review and revise on a regular basis all records retention and disposition schedules.

*Strategy:* The Records Review Board will meet at least quarterly through FY 2021.

*Objective 4:* Create easy to use online tool box for records management.

*Objective 5:* Partner with the Land Survey Association and KDOT to develop technology so that all surveyors may submit reference reports and filing fees electronically and have online access to all reports, plats, and field notes.

**D. Goal: State collections are stored in climate-controlled spaces to assist in their preservation.**

*Objective 1:* Keep building systems in good working order and maintain 24-hour security to protect the state's assets.

*Objective 2:* Ensure that the agency's information technology infrastructure is protected and secured.

*Strategy:* For the long-term safety of the state's digital records implement additional redundant storage by the end of FY 2021.

**E. Goal: All state historic sites are being actively preserved using national standards.**

*Objective 1:* Over time negotiate the nature of local partnerships for the daily operations of the state historic sites while identifying the preservation of the structures as a critical responsibility of the state.

*Strategy:* Work with the Friends of the First Territorial Capitol to renegotiate the partnership agreement by the end of FY 2020.

*Objective 2:* Complete biannual inspections of each state historic site to assess the condition of structures and grounds.

*Objective 3:* Develop specific grant proposals to obtain non-state funding for major repairs at the state historic sites.

**F. Goal: Communities in Kansas recognize the economic impact of their local cultural resources and know how to preserve them.**

*Objective 1:* Work with individual communities to expand the number of Certified Local Governments (CLG) in Kansas that work to ensure the preservation of the community's historic resources.

*Strategy:* Work with Hays to see if CLG status would assist the city in preserving its historic buildings.

*Objective 2:* Integrate preservation education and site stewardship into appropriate programs.

*Objective 3:* Develop a program to “certify” workers in preservation trade skills such as historic window repair and stone work.

*Strategy:* Develop a partnership with at least one technical school in the state by the end of FY 2021.

*Objective 4:* Establish guidelines for a state and local historic markers program that is self-sustaining and meets the needs of the state’s communities.

*Objective 5:* Assist communities and property owners in a timely manner to comply with federal and state preservation laws and restrictions.

*Strategy:* Implement an online system that reduces by half the legally allowed response time for all federal 106 reviews by the end of FY 2019 - *completed*.

**G. Goal: Owners of historic properties can access incentives provided through state and federal programs.**

*Objective 1:* Actively assist property owners who wish to pursue listing in the National Register of Historic Places or the Register of Historic Kansas Places in a timely manner.

*Strategy:* Evaluate all materials that assist citizens through this process and redevelop to make them easier and more transparent by the end of FY 2020.

*Objective 2:* Offer financial incentives to property owners to assist in the preservation of listed historic properties through grants and tax credits.

*Strategy:* Develop quarterly webinars to clarify the process for obtaining financial assistance through Heritage Trust Fund grants and state and federal tax credits by the end of FY 2020 - *Started*.

**H. Goal: The Kansas Historical Society is recognized as an asset to the state of Kansas that promotes the state’s history and creates measurable economic activity.**

*Objective 1:* Redevelop the Kansas Museum of History as an attraction with unique, interactive, and fun exhibits for all ages.

*Strategy:* Develop the complete exhibit script by the end of FY 2021.

*Objective 2:* Increase seasonal tourism at the state operated historic sites allowing for more sustainability in funding.

*Objective 3:* Create a sustainable business plan to increase participation in agency programming.

*Objective 4:* Reimagine and redevelop the historic Potawatomi Mission (Topeka) to better meet the needs of the public.

*Strategy:* Develop a use and interpret plan for the mission by the end of FY 2021.

*Objective 5:* Redevelop the Kaw Mission State Historic Site in Council Grove as a Santa Fe Trail center, focusing on the Last Chance Store as a major teaching tool.

*Strategy:* Complete capital improvements by the conclusion of 2020.

*Strategy:* Complete the reinterpretation by January 2021 to commemorate the bicentennial of the Santa Fe Trail.

**I. Goal: The people of Kansas are given access and information to their government through the Capitol Visitor Center.**

*Objective 1:* Provide easy access to information on state government to the public in a variety of formats.

*Strategy:* Work with the Department of Wildlife, Parks, and Tourism to develop a plan by 2021 to better showcase the attractions of Kansas in the Capitol.

*Objective 2:* Develop exhibits and programs in the visitor center that inspire Kansans to think about their own civic responsibility.

*Strategy:* Develop a small exhibit on Kansas symbols in the visitor center to be completed by the end of FY 2020.

**J. 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:* Increase the percentage of homeschool visits to the Kansas Museum of History by 10% at the end of FY 2021.

*Strategy:* Produce a new version of the 7<sup>th</sup> grade textbook on Kansas history by the end of FY 2022.

*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 7<sup>th</sup> grade Kansas history teachers from across the state to determine the needed aspects for an online curriculum.

*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*.

*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 complete.*

**K. 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 by FY 2021 that is mobile friendly.

*Objective 2:* Develop a plan to enhance agency access to targeted audiences through social media.

*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."

**L. Goal: 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.

*Strategy:* Modernize *Kansas Memory* using grant funds and launch in FY 2022.

*Objective 4:* Select a new museum collection's catalogue program to replace current outdated one.

**M. Goal: The Kansas Historical Society operates as one agency rather than component parts.**

*Objective 1:* The organizational structure is efficient yet flexible enough to meet changing agency needs and is reevaluated on an annual basis.

*Objective 2:* Identify ways to recruit and retain the next generation of agency leaders.

**N. Goal: The annual operations of the Kansas Historical Society are securely funded through a sound financial plan.**

*Objective 1:* Collect fees for services when appropriate, reevaluating fees as needed.

*Objective 2:* Work with the Kansas Historical Foundation to raise money annually through grants and private donations.

*Strategy:* Foundation will complete major fundraising campaign for new exhibits for the Kansas Museum of History by FY 2022 and serve as fiscal agent of the exhibit design and installation. Overall project management will be completed by the state agency.

*Objective 3:* Work with the Kansas Historical Foundation to maximize the profits from retail sales directing a portion of the revenues to tour guides at the Capitol.

*Objective 4:* Engage in productive partnerships to broaden the agency's reach, address new audiences, and stretch existing resources.

## **O. Goal: The Kansas Historical Society is a well-run organization.**

*Objective 1:* The agency operates clean and safe facilities and grounds for the use of the public.

*Objective 2:* The agency adheres to all federal, state, and local laws and follows all policies of the State of Kansas.

*Objective 3:* The Kansas Historical Society is viewed as an ethical institution that represents the needs of all Kansans.

### **Agency Business Units:**

1. Archives
2. Cultural Resources
3. Education/Museum
4. Administration

**Agency Funding:** State General Fund, Fee Funds, Federal funds, Donations.

**Number of Employees:** 58 Full Time Equivalent(FTE); 6 Non-FTE, 56 temporary, part-time & Intermittent.

**Number of Kansas Citizen Customers:** We facilitate more than 14,000,000 visitors annually through in-person and digital interactions. We are currently unable to distinguish non-Kansas, United States and International digital visitors within this number.

**IT Supervisor:** Matt Veatch

### **AGENCY IT INFORMATION**

#### **IT Mission**

To leverage IT to actively preserve and share Kansas history by collecting, preserving, and interpreting state government and history to enhance government transparency, provide economic development assistance, and educate students and families of Kansas.

**IT Budget:**

FY 2020 – \$553,444

FY 2021 - \$521,167

**Employees:** 3.15 FTE, currently no attrition rate calculated.

**IT Supervisor:** Matt Veatch

**AGENCY IT CHALLENGES**

Ninety-nine percent (99%) of the Kansas Historical Society's annual audience comes to its programs through technology. This is a major change from the first 142 years of the organization's life. The Kansas Historical Society is charged with ensuring government transparency by making sure documents and artifacts of enduring value are preserved and accessible to the public. Providing access to these items online is effective but expensive. We currently store 100 terabytes of original data. The agency also stores at least one back-up copy of the information. We have averaged a growth rate of 10-17 terabytes per year. We are grateful for the IT enhancement that is reflected in the FY2021. Rising fees paid to OITS, continue to be a challenge.

**AGENCY IT GOALS AND OBJECTIVES**

**A. *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:* Increase the percentage of homeschool visits to the Kansas Museum of History by 10% at the end of FY 2021.

*Strategy:* Produce a new version of the 7<sup>th</sup> grade textbook on Kansas history by the end of FY 2022.

*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 7<sup>th</sup> grade Kansas history teachers from across the state to determine the needed aspects for an online curriculum.

*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*.

*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 complete.*

**B. 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 by FY 2021 that is mobile friendly.

*Objective 2:* Develop a plan to enhance agency access to targeted audiences through social media.

*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."

**C. Goal: 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.

*Strategy:* Modernize *Kansas Memory* using grant funds and launch in FY 2022.

*Objective 4:* Select a new museum collection's catalogue program to replace current outdated one.

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

September 3, 2019

## Agency and Leadership

- Agency/Organization Name: Kansas State University/Information Technology Services
- Agency/Organization Head: Richard B. Myers, President
- Agency/Organization CIO/IT Head: Gary Pratt

## Basic Agency Information

### Vision

By 2025, Kansas State University will be recognized as one of the nation's Top 50 Public Research Universities.

Source: <https://www.k-state.edu/2025/plan/goals/>

### Mission

The mission of Kansas State University is to foster excellent teaching, research, and service that develop a highly skilled and educated citizenry necessary to advancing the well-being of Kansas, the nation, and the international community. The university embraces diversity, encourages engagement and is committed to the discovery of knowledge, the education of undergraduate and graduate students, and improvement in the quality of life and standard of living of those we serve.

Kansas State University is a comprehensive, research, land-grant institution serving students and the people of Kansas, the nation, and the world. Since its founding in 1863, the university has evolved into a modern institution of higher education, committed to quality programs, and responsive to a rapidly changing world and the aspirations of an increasingly diverse society. Together with other major comprehensive universities, K-State shares responsibilities for developing human potential, expanding knowledge, enriching cultural expression, and extending its expertise to individuals, business, education, and government. These responsibilities are addressed through an array of undergraduate and graduate degree programs, research and creative activities, and outreach and public service programs. In addition, its land-grant mandate, based on federal and state legislation, establishes a focus to its instructional, research, and extension activities which is unique among the Regents' institutions.

Through quality teaching, the university is committed to provide all students with opportunities to develop the knowledge, understanding, and skills characteristic of an educated person. It is also pledged to prepare students for successful employment or advanced studies through a variety of disciplinary and professional degree programs. To meet these intentions, the institution dedicates itself to providing academic and extracurricular learning experiences which promote and value both excellence and cultural diversity. K-State prepares its students to be informed, productive, and responsible citizens who actively participate in advancing cultural, educational, economic, scientific, and socio-political undertakings.

Research and other creative endeavors comprise an essential component of K-State's mission. All faculty members contribute to the discovery and dissemination of new knowledge, applications and products. These efforts, supported by public and private resources, are conducted in an atmosphere of open inquiry and academic freedom. Basic to the pursuit of this mission is the university's commitment to broad-based programs in graduate education at both the master's and doctoral levels.

Faculty, staff, and administrators share their expertise through service to the university and disciplinary organizations via outreach, engagement and extension-related activities. Their work provides support to numerous projects related to the goals, missions or aspirations of the departments, colleges of the university, and to the members of the professional community. Through outreach and engagement initiatives, partnerships are established with various stakeholders to translate knowledge and basic research into applications that address public needs. These service activities are integrally related to the land-grant mission.

Extension is governed by Kansas statutes that empower elected county councils and district governing boards with authority and responsibility to assess needs and conduct a local educational program in cooperation with Kansas State

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

University and the United States Department of Agriculture. A network of local extension professionals and volunteers link Kansas State University faculty, the National Cooperative Extension System to the USDA, which produces high-quality educational programs.

Source: <https://www.k-state.edu/about/mission/>

**Total Budget** - \$899.7 m. A summary of the budget is available from <https://www.k-state.edu/budget/Fact%20Card%20FY19.pdf>

## Goals & Objectives

### Research, Scholarly and Creative Activities, and Discovery

Create a culture of excellence that results in flourishing, sustainable, and widely recognized research, scholarly and creative activities, and discovery in a variety of disciplines and endeavors that benefit society as a whole.

### Undergraduate Educational Experience

Build a connected, diverse, empowered, engaged, participatory culture of learning and excellence that promotes undergraduate student success and prepares students for their professional, community, social, and personal lives.

### Graduate Scholarly Experience

Advance a culture of excellence that attracts highly talented, diverse graduate students and produces graduates recognized as outstanding in their respective professions.

### Engagement, Extension, Outreach, and Service

Be a national leader and model for a re-invented and transformed public research land-grant university integrating research, education, and engagement.

### Faculty and Staff

Foster a work environment that encourages creativity, excellence, and high morale in faculty and staff, responds to changing needs, embraces diversity, values communication and collaboration, and is respectful, trusting, fair, and collegial for all.

### Facilities and Infrastructure

Provide facilities and infrastructure that meet our evolving needs at a competitive level with our benchmark institutions and are an asset to recruit and retain quality students, faculty, researchers, and staff.

### Athletics

Strengthen the interconnectivity between intercollegiate athletics and the campus community to prepare our student-athletes for success in school, in sport, and after graduation and benefit our university, community, and state.

Source: <https://www.k-state.edu/2025/plan/goals/>

## **Agency Business Units - the organizational chart is available from**

<https://www.k-state.edu/provost/universityhb/documents/univorgchart.pdf>

## **Agency Funding Mechanism(s)**

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## KANSAS STATE UNIVERSITY BUDGET BY FUND Fiscal Year 2018-2019

Funding Source	Millions	% of Total
State Appropriations.....	\$162.3	18.0%
Student Tuition .....	\$235.0	26.1%
Veterinary Health Care Center.....	\$21.1	2.3%
Gifts, Grants, Research Contracts & Other.....	\$316.1	35.1%
Auxiliary Enterprises.....	\$59.7	6.6%
Service Cleaning.....	\$24.8	2.8%
Local Agencies.....	\$80.7	9.1%
<b>TOTAL BUDGETED.....</b>	<b>\$899.7</b>	<b>100.0%</b>

Source: <https://www.k-state.edu/budget/Fact%20Card%20FY19.pdf>

**Number of Employees - 2019 – 5,175**

Source: <https://www.k-state.edu/pa/faculty/10yearTotals.pdf>

**Number of Kansas Citizen Customers** - 15,599 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.k-state.edu/about/stateandareamaps.html>

## **Basic Agency IT Information**

**Vision:** One IT community: Enabling through technology.

### **Mission**

We are dedicated to the success of students, faculty and staff at Kansas State University. We will operate as a unified IT community to deliver seamless and secure IT services that enable institutional excellence in student success, research, service, and engagement.

We will leverage a modern, scalable network and computing infrastructure, use transparent management and decision-making processes, and work in an integrative and collaborative manner. As stewards of IT resources, we will intentionally measure and continuously improve IT performance and capacity, and take strategic risks to foster innovation. We will invest in the growth and development of IT professionals across the university.

The trusted partnership between One IT and our stakeholders is grounded in the land grant mission.

### **Guiding Principles**

The foundation of our success includes our people, effective IT governance, high-performance IT service delivery, and excellence in communications and collaboration. In support of those

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

beliefs, as One IT community, we have adopted the following guiding principles:

- **Affirm our focus on K-Staters** – One IT nurtures a customer-centric, outwardly-focused culture, while cultivating awareness of technology and solutions.
- **Grow an evolving IT community** – One IT grows individuals and evolves as a community, understanding that when one of us excels, we all excel. We strive to work collaboratively as a distributed IT community to achieve common goals. We foster growth and development among IT staff while improving the ability to attract and retain IT staff to develop relevant skills to flexibly meet IT needs.
- **Lead with transparency** – One IT is transparent in its operations, decision making, policies, and purchasing efforts. We will work cooperatively with stakeholders in an environment of shared governance to ensure that we serve the university in an open and responsive manner.
- **Serve as responsible stewards** – One IT manages resources entrusted to us with compassion and good judgement in support of those we serve. We will continue to enhance operational efficiencies through partnership, collaboration and communication.

These principles define the approach of One IT to achieve our strategic goals. Success will be determined by application of the appropriate critical success factors at the operational level.

## **Budget**

2018-2019 IT Budget - \$20,928,455 - includes State of Kansas funds and other sources of revenue such as tuition and fees.

Source: SLA summary for Responsibility Centered Management model

## **Number of Employees and Annualized Attrition Rate**

There are 131 budgeted positions within central IT. There are an additional 129 distributed IT staff who are budgeted through departments that work closely with central IT but not funded through central IT. In 2018-2019, the attrition rate for IT staff was approximately 5%.

## **Agency IT Challenges**

- Name
- Summary Statement
- Category (Attrition/Recruiting/Talent Gap, Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity, Vendor Issues, Other)

## **Attrition/Recruiting/Talent Gap**

Along with budget reductions and reduction in the work force coupled with infrastructure options, demands by our customer base, security issues and more, K-State ITS must maintain an agile, flexible, and skilled workforce. Providing for and funding professional development to meet these demands is an opportunity to grow a 21<sup>st</sup> century workforce.

## **Technology Obsolescence**

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

A fire on the roof of Hale Library, which houses the primary data center, reduced the life span of the on-premises hardware. The result accelerated the timeline for K-State to evaluate and implement innovative solutions for IT service delivery including an emphasis on modernizing the infrastructure and a move to a cloud first strategy.

### Budget Constraints/Funding

For FY2020, K-State Information Technology Services received a 5% or \$553,000 budget cut to the general use fund budget. With recurring cuts over the last ten years, the result will be a work force reduction of 6-7 staff positions among other cuts to services to make up the shortfall. ITS is using business process analysis to determine if there are improvements to be made as part of maturing our organization and/or eliminate outdated, duplicative or unnecessary services.

In the fall of 2017, the university began the process of modernizing their funding model with a goal of encouraging enrollment growth, incentivizing and aligning with K-State 2025 priorities, energizing innovation, providing greater financial accountability, and preserving mission-critical activities in support of K-State's land-grant mission. The resulting budget model categorizes ITS as one of seven service centers. This designation allows ITS to share their story including the services provided and the cost to provide these services to the campus community.

### Statutory Changes

Ongoing security and compliance – Meeting security and compliance requirements and the role of IT in meeting regulations continues to be a top priority including those outlined for [Controlled Unclassified Information \(CUI\)](#) and [General Data Protection Regulation \(GDPR\)](#) to name a few.

### Process Immaturity

Process maturation is part of continual improvement efforts. Those efforts have focused on the implementation of ITIL for managing IT services. The most recent update of ITIL, version 4, was released in February. That update, along with growing experience using Lean Six Sigma in business processes, will contribute toward maturing IT service management processes.

### Vendor Issues

An increasing number of vendors directly contact business units. The acquisition challenges from an IT perspective include a timely review of products and services while minimizing risk to K-State. Reviews currently address accessibility (VPAT), data security and privacy (HECVAT, GDPR), and adherence to K-State policies.

### Other

**Strategic Enrollment Management** – In September of 2017, Richard Myers, President Kansas State University, announced that K-State was embarking on the process to critically evaluate enrollment. With the assistance of a consulting firm, K-State was able to observe and set goals around seven themes. While there are technology ramifications associated with each of the themes, one of the most aggressive timelines was linked to the rollout of a new Constituent Relationship Management system.

Refresh of K-State 2025 - The university strategic plan describes K-State's aspirations and goals for K-State in 2025. Included in the plan is the Visionary Goal --- "By 2025, Kansas State University will be

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

recognized as one of the nation's Top 50 Public Research Universities." A refresh of K-State 2025 is currently underway, which will impact the IT Strategic Plan.

## Agency IT Goals

### **Name: GOAL: Unify Organization and Governance**

Category (**Service Consolidation**, Digitization/Online Services, **Data Governance**, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, **IT Support Improvement/Agility**, Application Modernization, Security, Other). NOTE: Relevant categories are in **bold**.

Start Date, End Date: Fall 2018, June 2022

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.

Agency/Organization CIO/IT Head – Gary Pratt, CIO

### **Name: GOAL: Modernize Infrastructure**

Category (Service Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, **Enterprise Applications**, **Hardware/Infrastructure**, **IT Support Improvement/Agility**, **Application Modernization**, **Security**, Other)

Start Date, End Date: Fall 2018, June 2022

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.

Agency/Organization CIO/IT Head – Gary Pratt, CIO

### **Name: GOAL: Re-architect Enterprise Applications**

Category (Service Consolidation, Digitization/Online Services, Data Governance, **Desktop/Productivity**, **Enterprise Applications**, **Hardware/Infrastructure**, **IT Support Improvement/Agility**, **Application Modernization**, **Security**, Other)

Start Date, End Date: Fall 2018, June 2022

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.

Agency/Organization CIO/IT Head – Gary Pratt, CIO

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## **Name: GOAL: Strengthen Communications and Feedback**

Category (Service Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, **IT Support Improvement/Agility**, Application Modernization, Security, **Other**)

Start Date, End Date: Fall 2018, June 2022

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.

Agency/Organization CIO/IT Head – Gary Pratt, CIO

## **Name: GOAL: Enhance User Experience**

Category (Service Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, **IT Support Improvement/Agility**, Application Modernization, Security, **Other**)

Start Date, End Date: Fall 2018, June 2022

Description: Deploy solutions that facilitate a consistent user experience.

Desired Outcome: Enhance the overall user experience.

Agency/Organization CIO/IT Head – Gary Pratt, CIO

## **Name: GOAL: Evaluate IT Service Delivery**

Category (**Service Consolidation**, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, **IT Support Improvement/Agility**, Application Modernization, **Security**, **Other**)

Start Date, End Date: Fall 2018, June 2022

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.

Agency/Organization CIO/IT Head – Gary Pratt, CIO

## **Name: GOAL: Enable IT for Research**

Category (Service Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, **IT Support Improvement/Agility**, Application Modernization, Security, **Other**)

Start Date, End Date: Fall 2018, June 2022

Description: Establish an approach and strategy to provide additional IT resources and capabilities in support of research activities.

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

Desired Outcome: Provide the IT resources and capabilities in support of research activities and the research community.

Agency/Organization CIO/IT Head – Gary Pratt, CIO

## **Name: GOAL: Improve Enterprise Security**

Category (Service Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, IT Support Improvement/Agility, Application Modernization, **Security**, Other)

Start Date, End Date: Fall 2018, June 2022

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.

Agency/Organization CIO/IT Head – Gary Pratt, CIO

## **Agency IT Objectives**

### **GOAL: Unify Organization and Governance**

- Name: **Objective 1: Unify the IT organizational structures.**
- Name of IT Goal or Agency **Goal Supported: Unify Organization and Governance**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Define organizational structures that unify the IT community and IT roles across the university.
- Desired Outcome: Defined organizational structures and job descriptions.

#### Activities

1. Identify existing structures and responsibilities within the community
2. Survey existing IT community for input
3. Define process for retaining and evolving the One IT community
4. Evaluate IT organizations restructuring to achieve performance, service management and delivery goals

- Name: **Objective 2. Design comprehensive and unified IT governance model.**
- Name of IT Goal or Agency **Goal Supported: Unify Organization and Governance**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- 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.

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- Desired Outcome: Comprehensive governance plan for all areas of IT.

### Activities

1. Document and evaluate current governance structures (e.g., Enterprise Architecture Review Board) to update methodology, approach, and membership
2. Define IT provider roles by function and streamline roles as appropriate
3. Utilize roles and responsibilities, RACI (Responsible, Accountable, Consulted, Informed) methodology
4. Develop key decision entities and processes crafted around the unique roles of each department to include the governance process in the portfolio and project management area.
5. Develop and support policies and standards conducive to University and distributed unit success
6. Define role of Faculty Senate Committee on Technology
7. Develop communication plan for governance process to include website (members of the governance structure, purpose, goals, responsibilities, decisions, etc.). Provide regular (monthly) updates: which projects considered, which projects approved and then which projects tabled
8. Improve purchasing processes
9. Improve service request process where a General IT request could be changed to specific requests

- Name: **Objective 3. Redefine IT roles across the University to unify the IT community.**
- Name of IT Goal or Agency **Goal Supported: Unify Organization and Governance**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Ensure IT roles across university are defined and consistent.
- Desired Outcome: Available position descriptions for all IT roles.

### Activities

1. Establish IT job family structure for role definition, skill development, and career progression
2. Develop IT professional development program with ongoing needs and opportunities
3. Develop recruitment and retention plan
4. Integrate core values and competencies into recruitment and onboarding and performance management
5. Conduct IT compensation study

### **GOAL: Modernize Infrastructure**

- Name: **Objective 1. Upgrade the university network.**
- Name of IT Goal or Agency **Goal Supported: Modernize Infrastructure**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Ensure consistent wireless connectivity throughout the Manhattan campus.
- Desired Outcome: Well-architected, modernized infrastructure.

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## Activities

1. Complete campus fiber loop
2. Improve campus wireless
3. Improve the accuracy of wireless geolocation for application development
4. Upgrade building infrastructure
5. Implement VOIP solution for unified communications capabilities
6. Develop a single view (e.g., dashboard) network incidents

- Name: **Objective 2. Modernize the data center.**
- Name of IT Goal or Agency **Goal Supported: Modernize infrastructure**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, March 2020
- Description: Grow availability, capacity and dependability of IT resources.
- Desired Outcome: Well-architected, modernized infrastructure in a cloud first environment.

## Activities

1. Improve automation, efficiency and resiliency of the data center
2. Evolve data storage capabilities to meet the needs of the university
3. Retire legacy servers and services
4. Incorporate cloud first strategy into our data center posture

- Name: **Objective 3. Develop the cloud and hosted computing strategy.**
- Name of IT Goal or Agency **Goal Supported: Modernize Infrastructure**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Comprehensive cloud and hosted computing strategy.
- Desired Outcome: Articulated comprehensive hybrid cloud strategy.

## Activities

1. Develop a comprehensive cloud strategy to drive K-State's infrastructure modernization.
2. Evaluate 100% of the service catalog (central and distributed) against the Infrastructure 2.0 decision matrix
3. Migrate 100% of those services

- Name: **Objective 4. Provide support for high performance computing.**
- Name of IT Goal or Agency **Goal Supported: Modernize Infrastructure**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Evaluate and develop a strategy for the high-performance computing environment.
- Desired Outcome: Comprehensive approach to providing high performance computing for campus constituents.

## Activities

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

1. Develop and execute high-performance computing strategy
2. Increase support for research computing

- Name: **Objective 5. Complete the disaster recovery plans for all One IT units or any IT provided services.**
- Name of IT Goal or Agency **Goal Supported: Modernize Infrastructure**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Comprehensive disaster recovery plans for One IT units and IT services.
- Desired Outcome: Comprehensive disaster recovery plans for the majority of One IT units.

### Activities

1. Create critical service central IT recovery plan.
2. Complete BIAs for all mission critical services to include IT external to ITS
3. Create BIA Lites for non-critical services
4. Integrate BIA data into Bold Planning BC Complete recovery plan for non-critical systems
5. Complete recovery plan for non-critical systems
6. Define datacenter failure table top exercise; plan 90-day cycles
7. Live testing of mission critical systems failover

### GOAL: Re-architect Enterprise Applications

- Name: **Objective 1. Define IT portfolio management processes.**
- Name of IT Goal or Agency **Goal Supported: Re-architect Enterprise Applications**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Develop processes for managing the IT portfolio.
- Desired Outcome: Well-architected mission critical enterprise application portfolio.

### Activities

1. Define and evaluate projects
2. Prioritize projects through transparent processes
3. Define role of enterprise project management
4. Develop and use enterprise project governance

- Name: **Objective 2. Develop business architecture capability to consult and advise business, academic and technology processes.**
- Name of IT Goal or Agency **Goal Supported: Re-architect Enterprise Applications**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Continue to refine the business architecture capability model for campus.
- Desired Outcome: More efficient and effective operating processes.

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## Activities

1. Assist and enable business and academic units in establishing effective operating processes
2. Define business architecture
3. Establish business reference model
4. Consider tools to automate business process improvement and automation
5. Create solutions that allow for true data informed decision making

## GOAL: Re-architect Enterprise Applications

- Name: **Objective 1. Establish enterprise architecture capability.**
- Name of IT Goal or Agency **Goal Supported: Re-architect Enterprise Applications**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- 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.

## Activities

1. Ensure IT architecture and resulting infrastructure supports internal and external data and users to enhance engagement and outreach
2. Establish campus wide unified systems standards
3. Use collaborative approach to design across academic units

- Name: **Objective 2. Define and implement enterprise customer relationship management (CRM) strategy.** Initial focus will be on Undergraduate Admission.
- Name of IT Goal or Agency **Goal Supported: Re-architect Enterprise Applications**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, December 2019
- Description: Evaluate and deploy a CRM solution that meets the needs of campus constituents.
- Desired Outcome: A comprehensive CRM solution.

## Activities

1. Review data from prior study of an enterprise CRM strategy
2. Assess and document current activities and solutions being used
3. Define common needs and ensure stakeholders have input

- Name: **Objective 3. Establish and execute enterprise resource planning (ERP) upgrade strategy.**
- Name of IT Goal or Agency **Goal Supported: Re-architect Enterprise Applications**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- Description: Evaluate, plan for and purchase an ERP upgrade.
- Desired Outcome: A comprehensive ERP solution for campus.

### Activities

1. Assess the ERP landscape for higher education
2. Document K-State ERP needs and requirements
3. Complete procurement process
4. Implement new ERP system

- Name: **Objective 4. Develop enterprise-wide shopping and payment system for campus.**
- Name of IT Goal or Agency **Goal Supported: Re-architect Enterprise Applications**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Evaluate, purchase and deploy an enterprise shopping and payment system for campus.
- Desired Outcome: An enterprise shopping and payment solution.

### Activities

1. Identify and implement an enterprise-wide shopping and payment solution

- Name: **Objective 5. Identify tool(s) for enterprise-wide forms management.**
- Name of IT Goal or Agency **Goal Supported: Re-architect Enterprise Applications**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Evaluate, purchase and deploy an enterprise forms management solution.
- Desired Outcome: An enterprise forms management solution.

### Activities

1. Identify and implement an enterprise-wide solution to provide electronic forms management
2. Identify possible solutions (vendors, in-house, current systems), see what other universities are successfully using and implement enterprise-wide solution to provide electronic forms management

- Name: **Objective 6. Establish business intelligence/analytics capability**
- Name of IT Goal or Agency **Goal Supported: Re-architect Enterprise Applications**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Evaluate business intelligence/analytics capability solution(s) in support of informed decision making for campus constituents.
- Desired Outcome: Develop institutional data warehouse capability.

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## Activities

1. Define data governance strategy and plan
2. Establish “business intelligence / analytics center of excellence” capability to assist and advise business, academic, and technology departments
3. Develop strategy for financial and operational business intelligence / analytics capability
4. Develop institutional data warehouse capability
5. Create solutions that support true data informed decision making
6. Develop long-term plan for artificial intelligence in support of business analytics capability

## GOAL: Strengthen Communications and Feedback

- Name: **Objective 1. Develop a comprehensive communication program to coordinate dissemination of IT information.**
- Name of IT Goal or Agency **Goal Supported: Strengthen Communications and Feedback**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Establish a communications team and plan for internal and external communications.
- Desired Outcome: Comprehensive communication plan/program.

## Activities

1. Establish IT communications team of diverse communicators (social media, writers, multimedia)
2. Develop comprehensive and ongoing communications template and checklist

- Name: **Objective 2. Develop comprehensive and robust approach for obtaining and sharing customer feedback.**
- Name of IT Goal or Agency **Goal Supported: Strengthen Communications and Feedback**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Develop a plan for obtaining, analyzing and sharing customer feedback.
- Desired Outcome: Comprehensive system for obtaining and using customer feedback.

## Activities

1. Identify and institute standards for survey mechanisms and appropriate timing
2. Define how the “voice of the customer” will be reflected in IT performance measurement and improvement

- Name: **Objective 3. Develop a comprehensive training program to coordinate IT training on campus.**
- Name of IT Goal or Agency **Goal Supported: Strengthen Communications and Feedback**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- Description: Develop and deliver a comprehensive training program for campus.
- Desired Outcome: Comprehensive plan for IT training.

### Activities

1. Establish IT training team.
2. Develop comprehensive training plan.
3. Develop and identify scope of training needed, to include professional development.
4. Partner with entities that offer certification, testing, online training, and more.

### **GOAL: Enhance User Experience**

- Name: **Objective 1. Develop and execute accessibility/universal design strategy.**
- Name of IT Goal or Agency **Goal Supported: Enhance User Experience**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Evaluate and execute accessibility/universal design strategies for teaching, research, service and outreach.
- Desired Outcome: Accessible products and services.

### Activities

1. Define core accessibility capabilities, processes, and tools
2. Develop longer term strategy and execution plan

- Name: **Objective 2. Develop mobile application development strategy**
- Name of IT Goal or Agency **Goal Supported: Enhance User Experience**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Research mobile application strategies and provide recommendations for platform agnostic solutions.
- Desired Outcome: Mobile application development strategy

### Activities

1. Develop a platform-agnostic mobile application development architecture and strategy

- Name: **Objective 3. Adopt end-user profile standards.**
- Name of IT Goal or Agency **Goal Supported: Enhance User Experience**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Research and plan for end user profile standards.
- Desired Outcome: Consistent end user profiles.

### Activities

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

1. Identify and adopt end-user profiles (personas) to guide and facilitate user experience strategy execution

- Name: **Objective 4. Establish business continuity plans among One IT units.**
- Name of IT Goal or Agency **Goal Supported: Enhance User Experience**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Develop business continuity plans for One IT units.
- Desired Outcome: Business continuity plans.

### Activities

1. Review and redefine membership of the existing Business Continuity and Planning (BCP) committee
2. Establish business impact analysis (BIA) template for university units
3. Schedule and conduct “table top exercises” to confirm effectiveness of BCP

- Name: **Objective 5. Create innovative learning environments.**
- Name of IT Goal or Agency **Goal Supported: Enhance User Experience**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Research, plan and deploy innovative learning environments.
- Desired Outcome: Innovative learning environments.

### Activities

1. Establish innovative learning environments for students, faculty, staff, and outreach. Includes classrooms, labs, collaborative workspace, conference spaces, etc.

### **GOAL: Evaluate IT Service Delivery**

- Name: **Objective 1. Develop a unified IT service catalog.**
- Name of IT Goal or Agency **Goal Supported: Evaluate IT Service Delivery**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Build a comprehensive portfolio management system.
- Desired Outcome: Unified service catalogue

### Activities

1. Establish a standard approach to portfolio management and build a standard portfolio management system
2. Link IT services and other performance measurement programs (service level management, voice of the customer, etc.)
3. Define data collection method to assist in measuring performance

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

4. Identify portfolio inventory with service level contacts across One IT
5. Identify opportunities for consolidating IT services
6. Establish service roadmaps and lifecycle approach
7. Define processes to review and update the catalog (currently available in ServiceNow)
8. Communicate and train on the use of the service catalog

- Name: **Objective 2. Improve IT Assistance**
- Name of IT Goal or Agency **Goal Supported: Evaluate IT Service Delivery**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Perform a comprehensive IT support process improvement project.
- Desired Outcome: Effective, efficient, reliable delivery of IT services.

### Activities

1. Continue evaluation and implementation of an enterprise-wide IT Service Management (ITSM) platform to determine if it meets the needs of the One IT community
2. Research support models at peer and aspirational universities

### **GOAL: Enable IT for Research**

- Name: **Objective 1. Develop strategy that enables and supports a broad range of research activity.**
- Name of IT Goal or Agency **Goal Supported: Enable IT for Research**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- 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.

### Activities

1. Identify and prioritize strategic research needs pertaining to IT resources
2. Identify solutions that support the research life-cycle
3. Identify and mitigate enterprise risks resulting from IT in research environment
4. Develop a strategy that considers the funding opportunities and constraints associated with sponsored research activities

- Name: **Objective 2. Include research IT in unified IT governance structure and processes.** | [BD1][BD2][BD3]
- Name of IT Goal or Agency **Goal Supported: Enable IT for Research**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- Description: Use RACI to establish role and responsibilities including decision points.
- Desired Outcome: Identification of key decision entities and processes.

### Activities

1. Establish roles and responsibilities, RACI (Responsible, Accountable, Consulted, Informed)
2. Identify key decision areas
3. Define key decision entities and processes

- Name: **Objective 3. Address research compliance issues.**
- Name of IT Goal or Agency **Goal Supported: Enable IT for Research**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Evaluate security and compliance requirements and the role of IT in meeting regulations.
- Desired Outcome: Compliant and secure research protocols.

### Activities

1. Identify and adopt solutions that enable improved compliance with research protocols, guidelines, sponsor requirements, etc.

### **GOAL: Improve Enterprise Security**

- Name: **Objective 1. Establish cybersecurity awareness and risk management program.**
- Name of IT Goal or Agency **Goal Supported: Improve Enterprise Security**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022
- Description: Develop a comprehensive cybersecurity awareness and risk management program.
- Desired Outcome: Comprehensive cybersecurity program.

### Activities

1. Identify major groups of users/stakeholders and how their unique roles have different security needs including adherence to General Data Protection Regulation (GDPR), Controlled Unclassified Information (CUI), etc.
2. Develop cybersecurity plan
3. Develop K-State security framework to align with National Institute of Standards and Technology (NIST) Frameworks
4. Develop policy and security alliance

- Name: **Objective 2. Improve enterprise security**
- Name of IT Goal or Agency **Goal Supported: Improve Enterprise Security**
- Budgeted (Y/N), Budget (if known): unknown
- Start Date, End Date: Fall 2018, June 2022

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- Description: Define program to improve enterprise security capabilities.
- Desired Outcome: Updated program for improved enterprise security.

### Activities

1. Enforce patch management standards
2. Enhance endpoint security
3. Implement two-factor authentication university-wide
4. Implement security information and event management (SIEM) Solution

**Agency:** Kansas Water Office (709)  
**Agency Head:** Earl Lewis, Acting Director  
**Appointed ISO:** Jackie Craine, 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 \$11,276,784.

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 \$1,020,024 for FY20 and \$1,023,178 for FY21.

In an effort to offset increased IT related expenses, KWO has requested a FY2021 State General Fund IT budget enhancement in the amount of \$55,000 for anticipated increased costs associated with the replacement and relocation of agency servers and migration to Office 365.

# 2020 IT Strategic Plan (3-Year Horizon)

## IV. AGENCY IT CHALLENGES

**Other (Data Storage)** – (HIGH PRIORITY) With data storage services no longer to be offered by OITS, KWO is awaiting the award of a state-wide contract for off-site data storage services to relocate servers to an off-site data storage facility.

**Technology Obsolescence** – In an effort to keep operating costs low, KWO has previously delayed replacing computers and upgrading operating systems.

1. **Computer Equipment** (MEDIUM PRIORITY) The agency currently maintains 25 computer devices. Several devices were originally purchased in 2011/2012 with some newer devices purchased in 2015/2016 that require replacement.
2. **Server Software/PC Software** (HIGH PRIORITY) Approximately 6 computers remain that are still operating on Microsoft Windows 7, and would require replacement of the operating system to operate Windows 10 and applications. KWO has planned to purchase and replace the 3 staff computers and upgrade the hard drives and operating systems on the 3 remaining check-out laptops. Additionally, several devices are still operating on Office 2010 software, which also requires upgrading.
3. **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.

## V. 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.

### FY2020

- Relocate 3 servers from OITS Landon server room to an offsite data storage facility.
- Replace/upgrade 8 employee computers.

### FY2021

- Replace 2 servers.
- Replace/upgrade 4 employee computers, 1 conference room computer.

## 2020 IT Strategic Plan (3-Year Horizon)

**Desktop/Productivity** – In addition to upgrading agency computer hardware, KWO will be upgrading 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 FY2021.

**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.

# OAH Agency IT Strategic Planning (3-Year Horizon) Template - Guide

## Agency and Leadership

- Agency/Organization Name – Office of Administrative Hearings
- Agency/Organization Head – Cheryl L. Whelan, Director
- Agency/Organization CIO/IT Head - None

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## Basic Agency Information

- Vision – All individuals served by state government agencies can rely on a system that respects the dignity of individuals and their Due Process rights.
- Mission – The Office of Administrative Hearings (OAH) will conduct efficient, fair, and impartial hearings for individuals and other affected parties when they contest the actions of state agencies determining their legal rights and in resolving other types of disputes lawfully referred to OAH by government entities.
- Total Budget - \$1,133,440
- Goals & Objectives
  - Goal #1 Deliver administrative due process for cases within timeframes specified by applicable law.
    - Obj – Provide due process in a timely fashion
  - Goal #2 Deliver administrative due process for parties efficiently and economically.
- Obj – Minimize travel, court reporter, and copy costs while maximizing the use of telephonic and video hearings, digital recording, and e-filing of pleadings to reduce hearing costs for parties.
- Agency Business Units - one
- Agency Funding Mechanism(s) – Self-funded, agency fees
- Number of Employees - 10
- Number of Kansas Citizen Customers – 3,200+ per year
- Agency/Organization CIO/IT Head - None

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## Basic Agency IT Information

- Vision – Invest in technology and programming that enables the delivery of efficient Due Process hearings and case resolution.
- Mission – Support OAH administrative judges and their staff to enable the provision of timely, cost conscious Due Process hearings.
- Budget (please respond “None” if there is no IT-specific budget) -\$6,500

- Number of Employees and Annualized Attrition Rate – 10 / 0
- Agency/Organization CIO/IT Head - None

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### Agency IT Challenges

- Name – IT Improvement Fiscal Constraint
- Summary Statement – The IT focus for the previous two fiscal years was to create an in-house e-filing system. The e-filing system is still in need of improvements and annually we have about 200 programmer hours for system improvements. However, the focus must change to upgrading / updating our PCs and laptops by utilizing OITS computer-as-a-service program. The budget currently identifies \$6,500 annually for IT hardware and \$20,000 for database service.
- Category (Attrition/Recruiting/Talent Gap, Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity, Vendor Issues, Other) - Budget Constraints / Funding
- Priority (High, Medium, Low) - High
- Detailed Description – There are six (6) PCs and four (4) laptops that need to be replaced with ~~the computer as a service program along with dual monitors to allow for more efficiency by~~ allowing the database to be viewed as orders and documents are created by users.

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### Agency IT Goals (IT Strategic goals that your organization is working on or planning to initiate)

**--See additional page attached--**

- Name
- Category (Service Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, IT Support Improvement/Agility, Application Modernization, Security, Other)
- Start Date, End Date
- Description
- Desired Outcome
- Agency/Organization CIO/IT Head - None

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**Agency IT Objectives** (Specific programs, projects or initiatives to support achievement of a strategic IT goal)

- **Utilize Computers-as-a-Service FY20**
  - Name of IT Goal or Agency Goal Supported: OAH Goal #1 Deliver due process within legal timeframes & #2 Deliver due process efficiently and economically
  - Budgeted (Y/N), Budget (if available) – Budgeted Y
  - Start Date, End Date - 12/1/2019 – 4/1/2020
  - Description - Replace six (6) PCs and four (4) laptops with PCs and laptops through the OITS Computers-as-a-Service lease service for lifecycle replacement of older models and to have repair / replacement service for our hardware. Purchase dual monitors for each PC and laptop.
  - Desired Outcome – Replace computers at the end of their lifecycle with leased computers that allow for payment over time and maintained by available repair / replacement service. Dual monitors allow for the database and other documents to be open and visible as users create notices and orders, increasing productivity.
- **Enhance e-filing System**
  - Name of IT Goal or Agency Goal Supported: OAH Goal #2 Deliver due process efficiently and economically
  - Budgeted (Y/N), Budget (if known) - Budgeted Y
  - Start Date, End Date - 7/1/2019 – 6/30/2022
  - Description - Make improvements to the e-filing system such as an electronic “filed” stamp on uploaded pleadings, enabling closed file delivery to users, and adding case management reports and features.
  - Desired Outcome – Improve functionality to both the e-filing system, closed file delivery, and improve the visibility of case flow to allow for better management of administrative judge caseloads and overall agency performance resolving pending matters, allowing for timely decisions for litigants.
- **Establish a Video Conference Hearing Room**
  - Name of IT Goal or Agency Goal Supported: OAH Goal #1 Deliver due process within legal timeframes & #2 Deliver due process efficiently and economically
  - Budgeted (Y/N), Budget (if known) Budgeted N (not sure of magnitude of project yet, need to work with OITS to determine requirements
  - Start Date, End Date 10/1/2019 – 6/30/2022

- Description – Repurpose an available, small conference room into a dedicated video conferencing hearing room. During FY21 select matters set for hearing to utilize video conferencing and make any needed adjustments. By FY22 have 25% of hearing caseload held by video conference.
- Desired Outcome – While reducing travel costs, administrative judge travel, and enhancing security (reducing the number of individuals having to appear personally in our hearing room) video conferencing hearings allows for multiple litigants and agency representatives from various locations to conduct a hearing with little to no travel. This would also increase productivity of administrative hearing officers since there is no down time due to travel, which can entail many hours, and allow for more time to work on orders and decisions.

## **AGENCY LEADERSHIP**

David L. Herndon – Acting Bank Commissioner  
Tim Kemp – Deputy Commissioner  
Melissa Wangemann – General Council  
Barb Albright – Director of Finance and Business  
Matt Hodges – Director of Information Technology

## **AGENCY MISSION**

Ensure the integrity of regulated providers of financial services through responsible and proactive oversight, while protecting and educating consumers.

## **AGENCY BUSINESS UNITS**

### **BANK AND TRUST REGULATION**

Regulate state-chartered banks, trust companies, and money transmitter companies in an efficient, capable, fair, and professional manner. As required by state statute, all state-chartered banks must be examined once in an eighteen-month period. To accomplish this, 66% of all state-chartered banks are examined during a given fiscal year. Examinations conducted by the Federal Deposit Insurance Corporation or the Federal Reserve Bank may be accepted in lieu of state examinations.

### **CONSUMER AND MORTGAGE LENDING REGULATION**

License and examine mortgage and consumer credit providers in accordance with state law and regulation. Promote a regulatory environment that provides for reasonable regulation of regulated entities and a robust and fair marketplace where consumers may obtain credit. Maintain a regulatory structure that provides periodic examinations of regulated entities utilizing regulatory best practices. Maintain a consumer complaint investigation and response program to assist consumers with questions or concerns. Collaborate with other state financial regulatory agencies to streamline access for consumers to financial education and agency resources and facilitate consumer financial education statewide.

### **ADMINISTRATION**

The Administration program provides support for the supervisory and regulatory functions of the OSBC, which encompasses many functions, including administration of OSBC policies; fiscal systems and processes, including accounting, budget, and human resource functions; legal services in execution of regulatory requirements; support technology utilized by the agency; resolve banking complaints and inquiries from consumers

## **BUDGET AND FUNDING**

The OSBC is entirely fee-funded, receiving all budget dollars from bank assessments and licensing fees from regulated institutions.

IT budget for FY20 is \$808,707 and is traditionally similar year to year. This figure includes costs for telecommunications, mobile phones/hotspots, equipment, software, maintenance, and salaries of operational IT staff including management.

## **EMPLOYEES**

The agency has 106 total FTE positions as of August 2019. The main office is located in Topeka, KS. Additional office locations include Lenexa, Wichita, Salina, Hays, Dodge City, and Erie.

The OSBC does not directly service citizens, however multiple functions of the agency assist Kansans:

- Grant funding of financial literacy programs
- Investigation of unlicensed companies or lending violations
  - In calendar year 2018, the OSBC discovered thousands of lending violations which resulted in \$719,885.52 Kansas consumer refunds and \$111,091.20 in Kansas consumer savings.
- Consumer complaint investigation and assistance

## **INFORMATION TECHNOLOGY OVERVIEW**

### **DEPARTMENT MISSION**

Support the agency's mission by providing business-focused software, hardware, services, and support to enhance abilities and effectiveness of staff while maintaining a highly available and secure infrastructure.

### **STAFFING:**

The OSBC employs 3 unclassified full-time employees to support the agency. The agency relies on this staff for all technology services across all field offices and remote office employees. The OSBC has not had experienced any attrition or changes to the primary IT staff since 2015.

The OSBC IT department also leads and coordinates the IT examination program for the financial institutions the agency regulates. The OSBC regulates approximately 200 State-chartered banks/trust companies and 12,000 consumer and mortgage lending companies. Currently, the agency employs 2 full-time IT examiners that conduct IT security and compliance examinations of these companies, primarily for State-chartered banks. Beginning in 2020, IT examinations will begin on consumer and mortgage lending companies and it is expected the number of FTEs for examinations will grow. These employees do not support the internal IT operations of the agency, however the reporting structure is the same as operational IT staff.

**Director of Information Technology – Matt Hodges**

- System and project management
- Lead IT examination program for financial institutions
- Security compliance & operational functions
- Administrative & financial responsibilities
- Backup to all system and database administration functions
- Other duties as necessary

**Systems Administrator – Matt Jones**

- Information technology system management
- Manage network infrastructure of all agency offices
- Deploy security patches to all systems
- Regular security monitoring & security benchmarking
- Disaster recovery administration

**Business Support Specialist – Joe Tosh**

- Maintain employee-assigned hardware & software
- Primary point of contact for technical support assistance
- Administer voice systems in each agency office
- Subject matter expert for agency and business-specific software
- Supports the remote loan review process, including automation and coordination with financial institution
- Primary contact for licensing database management

## INFORMATION TECHNOLOGY CHALLENGES

**MICROPACT LICENSE TRANSITION AND INTEGRATION WITH FEDERAL SYSTEMS****VENDOR ISSUES/TECHNOLOGY OBSOLESCENCE****PRIORITY: MEDIUM**

**SUMMARY:** *Internal licensing and examination database is being slowly replaced by vendor. Vendor has been acquired several times and uncertainty exists for their ability to execute a new solution. Software is highly customized for industry and will likely require an extensive RFP process to find a replacement vendor. Large amount of crucial data will need to be transitioned to a modern system.*

eLicense, known internally as the Kansas Supervised Monitoring System, “KSIMS”, has been in use in the agency since 2008. This system houses examination data for both divisions, consumer complaints, legal cases/actions, and licensing data, some of which is imported from federal government systems. The data is crucial to operations – over 500 reports have been created to support agency functions and decisions.

In 2016, it was discovered that the eLicense product will be phased out and replaced by a new regulatory licensing system developed by Micropact. Since the announcement, Micropact has been acquired by Tyler Technologies and communication regarding the new product has slowed considerably. The agency is

unsure if the vendor will be able to execute a modern system and smooth transition. While the current system is no longer being offered, there is no planned date for support to end from vendor.

The current solution is lacking integration with Nationwide Multistate Licensing System (NMLS), which is becoming necessary to reduce duplication between the two systems and improve accuracy of data. Currently, some licenses are managed within NMLS and then data is duplicated into KSIMS. Due to the growing number of licenses, it is critical that our system integrates with NMLS (as well as FDIC systems). This necessary specialization makes off-the-shelf licensing systems inadequate. NMLS is also going through a modernization project which will expand its ability to sync data with state-owned systems.

eLicense is used in several other states' financial regulatory agencies. The agency plans to investigate solutions other states are utilizing as they move off their aging eLicense software.

## INFORMATION TECHNOLOGY GOALS (2019-2021)

### GOAL 1: 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.*

**Categories:** *Enterprise Applications, Application Modernization, Digitization/Online Services*

**Priority:** *Medium*

**Dates:** *N/A – Steps toward goal already underway.*

**Budget:** *Unknown at this time. RFP may be necessary depending on vendor selection.*

**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.*

### OBJECTIVES:

- 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.

### GOAL 2: 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.*

**Categories:** Hardware/Infrastructure, IT Support Improvement/Agility, Service Consolidation

**Priority:** Medium

**Dates:** 2019-2020

**Desired Outcome(s):** *A single voice solution across all offices which allows employees to adequately work from any location with a single number.*

## **OBJECTIVES:**

- 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.

## **GOAL 3: 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.*

**Categories:** Data Governance, Productivity, IT Support Improvement, Security

**Priority:** Medium

**Dates:** July 1, 2019 – April 30, 2020.

**Budget:** None

**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.*

## **OBJECTIVES:**

- 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.

# Office of the State Fire Marshal

## IT Strategic Planning - 2020

### **Basic Agency Information**

**Vision:** The personnel of The Office of the State Fire Marshal (OSFM) act with the highest professional standards of ethics, accountability, and efficiency to protect the lives and property of the citizens of the State of Kansas from the hazards of fire, explosion, hazardous materials incidents, and natural disasters. We strive to assure the public and the regulated community a balanced and sensible approach to our fire and life safety initiatives.

**Mission:** The OSFM is dedicated to protecting lives and property from the hazards of fire, explosion, and natural disaster and will promote prevention, educational, and investigative activities to mitigate incidents, promote life safety and deter crimes.

**Budget:** The OSFM has a budget of \$6 million dollars.

### **Agency Business Units**

#### **Prevention**

The Prevention Division works to reduce the potential impact of fire and explosion hazards where people live, work, and congregate. This team focuses on inspecting facilities which pose distinct fire hazards and where the potential loss of life from fire is very high.

The division is also responsible for the promotion of fire safety and the education of building owners, operators, and occupants, and the general public. Both office and field personnel are active educators, presenting a variety of program topics across the state of Kansas.

Our office even employs a dedicated Education Consultant to work with local fire and law enforcement jurisdictions, helping to educate kids on fire safety and prevent them from starting fires.

#### **Investigation**

The Fire Investigation Division is charged with determining the origin and cause of fires throughout the State. Fire investigators also serve as instructors for local fire departments and law enforcement agencies, collect evidence at fire scenes, collaborate with other state and federal agencies, and conduct criminal investigations and provide public education.

#### **Emergency Response**

The Hazardous Materials Division was developed in 1999 to enhance the safety of Kansans by making trained, equipped hazardous materials teams available throughout the state. These teams support local first responders in hazardous materials incidents, accidents, weapons of mass destruction (WMD) and acts of terrorism. As of May 2015, our agency is also the coordinating agency in charge of the Kansas Search and Rescue response program.

To efficiently administer Search and Rescue in the state, these functions have been aligned with the agency's Hazmat division which has been renamed as the Emergency Response division. The division,

under leadership of Division Chief Hank DuPont, oversees coordination of responses to both hazardous material and search and rescue events in Kansas.

The kinds of search and rescues the division will coordinate are primarily building collapses, confined spaces (such as when a grain elevator employee falls into a silo) and swift water rescues during flooding.

### **Administration**

Providing the infrastructure that the agency runs on, creating policies that make sure each division will be successful in their mission. Administration manages the budget, human resources, and IT resources, to ensure the safety for the people of Kansas. Administration also informs the public of events that the Fire Marshal Office is involved in, fireworks safety, maintains a website, and ensures that the agency has the funds available to provide the divisions with funds to complete their missions.

### **Agency Funding Mechanism**

The agency is funded by a percentage of insurance premiums paid in Kansas.

### **Number of Employees**

The OSFM has 68 full time employees.

### **Number of Kansan Customers**

the OSFM servers all Kansans

### **Basic Agency IT Information**

**Vision:** Provide top quality customer support and provide network services that enable users to preform their assigned duties without disruption.

**Mission:** Enable the agency to investigate, prevent, educate, and respond to critical incidents with the most reliable and technological advanced support available.

Budget IT Budget is \$314,000

IT has 3 positions

**Technology Support Consultant:** has many responsibilities including but not limited to working with the end user, either in person or remotely, working with budget items, ordering new equipment, provisioning new equipment, and supporting a wide variety of software.

**Application Developer III:** maintains critical applications used to document inspections and licensing throughout the state of Kansas. This position also administers the many databases used by the different divisions and helps maintain the OFSM website.

**IT Manager:** is responsible for maintaining the infrastructure of the network, which includes two sites, the main office and a disaster recovery site. The Disaster recovery site is a hot recovery site with real time replication. This position is also responsible for maintaining servers, applications, backups, active directory, and implementing new technology.

## Agency IT Challenges

### Innovation

- Summary Statement: Providing new tools to users that increase efficiency and productivity.
- Category: New Technology Need Tablets for Prevention boiler inspectors.
- Constraint: Cost
- Priority: High
- Detailed Description:
  - The Prevention division is charged with inspections for the KSFN, the boiler section inspects boilers throughout the state. Inspectors must be mobile and perform onsite inspections climbing on and around the boilers and structures. The goal is to provide the inspectors with tablet computers to allow the inspectors to document the inspection as they go, so they don't have to document the inspection later taking more time and resources.

### Tracking training

- Summary Statement: Providing new tools to users that increase efficiency while documenting training for Search and Rescue\Hazmat personal.
- Category: New resources
- Priority: High
- Detailed Description: The Search and Rescue\Hazmat (SAR\Hazmat) division has teams located across the state, the purpose of the teams being located across the state is to reduce the response time. Each team has required training that needs to be documented to make sure the responders are qualified to respond when called out.
- The SAR\Hazmat division has been recording the training from the office in Topeka. Keeping the training records up to date this way is difficult, and prone to delays and errors. The SAR\Hazmat division would like to utilize an online solution that each member of the SAR\Hazmat teams could keep track of their own training. This would be much more efficient and less burdensome on the SAR\Hazmat division director.

### Implementing new technology

- Crime scene documentation
- Summary Statement: Implementing new software to detail crime scenes more efficiently.
- Category: New Technology
- Priority High
- Detailed Description: The Investigation division enforces laws in Kansas and has investigators across the state. The Investigation division has a wide range of duties, including documenting crime scenes. The Investigation division needs a new software package that will allow for accurate documentation of evidence at a crime scene. Implementing new technologies such as new diagramming software creates challenges of testing, training the user, and deploying the software to users across the state.

## Agency IT Goals

- Refresh of core IT equipment
- Category Hardware/Infrastructure
- 10/2019 – 06/2022
- The agency's 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.

### **Agency I T Objectives**

#### **Hardware refresh**

- The hardware refresh has been budgeted
- The hardware refresh is to begin in fiscal year 2021 for the disaster recovery site and 2022 for the main office.
- Replacing the host servers and storage devices in the main office and the disaster recovery locations.
- 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.

# Pittsburg State University

## IT Strategic Planning

*3-Year Horizon*



**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

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**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: 38 current FT employees, 16 student part-time employees, 3 FT vacancies. Annual attrition is approximately 1-2 people per year over the course of the last 4 years.
- Agency/Organization CIO/IT Head: Angela Neria, Pittsburg State University Chief Information Officer

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### 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	<p>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.</p>
IT Security Needs	IT Security needs continue to mount with the increased sophistication of threats.	Technology Obsolescence, Budget Constraints/Funding, Statutory Changes	High	<p>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.</p>

**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):			Research/Pilot Complete Summer and Fall of 2017. Recommendation from ITS to ITC and PC is to adopt Software 2 and implement FY19.
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	Complete. Fully operational Spring of 2018.
2. Research and pilot the use of an online technical support chat tool.	ITS	Spring '18	
• Objective B. PSU Goals 1, 2, 3, 4			
○ Seek funding solutions based on IT Cost Recovery Study	Responsible		
Action(s):			Complete and Ongoing. Received Grants for 16/17 and
1. Apply for the federal USAC Healthcare Connect Grant	ITS	Summer '16	

			17/18. Have filed again for 18/19.
2. Institute new residence hall design and pricing	ITS	Fall '18	Complete Summer of 2017.
			<p>This was pushed back due to circumstances beyond ITCs control. There is now a committee that will examine computer lab use and recommend computer lab reductions to PLC and PC by close of Summer 2019 semester. Spring 2018 Committee and charge developed and begin meeting, Summer 2018 install with Fall 2018 Date Collection.</p> <p>Recommendation to PLC and PC by close of Fall 2018.</p> <p>Summer '17 Spring '18 Summer '19</p> <p>ITS</p> <p>3. Evaluate campus computer lab use and costs, in order to recommend possible efficiencies and conveniences that could be introduced to campus</p>

Goal 2	Support Academic and Operational Excellence through Technology	Target Dates	Date completed
• Objective A. PSU Goals: 1, 2, 4			
○ 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	
	Financial Assistance and ITS	Fall '19	
Evaluate Financial Assistance Packages to replace current home grown system but integrate with any future systems(s)			
3. Evaluate SIS vendors and whether or not their respective products meet our required needs	ITS	Fall '19- '20	
4. Identify funding for a new SIS	ITS	Spring '19	
5. Submit an RFP for a new SIS	ITS	Spring 20	
6. Implementation of a new SIS	ITS	Summer '22-Summer '23	
• Objective B. PSU Goals: 1, 2, 3, 4			
○ Create technology conducive learning spaces	Action(s)		
1. Revisit the recommendations of the Renovation and Mediation Committee (sub-group of the Academic Space Utilization Study 2013)	CTLT	Spring '19	On hold due to budget constraints

<ul style="list-style-type: none"> <li>• <b>Objective C. PSU Goals: 1, 2, 3, 4</b> <ul style="list-style-type: none"> <li>○ Assist the campus community in embracing existing and emerging technologies</li> </ul> </li> </ul>			
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	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	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.	Ongoing.
<ul style="list-style-type: none"> <li>• <b>Objective D. PSU Goals: 1, 2</b> <ul style="list-style-type: none"> <li>○ Explore additional forms of technical assistance to support University online course offerings, as those offerings increase.</li> </ul> </li> </ul>			
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 2017. Recommendation from ITS to ITC and PC is to adopt Software 2 and implement FY 2019.

				Complete. Fully operational Spring of 2018.
2. Research and pilot the use of an online technical support chat tool.	ITS	Spring '18		
3. Develop IT web pages for students and employees new to campus	ITS	Fall '17		Complete Fall 2017.
<b>• Objective E. PSU Goals: 1, 2</b>				
○ Expand access to instructional design resources				
Action(s)				
1. Increase the number of eLearning Academy courses	CTLT	Fall '17	Ongoing 10-16 eLearning Academy courses are completed each year	
2. Provide additional online professional development for second year new faculty	CTLT	Fall '17	Ongoing Second year new faculty take two online PD courses each year	

Goal 3	Implement Innovative and Sustainable Technology	Objective A. PSU Goals: 1, 2, 3, 4	Target Dates	Date completed
		<ul style="list-style-type: none"> <li>○ Standardize campus technology processes to create efficiency while maintaining our University mission and goals</li> </ul>	<p>Responsible</p> <p>Action(s)</p> <ol style="list-style-type: none"> <li>1. Research and pilot the use of resources that allow us to expand access to technology resources beyond the walls of campus</li> <li>2. Continue to develop policies and procedures that promote common standards and efficiencies</li> </ol>	<p>Research/Pilot Complete Summer 2017.</p> <p>Recommendation from ITS to ITC and PC is to adopt Software 2 and implement FY19.</p> <p>Complete and Ongoing. Policies reviewed for updates needed. We expect recommendations for changes/additions to be suggested via the recent LPA visit.</p> <p>Ongoing.</p> <p>ITS</p> <p>Fall '17</p> <p>ITS</p> <p>Spring '18</p> <p>ITS</p> <p>Spring '18</p> <p>ITS</p> <p>Fall '18</p> <p>ITS</p> <p>Fall '18</p>
		<ul style="list-style-type: none"> <li>● Objective A. PSU Goals: 1, 2, 3, 4</li> </ul>		

• <b>Objective B. PSU Goals: 1, 2</b>	○ 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.	
• <b>Objective C. PSU Goals: 2, 4</b>				
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.	
2. Develop Block 22 student housing with innovative makerspaces to promote campus innovation and collaborative city partnerships.	CIBD and ITC	Fall '18	Complete Spring '19.	

**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.

## **Agency and Leadership**

### **State Library of Kansas**

Eric Norris – State Librarian

## **Basic Agency Information**

### **Vision:**

Delivering 21st Century library services and resources to all Kansans.

### **Mission:**

In Service to Kansas Libraries, residents, and government, the State Library of Kansas:

- Collects and shares resources and government information;
- Delivers information and solutions;
- Educates librarians and trustees;
- Promotes literacy and reading for everyone; and
- Advocates for open and equitable access, intellectual freedom and excellence in library service and support.

**Total Budget:** All Funding Sources: \$5,688,609

### **Agency Goals and Objectives:**

Goal 1: Make reading materials available to all Kansans.

Goal 2: Ensure “reading Readiness” for all Kansas’ youngest residents and on-grade reading achievement for all students.

Goal 3: Provide educational opportunities that will assist residents with career and business opportunities.

Goal 4: Provide reliable and relevant e-content.

Goal 5: Assist librarians across the state to adapt library services to 21st century needs while continuing to provide traditional library services.

Goal 6: Provide library and research support to state legislators, executive agencies, local government, and individuals

Goal 7: Preserve and provide access to the publications of state government.

### **Agency Business Units:**

Reference Divisions

Statewide Services and Resources Division

Talking Books Service to the Blind Division

### **Agency Funding Mechanisms:**

FY 2021 Allocation from State General Fund:	\$3,888,101
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Institute of Museum and Library Services LSTA State Allotment FY 2019:	\$1,800,508
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Total Budget (all funding sources):	\$5,688,609
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**Number of Employees:** 26

**Number of Kansas Citizens Customers:** We strive to deliver both direct and indirect services to all Kansas residents.

## **Basic Agency IT Information**

Vision: Same as entire organization.

Mission: Same as entire organization.

Budget: None

Number of Employees and Annualized Attrition Rate: A Librarian, a Tech Support Consultant I, and a Library Assistant III, oversee the IT needs of the agency. The annualized attrition rate is 0%.

## **Agency IT Challenges**

### **Challenge 1:** Security maintenance and enhancement

Summary Statement: We are working to benefit from insights gained from a recent audit to broaden and improve the security and integrity of IT systems and data.

Category: Other

Priority: High

Detailed Description: Using available resources and time we plan to develop a comprehensive approach to security management using improved tools and more comprehensive planning, policy and documentation.

### **Challenge 2:** Service integration

Summary Statement: Streamline and simplify access for state residents

Category: Vendor issues

Priority: Medium

Detailed Description: The agency offers an extensive variety of online services to the entire population of the state. The current model uses multiple methods of access and authentication, which ensures broader coverage but is difficult and time-consuming to maintain. While single sign-on statewide is impractical, much could be done to make the paths to our content more unified and less fragmentary.

### **Challenge 3:** Vendor training and relations

Summary Statement: Need better partnerships with vendors to keep service goals and technology needs documented and aligned

Category: Vendor Issues

Priority: Medium

Detailed Description: As our IT-related services are extensively provided for the public, we need to better document and address issues that arise out of our status as a government agency, and enable our suppliers to interact with us and with our customers more responsibly.

## **Agency IT Goals**

Goals Overview: The IT Goals and Objectives follow those of the State Library of Kansas and focus on the service model of creating value and equitable access for the residents of Kansas.

Goal 1: The State Library will continue as the leadership agency that designs, facilitates and supports efficiencies, cooperative projects, and information products to ensure robust resources and access for all state residents.

Goal 2: The State Library will continue providing a comprehensive statewide resource-sharing platform to ensure that all state residents have access to information resources to assist them in their personal, educational and professional growth.

Goal 3: Assist librarians across the state to adapt library services to 21st century needs while continuing to provide traditional library services.

**Goal 1:** *The State Library will continue as the leadership agency that designs, facilitates and supports efficiencies, cooperative projects, and information products to ensure robust resources and access for all state residents.*

**Category:** Resources and Access for All

**Timeline:** Ongoing, with periodic opportunities to monitor and evaluate best practices and products available at the end of contract for services.

**Description:** Kansas residents need equitable access to information and services that reaches all Kansas residents, especially those in rural communities. Rural areas and very small libraries need online access to a variety of resources and information that may be readily available from non-library sources, e.g., health information is available to individuals in the Kansas City area from a wide variety of medical providers but a resident in Colby, KS may not have such access.

The State Library of Kansas has successfully introduced numerous initiatives that connect library users with library resources for access in the library, from home, at school, and in the workplace.

**Desired Outcome:**

- Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills.
- Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line.

**Goal 2:** *The State Library will continue providing a comprehensive statewide resource-sharing platform to ensure that all state residents have access to information resources to assist them in their personal, educational and professional growth.*

**Category:** Resource Sharing

**Timeline:** Ongoing, with periodic opportunities to monitor and evaluate best practices and products available at the end of contract for services.

**Description:** Access to resources in a variety of formats is important for personal independence, enjoyment, and awareness of government information.

Through our statewide library Division of Talking Books, eligible blind and physically disabled Kansas residents have access to books, materials and information in accessible formats. Access to these outreach services helps develop independent and

informed residents. These residents are then better able to participate in society and become more aware of current issues and news.

As state government agencies issue fewer paper documents, the State Library will strive to acquire born-digital state documents and create digital versions of documents in print form. The State Library collects and catalogs print, as well as electronic publications of the state government of Kansas in order to secure and provide access to the significant records of the work of state government, now and in the future. The intent is to preserve long-term access to the publications and information of state government. The State Library will continue to create, maintain, expand and promote the Kansas Government Information (KGI) Online Library, an online collection of state government publications.

Libraries are committed to making reading material available in a variety of formats, including downloadable eBooks and eAudiobooks, to all members of the community. The State Library is committed to ensuring equity of access for all Kansas residents at no cost. This has a positive effect on the Kansas economy because individuals who borrow reading material from their libraries have more disposable income.

**Desired Outcome:**

- Establish or enhance electronic and other linkages and improve coordination among and between libraries and entities, for the purpose of improving the quality of and access to library and information services.

**Goal 3: Assist librarians across the state to adapt library services to 21st century needs while continuing to provide traditional library services.**

**Category:** Adaptive Services – Modern and Traditional

**Timeline:** Ongoing, with periodic opportunities to monitor and evaluate best practices and products available at the end of contract for services.

**Description:** Assisting libraries to build capacity in their own libraries is important to the State Library. The Kansas Library Catalog (KLC) helps librarians and Kansas residents to access information through electronic networks and encourages resource sharing among libraries of all types. The KLC is the statewide online catalog administered by resource sharing staff of the State Library of Kansas. Interlibrary borrowing is an important service in Kansas libraries. Data shows an increase in returnable interlibrary loan transactions and ILL transactions are expected to continue to see strong demand in fulfilling patrons' information needs. The KLC is a major component to interlibrary loan transactions.

Children who do not read during summer break often return to school in the fall reading at a lower grade level than when they left for summer break, often referred to as the "Summer Slide." By financially supporting the Summer Reading Program, the State Library of Kansas helps alleviate this negative phenomenon.

A strong and effective program of continuing education of librarians includes a steady supply of timely, relevant offerings as well as access to online training opportunities which can be used at a time and location convenient to Kansas library employees. Kansas librarians should know that they work in an environment where learning never stops. It is important for the State Library to identify and deliver training

opportunities which provide professional support that assist librarians, staff, trustees and others in effectively improving services, understanding technologies and developing policies.

Collecting statistics and data regarding the resources, programs, services, and public library usage is important in order to tell each library's story regarding the impact made in the community. Annually, each Kansas Public Library completes the Public Library Survey and State Report. This data collected is useful to researchers, journalists, the public, and policymakers at the federal, state, and local levels.

**Desired Outcome:**

- Develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks.
- Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.
- Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services.
- Enhance efforts to recruit future professionals to the field of library and information services.

**Agency IT Objectives**

The State Library of Kansas has identified projects to meet the objectives of the goals identified above.

**Goal 1 Project 1: Statewide Electronic Resources (Statewide Databases and Online Content)**

**Description:** As it relates to the statewide databases this goal is designed to meet the information and research needs of elementary, middle school, high school, and college students; assist public libraries to meet the information needs of lifelong learners; and provide reference information to professional librarians in all types of libraries across the state. The Statewide Services Division of the State Library will continue to work to provide authenticated access to Kansas residents with the least number of barriers possible. The division will also handle vendor pricing and contract negotiations, training to librarians, and analyze usage data to ensure the needs of Kansas residents are met.

SLK will monitor trends in discovery services and assess feasibility for implementation in Kansas to increase access to library resources. Discovery services will be implemented if fiscally and technically feasible; pilot projects may be supported to test feasibility in certain environments. The knowledge and expertise of librarians and information professionals in the state will be used to continually plan for, introduce, improve, and distribute information products and related technologies, and make them accessible for use by residents and library staff.

**Desired Outcome:** Kansas residents will have a variety of databases and digital resources available for educational, professional and personal development that meets many of their information inquiries.

**Timeline:** State Library will continue to manage the periodic review and licensing of statewide databases to ensure that those selected meet the needs of residents and library

employees. Under the coordination of the Director of Statewide Services at the State Library, training opportunities will be offered regularly throughout the Five Year Plan.

Evaluation: The State Library will monitor vendor usage reports for the databases that are licensed for statewide access and determine how these resources are affecting students, teachers and the general public.

#### Goal 2 Project 1: Talking Books

Description: The Talking Books Division of the State Library will provide personalized support and materials in a specialized format to eligible Kansas residents to ensure that all may read. Patrons and state agencies can also be provided Braille copies of documents. Locally produced audiobooks focus on Kansas titles including most of the Kansas Notable Books and Kansas Reads to Preschooler titles.

Desired Outcome: Knowledge of and use of Talking Books enriches lives and help Kansas residents achieve personal independence. SLK will offer library services to those unable to read or use standard printed materials as a result of temporary or permanent visual or physical impairment.

Timeline: Talking Books is a major on-going project for the State Library of Kansas.

Evaluation: This project includes components of content creation, description, or lending and will be evaluated using outcomes-based assessment questions built into the State Program Report.

#### Goal 2 Project 2: Kansas Government Information Online Library

Description: The library will capture born-digital state documents in order to provide long-term access. These documents are added to the Kansas Government Information (KGI) Online Library (a web-based collection) which makes documents secure as well as findable. Library staff performs original cataloging on these unique items, providing Kansans and others outside of Kansas with access to these rich resources. Delicate and fragile documents are being added to this online collection, providing digital access to older documents that ensures their usage does not damage them and increases their discoverability. The State Library will catalog print and electronic state documents into an international shared, library catalog, and the State Library's local catalog. Metadata for the Kansas Government Information Online Library collection will continue to be created in a manner that follows best practices.

Desired Outcome: The public will have long-term access to historic and fragile Kansas documents when items are digitized and cataloged in the KGI Online Library.

Timeline: Monitor trends in content and its accessibility, encouraging the implementation of and training in new or improved resources, services, and best practices to support services for learning and access to content when fiscally and technologically prudent.

Evaluation: This project includes components of preservation, description, or lending and will be evaluated using outcomes-based assessment questions built into the State Program Report.

#### Goal 2 Project 3: Statewide Downloadable Collections

Description: The State Library will continue to provide statewide access to a variety of downloadable services and training in use of the resources. Because the Kansas Library e-card is a necessary component providing access to the statewide downloadable collections, a continued focused awareness campaign and training opportunities for librarians will be provided so they may understand this. SLK will continually scan the environment for potential new vendors and/or explore future changes to individual vendors and add services that provide more access to content for Kansas residents if fiscally possible.

Desired Outcome: Kansas residents will have access to relevant, useful, and technologically stable downloadable services which provide eBooks and eAudiobooks for both personal and educational use.

Timeline: Monitor trends in content and accessibility, encouraging the implementation of and training in new or improved resources, services, and best practices to support services for learning and access to content when fiscally and technologically prudent.

Evaluation: Topical planning meetings with representatives from the library community will be initiated as appropriate.

### Goal 3 Project 1: Statewide Catalog

Description: The State Library will continue to identify Kansas library collections that are not represented in the Kansas Library Catalog and make librarians aware of the value of inclusion and/or aware of the value of being represented in the catalog via Z39.50. By identifying library catalogs that support the Z39.50 communication standard, patrons are able to perform real-time searching and see a display of item availability.

Desired Outcome: Kansas libraries will continue to locate, request and share resources using management software for discovery and resource-sharing among libraries with automation systems, operating on a strong statewide technology infrastructure.

Timeline: The Kansas Library Catalog is a major on-going project for the State Library of Kansas.

Evaluation: The Statewide Services Division of the State Library will continue to monitor trends in technology and emerging technologies, implementing new technologies and best practices to support statewide technology infrastructures when fiscally and technologically prudent.

### Goal 3 Project 2: Statewide Literacy Projects

Description: The State Library is committed to promoting literacy, lifelong learning, and access to library materials throughout the state. On-going support for statewide Summer Reading Program, which is part of the national Collaborative Summer Reading Program, provides funding for public library staff training statewide, and the purchase of materials and supplies to implement the programming. This enables local libraries to offer events throughout the summer months for Kansas residents of all ages. The State Library works with the Regional Library System Kansas Library Consultants for Youth Group (KLCY) for the implementation of the statewide Summer Reading Program. Only through partnerships can the Summer Reading initiative continue to be a success in both our urban and rural areas. The assistance provided for this grant is sometimes the difference

between no summer reading in an outlying rural library and a viable and enriching program for Kansas residents of all ages.

Additional continued statewide literacy projects include Kansas Reads to Preschoolers and the Kansas Notable Book Award. SLK may provide and/or continue to provide sub-grants or other assistance for projects that improve literacy skills to meet user needs in their communities. Other additional literacy projects will be dependent on available resources and funding.

Desired Outcome: Kansas residents will benefit from quality learning opportunities and the critical role libraries play in the success of education.

Timeline: Support for the statewide Summer Reading program has been on-going for many years and is expected to continue annually.

Evaluation: This project includes components of library staff instruction and content acquisition and will be evaluated using outcomes-based assessment questions built into the State Program Report.

#### Goal 3 Project 3: Continuing Education Pursuits

Description: The State Library provides training to librarians of all types, primarily in the online environment, regarding all aspects of the statewide services offered. In addition to trainings, staff will prepare and disseminate documentation and other tools that increase the knowledge of offerings for all Kansas residents. Access to updated professional development resources is important but also costly. The State Library maintains a curated collection that is available statewide for the benefit of all librarians.

Desired Outcome: Library employees in the state will report increases in their levels of knowledge, skills and abilities regarding statewide services.

Timeline: Training and other professional resources provided to Kansas librarians is an on-going project for the State Library of Kansas and will continue.

Evaluation: This project includes components of library staff instruction and content acquisition and will be evaluated using outcomes-based assessment questions built into the State Program Report.

#### Goal 3 Project 4: Public Library Statistics

Description: The State Library will generate and distribute an online survey allowing libraries to report local spending and other statistical information. Data includes information about library visits, circulation, size of collections, public service hours, staffing, electronic resources, operating revenues and expenditures, and number of service outlets.

Desired Outcome: Data collected statewide for Kansas public libraries allows for its usage by federal, state and local officials, professional associations, and local practitioners for planning, evaluation, and policy making.

Timeline: Statewide data compiled annually becomes part of the Institute of Museum and Library Services Public Library Survey.

Evaluation: This project includes components of library staff instruction and will be evaluated using outcomes-based assessment questions built into the State Program Report.

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## Agency and Leadership

- Agency/Organization Name: KU Information Technology (KU IT)
- Agency/Organization Head: Doug Girod, Chancellor
- Agency/Organization CIO/IT Head: Mary Walsh, Chief Information Officer

## Basic Agency Information

- Mission & Vision:
  - The mission of the University of Kansas is to lift students and society by educating leaders, building healthy communities, and making discoveries that change the world.
  - We will do that by raising the expectations we have for ourselves, the aspirations we have for our state, and the hopes we have for our world.
- Total Budget:
  - \$713 million
- Goals & Objectives:
  - The University of Kansas is a major comprehensive research and teaching university that serves as a center for learning, scholarship and creative endeavor. The University of Kansas is the only state university in Kansas to hold membership in the prestigious Association of American Universities (AAU), a select group of 62 public and private research universities that represent excellence in graduate and professional education and the highest achievements in research internationally.
  - **Instruction:** The university is committed to offering the highest quality undergraduate, professional and graduate programs comparable to the best obtainable anywhere in the nation. As the AAU research university of the state, the University of Kansas offers a broad array of advanced graduate study programs and fulfills its mission through faculty, academic and research programs of international distinction, and outstanding libraries, teaching museums and information technology. These resources enrich the undergraduate experience and are essential for graduate level education and for research.
  - **Research:** The university attains high levels of research productivity and recognizes that faculty are part of a network of scholars and academicians that shape a discipline as well as teach it. Research and teaching, as practiced at the University of Kansas, are mutually reinforcing with scholarly inquiry underlying and informing the educational experience at undergraduate, professional and graduate levels.
  - **Service:** The university first serves Kansas, then the nation, and the world through research, teaching, and the preservation and dissemination of knowledge. The university provides service to the State of Kansas through its state and federally funded research centers. KU's academic programs, arts facilities, and public programs provide cultural enrichment opportunities for the larger community. Educational, research and service programs are offered throughout the state.
  - **International Dimension:** The university is dedicated to preparing its students for lives of learning and for the challenges educated citizens will encounter in an increasingly complex and diverse global community. Over 100 programs of international study and cooperative research are available for KU students and faculty at sites throughout the world. The university offers teaching and research that draw upon and contribute to the

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

most advanced developments throughout the United States and the rest of the world. At the same time, KU's extensive international ties support economic development in Kansas.

- **Values:** The university is committed to excellence. It fosters a multicultural, inclusive environment in which the dignity and rights of the individual are respected. Intellectual diversity, integrity and disciplined inquiry in the search for knowledge are of paramount importance.
- Agency Business Units:
  - Finance; Diversity and Equity; Edwards Campus; Enrollment Management; Faculty Development; Office of Research; Operations; Student Affairs; Undergraduate Studies;
- Agency Funding Mechanism(s):
  - State funds, university funds, cost recovery, student fees;
- Number of Employees:
  - 5,570
- Number of Kansas Citizen Customers:
  - 15,080 residents enrolled at undergraduate or graduate students
  - Tens of thousands more residents benefit from services provided by KU's researchers, research centers, libraries, museums, and professional development organizations.

### Basic Agency IT Information

- Vision: Inspire innovation and discovery
- Mission: Inspire innovation and discovery by delivering flexible, secure, customer-focused solutions and outstanding service to empower the KU community. Supporting student success and groundbreaking research is foundational to our mission, our strategy and our efforts. We are dedicated to providing technologies that “inspire innovation and discovery” for KU students, faculty and staff on all campuses, whether in research, academics or personal and professional growth.
- Budget (please respond “None” if there is no IT-specific budget): \$32.9 million
- Number of Employees and Annualized Attrition Rate: 296 and 14.63% attrition rate

### Agency IT Challenges

- **Name:** Define our budget
- **Summary Statement:** The University's budget callback has required us to make some really difficult decisions to meet the targets set forth by campus leadership while minimally impacting services. Moving forward, we will create a five-year budget model, which will enable us to strategically plan and mitigate the costs of keeping our IT environment secure and reliable while ensuring sustainable staffing.
- **Category** (Attrition/Recruiting/Talent Gap, Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity, Vendor Issues, Other): Budget Constraints/Funding
- **Priority** (High, Medium, Low): High
- **Detailed Description** - The University's budget callback has required us to make some really difficult decisions to meet the targets set forth by campus leadership while minimally impacting services. Moving forward, we will create a five-year budget model, which will enable us to

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

strategically plan and mitigate the costs of keeping our IT environment secure and reliable while ensuring sustainable staffing. We plan on compiling and forecasting the technology needs of the institution in the rapidly changing environment and ensuring our budget is allocated in accordance to initiatives, strategic priorities. This will enhance our ability to act and address the challenges, while the budget remains static. We believe that this level of planning will allow us to leverage technologies that will enhance existing services and bring rise to the cost effective services that the University requires for daily operations.

- **Name:** Effective use of resources for the campus, providing transparency and communication
- **Summary Statement:** Our success depends on how well we understand our customers' needs and thoughtfully engage them in a process that allows us to prioritize and allocate our resources. This challenge involves creating an IT governance model, as well as continuous improvement of our existing communications and campus outreach.
- **Category** (Attrition/Recruiting/Talent Gap, Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity, Vendor Issues, Other): Budget Constraints / Funding, Process Immaturity, Other
- **Priority** (High, Medium, Low): High
- **Detailed Description** – Will be addressed through IT Governance (Goal), and Keep KU in the Know (Goal)

### Agency IT Goals

- **Name:** IT Governance
- **Category** (Service Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, IT Support Improvement/Agility, Application Modernization, Security, Other): IT Support Improvement, Other
- **Start Date, End Date:** July 1, 2019, July 1, 2020
- **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.

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- **Name:** Keep KU in the know – communication and outreach
- **Category** (Service Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, IT Support Improvement/Agility, Application Modernization, Security, Other): Other
- **Start Date, End Date:** Ongoing
- **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.

- **Name:** Plan and upgrade infrastructure
- **Category** (Service Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, IT Support Improvement/Agility, Application Modernization, Security, Other): Hardware / Infrastructure
- **Start Date, End Date:** Ongoing
- **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.

### Agency IT Objectives

- **Name:** Move to the cloud: Email and web
- **Name of IT Goal or Agency Goal Supported:** Plan and upgrade infrastructure (Goal)
- **Budgeted (Y/N), Budget** (if known): E-mail has been budgeted, but web has not.
- **Start Date, End Date:** Email: 3/29/2019 – Early 2020. Web: 7/1/2019 - Unknown
- **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.

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- **Name:** Improving Skype for Business unified communication service
- **Name of IT Goal or Agency Goal Supported:** Plan and upgrade infrastructure (Goal)
- **Budgeted (Y/N), Budget** (if known): N
- **Start Date, End Date:** Ongoing
- **Description:** More than five years ago, our university made the choice to modernize our phone system leveraging Skype for Business. It is 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

- **Name:** Enhance security with multi-factor authentication
- **Name of IT Goal or Agency Goal Supported:** Plan and upgrade infrastructure (Goal)
- **Budgeted (Y/N), Budget** (if known): N/A
- **Start Date, End Date:** Pilot started in 2016 with campus rollout starting May 2019 and ending October 2019
- **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.

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## Agency and Leadership

- Agency/Organization Name: University of Kansas Medical Center
- Agency/Organization Head: Dr Robert Simari, Executive Vice Chancellor
- Agency/Organization CIO/IT Head: Dr David Antonacci, Chief Information Officer

## Basic Agency Information

- Vision: To lead the nation in caring, healing, teaching, and discovering
- Mission: To improve lives and communities in Kansas and beyond through innovation in education, research, and healthcare
- Total Budget: \$415M
- Goals & Objectives:
  - People: Develop and support a valued and respected workforce
  - Community: Build, nurture, and sustain authentic relationships with communities and partners
  - Value: Achieve excellent outcomes while being good stewards of our resources
- Agency Business Units: 683
- Agency Funding Mechanism(s):
  - State Appropriations
  - Student Tuition and Fees
  - Research Grants
  - Endowment
- Number of Employees: 6,827
- Number of Kansas Citizen Customers: 3,695

## Basic Agency IT Information

- Vision: KUMC is a recognized leader in using technology to transform caring, healing, teaching, and, discovering.
- Mission: Use technology to improve lives and communities in Kansas and beyond through innovation in education, research, and healthcare.
- Budget (please respond “None” if there is no IT-specific budget): \$19M
- Number of Employees: 124
- Annualized Attrition Rate: 11% (FY19)

## Agency IT Challenges

- Name: IT Service Demand
- Summary Statement: Increased demand for IT services
- Category: Budget Constraints/Funding
- Priority: High
- Detailed Description: Demand for our IT services are dramatically increasing, but our IT budget has remained basically flat.
  
- Name: Information Security Requirements
- Summary Statement: Increased requirements for information security

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- Category: Statutory Changes
- Priority: High
- Detailed Description: Information security requirements, both regulatory and best practices, continue to increase as threats expand and become more complex.

- Name: IT Talent Lifecycle
- Summary Statement: Difficulty hiring and retaining staff with needed IT skills
- Category: Attrition/Recruiting/Talent Gap
- Priority: Medium
- Detailed Description: It has become difficult to find, hire, train, and retain staff with needed IT knowledge and skills, especially in high-demand areas such as IT infrastructure, programming, and information security.

### Agency IT Goals

- Name: Cost Optimization
- Category: IT Support Improvement/Agility
- July 2018 – June 2020
- 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.

- Name: Process Improvement
- Category: IT Support Improvement/Agility
- January 2019 – December 2019
- Description: All key IT processes will be documented and optimized.
- Desired Outcome: All key IT processes will be consistently reproducible and optimized.

- Name: IT Governance
- Category: Other
- October 2018 – Ongoing
- 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 will align with larger University vision, mission, goals, and priorities.

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## Agency IT Objectives

- Name: Workday
- Name of IT Goal or Agency Goal Supported: Migration from legacy PeopleSoft system to Workday
- Budget: \$9M
- January 2019 – August 2020
- 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.

- Name: Research IT
- Name of IT Goal or Agency Goal Supported: Increase research productivity, as measured by an increase in overall NIH funding from \$58M to \$100M by 2026
- Budget: As needed
- 2019 – 2026
- 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.

- Name: Office 365
- Name of IT Goal or Agency Goal Supported: Implement Office 365 to improve campus productivity and collaboration
- Budget: \$100K
- 2016 – 2020
- 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.

- Name: New ITEC Security Policies (7320A)
- Name of IT Goal or Agency Goal Supported: Information Security Requirements
- Budget: In process
- July 2019 – Ongoing
- 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.

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## Agency and Leadership

- Agency/Organization Name : Wichita State University
- Agency/Organization Head : Dr. Andy Tompkins, Interim President
- Agency/Organization CIO/IT Head: Toney Flack, CIO

## Basic Agency Information

- Vision: Wichita State University is internationally recognized as the model for applied learning and research.
- Mission: The mission of Wichita State University is to be an ***essential educational, cultural and economic driver*** for Kansas and the greater public good.
- Total Budget: \$351.5M (FY2020)
- Goals & Objectives:
  - Seizing opportunities
  - Success for all stakeholders
  - Diversity of culture, thought, and experience
  - Adaptive Approaches
  - Teamwork
  - Positive risk-taking
  - SEE:  
[https://www.wichita.edu/about/strategic\\_plan/documents/Strategic\\_Plan\\_Final.pdf](https://www.wichita.edu/about/strategic_plan/documents/Strategic_Plan_Final.pdf)  
For more details regarding agency goals and objectives
- Agency Business Units: **Academic Units** = College of Health Professions, Education, Engineering, Fine Arts, Graduate Studies, Honors College, Liberal Arts & Sciences, School of Business; **Administrative Departments** = Academic Affairs, Financial Aid, Financial Operations, Human Resources, Information Technology Legal, Strategic Communications; **Affiliated Organizations** = The WSU Foundation, Inter-Collegiate Athletic Association, Rhatigan Student Center (Union), Wichita State Innovation Alliance, Wichita State University (Proper), WSU-Tech (formerly Wichita Area Technical College).
- Agency Funding Mechanism(s): Restricted Use (Grants, Fees, Scholarships) = \$182M; General Use (tuition) = \$89.5M; General Use (State of KS) = \$80M; TOTAL FY2020 Budget = \$351.5M
- Number of Employees: 3,974
- Number of Kansas Citizen Customers: Estimated 26,000 Minimum (students & employees), including WSU-Tech (formerly WATC)

## Basic Agency IT Information

- Vision: The WSU ITS vision is to become a world-class IT organization by any and all metrics, focused on serving the constituents of The University fully and completely and proactively anticipating and adopting new technologies that further the overall vision of the university as a whole.
- Mission – the mission of WSU ITS is to support the University's Mission and Goals by providing appropriate technology and business solutions in a timely manner, cost-effectively, that meet or exceed all essential requirements and beyond (i.e. "delight the customers").
- Budget (please respond "None" if there is no IT-specific budget): \$6.0M Salaries + \$4.4M Operating = \$10.4M Total

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- Number of Employees and Annualized Attrition Rate: 70 Full-Time, Permanent Direct. 23 Part-Time Student Assistants. Annual Direct Employee Turnover = Approximately 7%.

### Agency IT Challenges

- Name: 1 – Obsolete Technical Infrastructure
- Summary Statement: We have inherited implicitly antiquated technology in certain buildings and in certain types of infrastructure, e.g. Wi-Fi is a glaring example.
- Category (Attrition/Recruiting/Talent Gap, Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity, Vendor Issues, Other) : Technology Obsolescence, Budget Constraints/Funding, and WSU ITS Personnel time constraints.
- Priority (High, Medium, Low): High
- Detailed Description: Many older building don't have adequate Wi-Fi coverage (most have some coverage). Obviously they were constructed a time in history when Wi-Fi facilitation was not a consideration (need to run Ethernet cables less than 300' with POE, and hang WAP's to conceal them for aesthetics).
- Name: 2 – New Building Construction (“Innovation Campus” adjacent to main Campus)
- Summary Statement: WSU is constructing 3 to 5 large, new, critical and complex building on The Innovation Campus each year for the last 2 years and for the next 3 years.
- Category (Attrition/Recruiting/Talent Gap, Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity, Vendor Issues, Other): WSU ITS Personnel Time constraints. Funding for initial IT Infrastructure equipment and external services comes from the building construction budget so that portion is OK.
- Priority (High, Medium, Low): High
- Detailed Description: The new buildings represent a large IT infrastructure challenge. Although they are designed with modern services like Wi-Fi in mind, construction schedules are always very tight and there generally isn't much time left between substantial completion and occupancy to install, test, and productionize IT infrastructure equipment like wired network access, Wi-Fi, electronic door locks, security video cameras and other services of that ilk. The external cost is borne by the construction project, but ITS often must supply design and sometimes installation labor at no cost. Almost all of these buildings have multiple tenants with differing objectives that complicate the situation, as they sometimes conflict with each other, and even if not in conflict they do compete for the same (limited) human resources.
- Name: 3 – Need to create an over-arching ITS Governance Committee
- Summary Statement: Today most IT decisions for the University are taken internally by ITS, or deliberated with ITS and one or a few functional (academic or administrative departments) or are dictated by upper management. There is not a rigorous, scientific method to creating and advancing IT projects with the consultation of all/most other departments. This was a key finding of the Gartner 2019 WSU ITS Benchmarking Study.
- Category (Attrition/Recruiting/Talent Gap, Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity, Vendor Issues, Other): Process Immaturity (we do have a tool in place – Team Dynamix – that call assist with Portfolio (as well as Project) Management.

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- Priority (High, Medium, Low): High
- Detailed Description: An overarching committee or committees to oversee technology strategy/philosophy and investment is needed, and does not yet exist at present.
- Name: 4 – Hire a CISO.
- Summary Statement: Hire a CISO and maybe some staff for that position as well. This was a key finding of the Gartner 2019 WSU ITS Benchmarking Study. This position would start as an IT Director reporting to the CIO.
- Category (Attrition/Recruiting/Talent Gap, Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity, Vendor Issues, Other): Attrition/Recruiting/Talent Gap AND Budget Constraints/Funding.
- Priority (High, Medium, Low): High
- Detailed Description: There are many statutory IT Security regulations for higher educational institutions at this point in time. FERPA, PCI, HIPAA, GLBA, DFARS, ITAR, GDPR, Clery Act, ADA, etc. with respect to many systems and also facilities. WSU needs someone to coordinate and keep track of compliance activities in conjunction with Legal, Research & Technology Transfer, and other departments, particularly those who have grants from US Federal Agencies like DOD, DOE, NSF, and NIH. This individual would also be responsible for administering IT security training/assessment/awareness to all other employees and students. This individual (plus at some point some staff) is also required to keep abreast of standards/requirements and how to comply with them, and how to document and demonstrate compliance as needed. Mostly separately from those activities, this individual would also coordinate cooperation with WSU PD, Wichita PD, local FBI, and WSU's Office of Chief Legal Counsel on cases being worked by those entities which have a WSU Information Technology/Data component to them.
- Name 5 – Free funding from IT “run” and “grow” project categories to apply to “transformative” IT Projects.
- Summary Statement: Streamline Desktop Support and Help Desk functions to improve financial efficiencies in order to free more funds for “transformative projects” as opposed to “run” or “grow” projects. This was a key finding of the Gartner 2019 WSU ITS Benchmarking Study.
- Category (Attrition/Recruiting/Talent Gap, Technology Obsolescence, Budget Constraints/Funding, Statutory Changes, Process Immaturity, Vendor Issues, Other)
- Priority (High, Medium, Low)
- Detailed Description

### Agency IT Goals

- Name
- Category (Service Consolidation, Digitization/Online Services, Data Governance, Desktop/Productivity, Enterprise Applications, Hardware/Infrastructure, IT Support Improvement/Agility, Application Modernization, Security, Other)
- Start Date, End Date
- Description
- Desired Outcome

# Agency IT Strategic Planning – 2020 (3-Year Horizon)

## Agency IT Objectives

- Name 1 – Support for Strategic Enrollment Management (SEM) and Other University Strategic Objectives
- Name of IT Goal or Agency Goal Supported: SEM & Others
- Budgeted (Y/N), Budget (if known): N, no explicit IT budget for these (mostly internal labor).
- Start Date, End Date: Sept. 2019 – ad infinitum.
- 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

- Name 2 – Streamline and control IT procurement processes for cost efficiencies and labor savings.
- Name of IT Goal or Agency Goal Supported: Free funds to invest in “transformational” IT Goals
- Budgeted (Y/N), Budget (if known): N, no explicit IT budget for these (mostly process improvements requiring internal labor)
- Start Date, End Date: Sept. 2019 – ad infinitum.
- 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).

- Name 3 – Support the launch of the full Innovation Campus.
- Name of IT Goal or Agency Goal Supported: The Innovation Campus of public/private collaboration spaces which, among other outcomes, provides more opportunities for students to have an applied learning experience prior to undergraduate or graduate graduation.
- Budgeted (Y/N), Budget (if known): N, there is no explicit IT budget for these (mostly internal labor). All hardware and some labor is funded by the corresponding construction project’s budget.
- Start Date, End Date: January 2017 – December 2021.
- 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.
- Desired Outcome: 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.

- Name 4 – Improve Demonstrable Compliance with all relevant IT security statutes.
- Name of IT Goal or Agency Goal Supported: Facilitate all manner of activity at WSU, in particular to maintain the ability to compete and be awarded Federal Grants (from DOD, DOE, NIH, NSF).

## Agency IT Strategic Planning – 2020 (3-Year Horizon)

- Budgeted (Y/N), Budget (if known): N, not in general. Not in FY2020 so far. Seeking funding for an internal position during the late stages of FY2020.
- Start Date, End Date: January 2020 – ad infinitum
- 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).
- Name 5 – Form a Strategic IT Investment Governance Board
- Name of IT Goal or Agency Goal Supported: All strategic WSU University-Wide Goals
- Budgeted (Y/N), Budget (if known): N, no explicit IT budget for these (only requires internal labor)
- Start Date, End Date: Sept. 2019 – ad infinitum
- 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.
- Name 6 -
- Name of IT Goal or Agency Goal Supported:
- Budgeted (Y/N), Budget (if known)
- Start Date, End Date
- Description
- Desired Outcome

