



2022

Executive Branch 3-Year IT Plan Update



Office of Information Technology Services

Submitted by DeAngela Burns-Wallace, Ed.D.
Executive Branch CITO
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CITO'S MESSAGE



DeAngela Burns-Wallace, Ed.D.
Executive Branch CITO

In accordance with the requirements set forth in KSA 75-7209 (c) and KSA 75-7210, attached is the 2022 Executive Branch Information Technology 3-Year Plan.

Last year, we started to adopt a new one-page IT strategy format to provide an easy to understand, visual representation of the information we collected in this process. All the cabinet agencies started to use this new format and we have received a lot of positive feedback. With the support of both the non-cabinet agencies and the Board of Regents, we have transitioned all IT plans into this new format this year.

The overall structure of this report remains the same. You will first read through the success stories from all the Executive Branch agencies, followed by the Executive Branch IT Framework and Objectives, including a summary of the overarching findings from this year's report. The last section are the 3-year plans for each of the agencies under the Executive Branch.

As you will see in the report, Technology Modernization, Cybersecurity, Process Digitalization and Continuous Improvement of Customer Service are the major goals in the upcoming years. These goals support the Executive Branch IT Strategic Framework with the vision to provide "Anywhere, anytime access to secure Kansas digital government resources".

Cybersecurity continues to be among the most challenging issues facing the State and local government. With the support from the Governor and the Legislature, the Kansas IT Security Council has been reconstituted to develop and facilitate a "whole-of-state" cybersecurity effort that will raise the security posture of public and private sector organization in Kansas.

On behalf of all the agencies represented in Executive Branch IT, I want to recognize all the great work and successes outlined in this document.

A handwritten signature in black ink, appearing to read "DeAngela Burns-Wallace". The signature is fluid and cursive, written over a light gray rectangular background.

DeAngela Burns-Wallace, Ed.D.
Executive Branch Chief Information Technology Officer

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Link to the complete 2021-2023 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

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CABINET SUCCESS STORIES

Kansas Department of Administration (DofA)



➤ **Establish Information Security Program**

Successfully implemented a security platform for the agency's critical PeopleSoft systems (SMART/SHARP). This platform included: Multi-Factor Authentication (MFA), Data Masking, datalogging, alerts and reporting.

➤ **Automate Learning and Performance Management System (KLPM)**

Successfully implemented a Statewide learning and performance management system. 18,000 Executive Branch employees plus agency contractors and external learners were registered into the system. The learning management systems from three other agencies were also integrated into the system. The Performance Review Process was automated from paper process.

➤ **Electronic Signature (DocuSign)**

DofA set up and configured DocuSign for the DofA offices and created a DocuSign center of excellence; designed to help agency offices modernize/digitize their workflows and document collection practices.

➤ **Business Application Modernization (PeopleSoft Upgrades (PUM))**

Successfully brought the SMART and SHARP systems up to the most current release of patches/fixes and enhancements delivered by PeopleSoft. Also hardened the database security and stability by migrating to the latest Oracle Database release.

➤ **Business Application Modernization (Website redesign)**

Migration successfully completed; DofA users were trained in the new system; an intern was hired to support the new Content Management System (CMS); Phase 2 of the redesign is underway to modernize design, content, and end user interactions with the site.

➤ **Printing modernization (printing equipment, visitor management)**

Visitor Management System deployed and monthly visitor log reporting between Office of System Management (OSM) & Printing in place; new printer was installed, operators trained, and system in production; currently working to complete new network supporting software throughout Printing's print management systems.

➤ **Enhancing SMART Procurement and E-Supplier Features**

Successfully implemented two new supplier punchout catalogs at the request of the Office of Procurement and Contracts. These punchouts will help facilitate the creation of SMART requisitions by enabling the system to pull order information from the supplier website directly into a SMART transaction. This enhancement has prevented double-keying and user error during the data entry process.

Kansas Department of Agriculture (KDA)



➤ **Data Center Migration**

KDA IT migrated its data center to a new location on the campus of Kansas State University. After a fire on the roof at Hale Library in 2017, KDA IT, with the guidance of Kansas State University, began the transition of a portion of its servers to Microsoft Azure in addition to a new data center on campus.

Kansas Department of Children & Family (DCF)



➤ **DCF Site Completion**

DCF IT built and completed six sites, including the Emergency Water Assistance Program site, Office of Human Development (OHD) Curriculum Development site, Administrative Services Policy & Procedures site, Legal Settlement site, Fraud Tracking Social Security Rulings (SSRs) Reports site, Morrow Tracker for Rehab Services Claims Reimbursements site, and EES Identity Verification site.

➤ **DCF Modernization Projects**

Completed the server infrastructure migration. Replaced database integration with Document Services, State Services Portal, and Child Support Services (CSS) Dashboard reports. Began the CSS re-platforming modernization.

Kansas Department for Aging & Disability (KDADS)



➤ **KDADS Phone Systems**

Soft Phone Technology rolled out to KDADS, and a new phone system is in production at Parsons State Hospital (PSH) and Larned State Hospital.

➤ **KDADS Cloud**

Moved to the enterprise edition of the Oracle Cloud (OCI).

Kansas Department of Commerce (KDC)



➤ **Salesforce Expansion**

KDC was able to bring on a full-time Salesforce Administrator to help with the rising need of users in the agency adopting Salesforce. KDC digitized applications needed from various departments eliminating the need to receive the applications via paper or a Word document, PDF, etc. and then manually inputting that data into Salesforce.

➤ **Kansas Angels Migration**

The Kansas Angels program was moved from an aging server and technology and into Salesforce to streamline the program and give outside users a way to check their progress without involving KDC employees. Employees now have more time to complete more necessary tasks of the program.

Kansas Department of Corrections (KDOC)



➤ **Case Management Improvements**

Implemented case management to allow collaboration with outside entities. Also implemented a case management assessment system to focus on specific areas of risk and the level of the risk to help develop case planning for an individual.

➤ **Video Conferencing Updates**

Facility/Parole improvements for video conferencing. Added Neat Boards and conference room TVs to enhance remote programming and meeting needs.

➤ **Software and Application Implementation**

Implemented the process to run Athena Phase 1 Reports from Application Portal. Also implemented the Schedule Pro Scheduling Software at Lansing Correctional Facility.

➤ **Additional Accomplishments**

KDOC creates average daily population reports for community corrections, created an assessment process for juvenile intake that assesses if the youth may be a victim of Human Trafficking, improved network performance, improved/automated Covid check-in protocols using temperature scanners, and integration of active directory to a policy management solution.

Kansas Department of Health and Environment (KDHE)



➤ **Geographic Information System (GIS) National Recognition**

KDHE's GIS department was recognized nationally for its work and partnership with the KDHE Division of Public Health regarding COVID and data visualization.

➤ **KMMS Modernization Project Complete**

KDHE completed the KMMS Modernization Project which transformed the Medicaid Management System from a legacy code-based platform to a modular system allowing the integration of best-of-breed components using multiple vendors.

Kansas Highway Patrol (KHP)



➤ **Civilian Mobilization**

KHP has spent the last year mobilizing the entire agency for operations in and outside of the office when needed. The Civilian Mobilization Project replaced all desktops with laptops and docking stations. The project enabled staff to work from home during the pandemic.

➤ **Criminal Justice Information Systems (CJIS) Software Upgrade**

KHP implemented part of the CJIS Software Upgrade project in modernizing its field-based reporting solution. This upgrade consolidated many of the existing software packages including Computer Aided Dispatch (CAD); Records Management System (RMS); Electronic Citations (DigiTicket), Kansas Law Enforcement Records Form Processing (KLER); Automatic Vehicle Location (AVL); and Evidence Management. Project implementation will be complete in 2023 with the migration of existing systems and training.

➤ **In-Car-Camera Project**

The IT department continues to work the 2022 In-Car-Camera Project with further testing and project approval for the in-car camera system. This project will replace the aging vehicle cameras and DVR/DVD recording systems. This new system will upload video using cellular networks to KHP's Evidence Library.

Kansas Department of Labor (KDOL)



➤ **Identity Management Platform**

The agency continues to successfully utilize an identity management platform to reduce fraudulent claims, as well as maintain a decreased load on our internal systems.

➤ **Identity Management Platform**

KDOL implemented numerous new federal unemployment programs, including extensions in timelines to existing programs.

Kansas Department of Revenue (KDOR)



➤ **Modernization**

Hardware Replacement and Software Modernization of Taxation database systems and modernization of mainframe vehicle rental tax system into integrated tax platform.

➤ **Security Upgrades**

Security infrastructure upgrades to agency infrastructure including local and remote office firewalls

Kansas Department of Transportation (KDOT)



➤ **Remote Work Policy**

Formal remote work policy along with associated technology changes implemented for the agency based on a hybrid model.

➤ **Website and Portal Implementation**

Fraud & waste reporting website implemented as well as the Eisenhower Legacy Transportation Program (IKE) Transportation Plan website. KDOT Personnel Portal was also implemented for use by human resources staff across the agency.

➤ **.Gov Transition**

Agency website transition, migrating from the “.org” to a “.gov” domain.

➤ **Security**

Mainframe disaster recovery exercise completed. Endpoint Detection and Response (EDR) deployment is complete, providing advanced security detection.

➤ **Modernization and Upgrades**

Agency Exit Survey enhanced to allow the use of electronic and paper forms. Server modernization is complete and conference room technology upgrades were implemented to facilitate virtual meetings more efficiently.

➤ **Locating Accidents**

GIS functionality added to various systems to better locate accidents.

Kansas Department of Wildlife & Parks (KDWP)



➤ **Licensing and Permitting Modernization**

Beginning in the summer of 2021 and was completed in May 2022, the project migrated and combined multiple applications from different vendors and internal applications under one application and mobile app. These applications included licensing/permitting, boat registrations, public land check-in/check-out, deer and turkey harvest reporting, and the addition of event management. IT worked with the licensing section and other divisions in the agency on the project and to make sure all information was migrated from old systems.

➤ **Phase 2 Completion of the Fisheries Dashboard Application**

IT worked with fisheries staff and a contractor to combine all fisheries databases (stocking, constituent surveys, biologist netting, lake surveys and aquatic nuisance species data) into one application with a modern user interface and reporting for agency staff.

➤ **Bureau of Justice Grant Award**

The Law Enforcement Division applied and received the Bureau of Justice Assistance Body-Worn Camera (BWC) Policy and Implementation Program (PIP) Grant. This grant allowed the agency to purchase body cameras for all certified law enforcement personnel, which include natural resources officers, public land managers and state park rangers.

➤ **Additional Accomplishments**

Other accomplishments for the year were the upgrade of the Pratt Datacenter's firewall, setup of a new office in Emporia, continued advancement of the hybrid Commission meetings, and advancements to the approval process in the document management system.

NON-CABINET SUCCESS STORIES

Kansas Commission on Veteran's Affairs Office (KCVAO)



- The KCVAO purchased and deployed a security platform to defend all networks, servers, and end point devices from cyber-attacks and emerging threats.

Kansas Behavioral Sciences Regulatory Board (BSRB)



- In FY 2022, the BSRB coordinated with representatives from the Information Network of Kansas (INK), to add a new payment portal to the BSRB website, replacing the previous method of applicants mailing credit card information. The new payment portal also allows for payment by electronic check, to decrease delays during the licensure process.
- In FY 2022, the BSRB successfully broadcast 41 board and advisory committee meetings to the agency's YouTube channel without malicious interference or other technological disruption.

Kansas Board of Accountancy (KSBOA)



- The Board of Accountancy refreshed its website in June of 2021.

Kansas Board of Barbering (KBOB)



- Kansas Board of Barbering staff have created multiple spreadsheets of data that can be shared among staff. This has greatly improved ease of communication for staff. The KBOB inspector works statewide, and this enables staff to check/verify information for inspections, and shops. Also, it creates a much easier composite of data for processes such as annual budget and statistics for professional organizations and/or agency planning.

Kansas Board of Nursing (KSNB)



- Data Center Migration - KSNB migrated its data services into multiple geographically separated data center locations.
- Enhanced Hybrid Work Environment - When COVID-19 shut everything down, KSNB adopted a new operational model to enable a remote hybrid work environment for staff and board members. KSNB continues to provide hybrid work models for select staff positions and has done so with minimal information technology complications. This has allowed the agency to fulfill its public protection mission of effective nursing regulation, even during times where locations were not permitting public access.
- Paper-to-Digital Initiative - KSNB received a generous financial grant from the State of Kansas Digital Imaging Program Fund to assist with the paper-to-digital conversion project of state licensing records.
- With leftover funds from the paper-to-digital conversion project, KSNB initiated the conversion of the agency's paper investigative and disciplinary records. At its conclusion, it is estimated there will be 1.42 million pages representing about 27,100 records being converted to electronic files.
- KSNB Information Security Program – KSNB, in conjunction with the KS Information Security Office (KISO), prioritized a yearlong effort to review the information security posture of the agency including a detailed synopsis of the Annual Cybersecurity Self-Assessment (CSA). The purpose of the CSA was to evaluate the implementation and maturity of KSNB's cybersecurity controls and risk management processes. Results of the effort include the creation of the KSNB Information Security Program Charter, Information Security Incident Response Plan, CJIS Handling Policies and Procedures, Information Asset Classification Policy, and Data Sharing Agreements, just to name a few.

Kansas Board of Pharmacy (KBOP)



- Completion of data sharing agreement with Board of Nursing for monthly updates of K-TRACS users.
- Completed agency transition to OneDrive of all agency files outside K-TRACS and eLicense. Complete agency transition to Microsoft Teams for all agency-initiated meetings. Successful staff adoption and implementation!
- Snack and Scan is back on track and continues to be fruitful as KBOP has converted a 750 sq ft file storage room to a functional office and reduced the paper footprint to five remaining file cabinets!
- Migration to GovDelivery (from Lyris) for email blasts.

Kansas Board of Veterinary Examiners (KBVE)



- The agency fulfilled its mission of employees work from home during the pandemic and successfully got all the work accomplished with IT services.
-

Kansas Corporation Commission (KCC)



- Upgraded audio/visual equipment in several conference rooms, replacing aging technologies and devices with equipment that enhances capabilities for participation in onsite, remote, and hybrid technology events.
 - Migrated hardware inventory records from a legacy platform to a system that includes an auditing workflow to increase asset visibility and accountability.
 - Migrated from an in-house legacy timekeeping system to the State of Kansas SHARP Time and Labor application.
 - Utilized Zoom and the agency YouTube channel to increase visibility of agency open meetings and to allow wider participation in public hearings.
 - Successful migration to a new storage and compute platform in the data centers from a legacy system. Also migrated/expanded agency data backup systems and integrated with the new SAN platform.
-

Kansas Division of the Budget (Budget)



- The Division of the Budget successfully retired its inventory of desktop computers during FY 2023.
 - The Division of the Budget transitioned to a hybrid work schedule by having all of its data converted to SharePoint, as well as having laptops deployed for all staff. Without the help of OITS in this SharePoint conversion in 2018, there would have been significant day-to-day operational challenges for the Division during the pandemic.
-

Kansas Governmental Ethics Commission (KGEC)



- A hard drive catastrophically failed with no notice. OITS responded immediately, assessed the issue, and provided clear indications about expectations for retrieval. An unused computer was relocated, a new device was ordered, and a loaner device was issued, all quickly and without incident.
-

Kansas Historical Society (KSHS)



- As of 8/5/2022, KSHS has migrated all phones to voice over IP. This includes all historic sites and headquarters.

Kansas Human Rights Commission (KHRC)



- The KHRC continued to provide employees the ability to telework during the COVID-19 pandemic, while still working to achieve its mission and being responsive to the public it serves.
- The KHRC successfully transitioned its in-person trainings to Microsoft Teams and Zoom virtual trainings during Fiscal Years 2021 and 2022. 1,187 individuals received training through Teams or Zoom presentations with many being geographically distant from a KHRC office. Training was, on occasion, conducted simultaneously in different locations.
- The KHRC's Online Harassment Prevention Training continued in Fiscal Years 2021 and 2022, with 23,357 individuals completing the training in the referenced period. FY 2021 survey results show 98% of the trainees say they were able to navigate the course with ease, 94% said the course contained valuable information, and 92% said they have a full understanding of harassment after taking the course, versus 65% before taking the course.
- In January 2022, our federal partner, the U.S. Equal Employment Opportunity Commission, changed to a new database. The Kansas Human Rights Commission implemented the new database for all employees, taught select employees how to docket, enter important milestones, and close cases in the database, implemented merges for updated letters and forms, developed reports, and wrote new instructions.

Kansas Office of Administrative Hearings (OAH)



- During the COVID-19 pandemic OAH was able to successfully implement a system to allow for hearings to be conducted both by telephone and video conferencing. This enabled OAH to institute a hybrid participation system once offices reopened.

Kansas Office of the Governor



- More robust communications tools were implemented to inform constituents, State agencies and local government on important news and information.
- Upgraded all the equipment for press conference and State of the State address.

Kansas Office of the State Bank Commissioner (OSBC)



- The OSBC completed integration between the Nationwide Multistate Licensing System (NMLS) and the state system, Kansas Supervised Institution Management System (KSIMS). This integration, several years in the making, automatically syncs over 1,000 changes each day into the state system, removing the need for hours of the daily data entry. This automation has allowed the licensing staff to have additional time to serve the OSBC's licensed entities and has increased data consistency and accuracy. A further expansion to this project is planned for late 2022 which will streamline efforts further by removing additional manual data entry by automating the revenue piece of NMLS.
 - The agency continues to operate successfully in a hybrid work environment. Prior to the pandemic, small field offices had already transitioned to fully remote, and the COVID-19 pandemic accelerated agency plans to continue this successful model. The IT infrastructure enabled the work experience to be the same regardless of location, allowing for a truly remote-enabled workforce. The OSBC moved to a completely remote workforce in a single day in 2020, and while attendance to an office has resumed for some staff, the continued IT-vision is to ensure all functionality is "remote-first" to maintain this hybrid environment. This included incorporating more flexible workspaces, supporting remote board meetings, completely remodeling the Lenexa and Wichita offices in 2021, and upgrading conference room equipment to better support hybrid meetings.
-

Kansas Racing and Gaming Commission (KRGK)



- OITS/KISO worked with the Homeland IT Security department to perform an attempted attack on KRGK's system with bots. The structure was strong enough that the bots were only able to scan the outward facing ports and obtained no additional information.
 - KRGK IT supported the staff during the COVID-19 pandemic, enabling the staff to work from home.
 - KRGK implemented the next generation of IT security through the utilization of Secure Access and Service Edge (SASE) that entails the use of four (4) elements of Security as a Service (SaaS), Cloud access security broker (CASB), Cloud-delivered firewall (FaaS), and Secure web gateway (SWG), into a Zero-Trust Network Access (ZTNA). The system also has DNS-Layer security, Remote Browser Isolation (RBI), ability for detection of malware, and interactive threat intelligence. This, combined with Next Generation Artificial Intelligence, allows the IT team to monitor the system, the security status, and possible vulnerabilities from any location with internet access.
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Kansas Real Estate Commission (KREC)



- Moved all agency files to OneDrive.
 - Implemented operational Zoom Room for Virtual/Hybrid Commission Meetings.
 - Developed RFP in collaboration with OITS for statewide contract for licensing system vendor.
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Kansas Sentencing Commission (KSSC)



- The KSSC successfully transitioned to fully remote work within the first week of the pandemic. Previous IT controls in place allowed the agency to maintain the same high productivity levels and customer service its stakeholders have come to expect.
 - The KSSC has monthly meetings and has implemented hybrid Zoom meetings to increase engagement with members and the public.
-

Kansas State Board of Examiners in Optometry (KSSBEO)



- All paper files have been scanned and sent to State archives. The agency went from three file cabinets to one.
 - Implemented softphones to answer the board phone while working remotely.
 - Created web forms on the board's website to submit following forms electronically: complaints, CE requests, trade name app, certificate of good character. Also, created fillable PDF on the Board's website for complaints.
-

Kansas State Board of Healing Arts (KSBHA)



- With vendor assistance, KSBHA successfully updated its datacenter infrastructure with a more capable VxRail converged cluster and moved its virtual machines to the new environment with no impact to its end users.
 - Over the last two years, most of the agency's end users were set up to work hybrid work schedules. This required acquiring and configuring the necessary laptops to allow the end users to work from home and training them to utilize VPN and Remote Desktop to do so.
-

Kansas State Board of Indigents' Defense Services (SBIDS)



- Board of Indigents' Defense Services (BIDS) was able to hire two additional IT Technical Consultant positions during this last year, due to position funding provided by the Legislature. These positions have provided much needed additional bandwidth to the IT department, which has allowed the team to make progress on its IT Strategic Plan while still maintaining proper support for all its offices statewide.

Kansas State Board of Technical Professions (KSBTP)



- Adopted online licensing applications.

Kansas State Fair Board (KSF)



- Migrating to shared KSF OneDrive was a huge success! Freeing server space.

Kansas State Library (KSLIB)



- Active directory server and file server onsite migrated to an offsite location. Improved firewall security from Windows built-in firewall.
- Windows upgrade

REGENT SUCCESS STORIES

Emporia State University (ESU)



➤ **Implemented Several Projects/Refining New Services**

- Over the last two to three years, ESU has completed and implemented several large projects. Working with staff across campus to refine Cognos reports to putting MFA in front of new and existing services.
- Refining Microsoft Defender for end point monitoring and setting up alerts to minimize the false positives.

Fort Hays State (FHSU)



➤ **Implement Workday Enterprise Resource Planning (ERP)**

- FHSU has implemented the majority of the Workday ERP solution. FHSU is only the fifth university/college to go live with the product and the largest at the time. The product lacked maturity in development, but it has been successfully implemented and used. FHSU is a significant contributor to the product's development.

Kansas State University (KSU)



➤ **Transition from ServiceNow to TeamDynamix**

- KSU recently changed from ServiceNow to TeamDynamix for its ITSM tool. The service better meets the University's needs and provided cost savings to both the University and Division of IT.
- Roll out included a complete redesign of the IT website to improve user experience and increase clarity of IT communications.
- Implementation of an enterprise electronic forms tool, Softdocs, was also completed, allowing for long-term efficiency gains by providing offices with a viable option in moving away from paper forms and physical workflows.

➤ **Native Cloud Migration**

- KSU completed its move from VMC in AWS to native cloud, a HUGE achievement that saves the University money in the long run and allows the Division of IT to fully leverage the advantage of native cloud.

➤ **Network Infrastructure Modernization**

- KSU has modernized its network infrastructure using a combination of COVID relief and State funds to replace aging switches, routers, and firewalls. KSU continues to cover many outdoor areas in wireless to improve the students' experience.

University of Kansas Medical Center (KUMC)

KUMC experienced many IT related successes in 2022 including but not limited to the following:

➤ **Creation of KUMC IT Services (KITS)**



- Elevated the role of Information Technology and its strategic importance to the mission of the medical center, by creating KUMC IT Services (KITS) with the Chief Information Officer now reporting directly to the Executive Vice Chancellor.
- Through the creation of KITS, collaboration has increased and KUMC implemented a unified IT strategy that focuses on providing safe, secure, reliable, and smart technology to its customers.
- KITS began restructuring areas within the department to align with industry best practices that maximize IT services with customer focus and combine services that boost efficiency and work.
- The KITS team, in partnership with research leaders, created KUMC Cyber Security for Research Program to develop capabilities that will provide focus and scalability of risk management service with the scope of aligning other IT services in the future.
- KITS leaders developed a roadmap of initiatives focused on “strengthening IT digital infrastructure,” that will provide improved business continuity and the ability to recover from disasters in a structured way. Key initiatives include; data center improvement, network improvement, and realignment of IRM (Incident Response Management) and DRM (Disaster Response Management).
- Through the implementation of MFA (Multi-Factor Authentication) for privileged accounts, KITS improved its security posture.

Pittsburg State University (PSU)

Over the past year, PSU has had many IT success stories:

➤ **PSU Road Map Release**



- The release of the PSU Road Map has been key to students planning their entire PSU career semester by semester. PSU believes the tool will contribute to student retention and allow the University to carefully plan the needed number of course sections to meet student needs.

➤ **Move from Google to Outlook**

- The transition of student email from Google to Outlook was an extremely complex and difficult task that was completed over the course of the year, on time, and completely in house.

➤ **New Financial Aid System**

- Implementation of a new Financial Aid system has begun. This has been a huge cultural shift for the PSU campus and sends a message that the old legacy system is closer to being put to rest.

➤ **Replacement of the ERP System**

- The selection of the new SIS was a big step forward for PSU. Installing a new SIS is the last module to replace in the University's ERP system. The selection of this product by a diverse search committee was a major milestone for PSU.
-

OFFICE OF INFORMATION TECHNOLOGY SERVICES (OITS) SUCCESS STORIES

OITS' accomplishments in 2022 included:

➤ **Governor's Cybersecurity Task Force**

With the State's Chief Information Security Officer serving as co-chair, the Governor's Cybersecurity Task Force produced a final report in December 2021 of more than 40 recommendations for how to improve the cybersecurity posture of Kansas from a whole-of-state approach.



➤ **Cybersecurity Internship Program**

Launched the Cybersecurity Internship Program in summer of 2022, encouraging college students as well as professionals looking for a mid-career move to apply. The Kansas KISO received multiple, qualified candidates and accepted two interns who are continuing on with the agency.

➤ **National 2022 StateScoop 50 Awards: GoldenGov State Executive of the Year**

CITO DeAngela Burns-Wallace was honored with the GoldenGov State Executive of the Year in May 2022. The award goes to visionary state executives leading state government into a new technology landscape with innovative ideas and by inspiring others to get on board.

➤ **National 2022 StateScoop 50 Awards: State IT Leadership of the Year**

For his work as CIO at KDOL, Kelly Johnson was awarded State IT Leadership of the Year in May 2022. The award goes to public sector disruptors helping government implement new technologies, secure systems, revolutionize operations, and/or make big change. Glen Yancey, CIO at KDHE, was also a finalist for State IT Leadership of the Year.

➤ **Kansas City CIO of the Year ORBIE Award: Public Sector ORBIE Recipient**

CITO DeAngela Burns-Wallace was honored with the Kansas City CIO of the Year Public Sector ORBIE Award on September 16, 2022. Launched in 1998, the CIO of the Year ORBIE Awards is the premier technology executive recognition program in the United States and honors CIOs who have demonstrated excellence in technology leadership.

➤ **Implementation of Financial Management Tool**

In April 2022, Apptio was rolled out as a tool for agencies to access their OITS budgets online at any time. Apptio has reduced the time it takes OITS to invoice and collect service fees from agencies and agencies can now plan and budget more efficiently.

➤ **Staff Development – Information Technology Skills**

OITS spent the last year investing in a skills assessment for staff. The skills assessment identified strengths within individuals as well as where OITS has gaps as an organization. Looking to the future, staff will have individualized professional development plans, investing in the skills that will enhance their abilities and the abilities of OITS to deliver operations excellence.

➤ **Network Access Layer 2 Refresh**

Refreshed a 10-plus-year-old network access layer switch hardware with new equipment that provides more secure and supportable services. As of September 2022, the project is 95% complete with 736 switches replaced during phases one and two.

3-YEAR IT PLAN FORMAT

Introduction

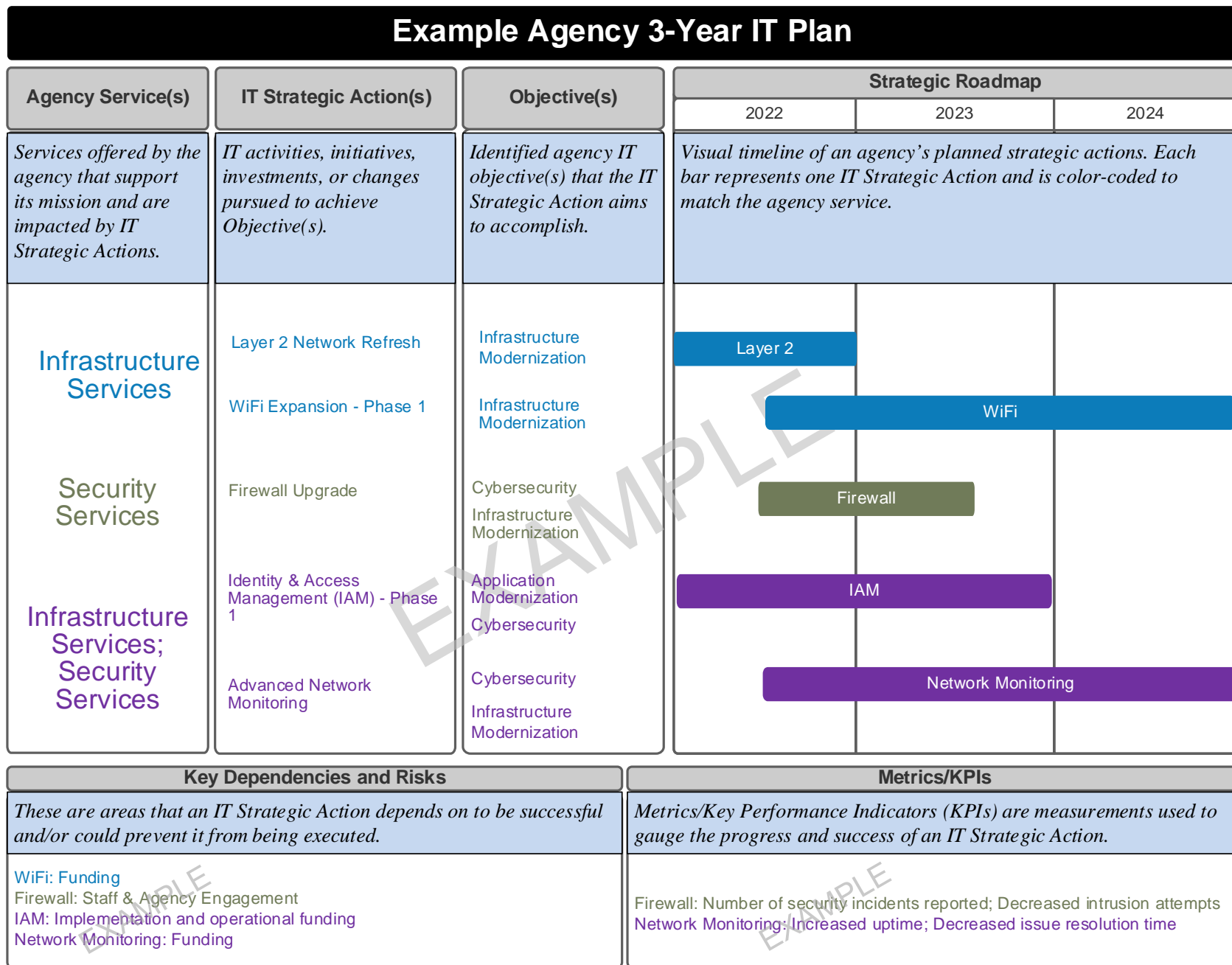
This year, all agencies within the Executive Branch adopted the “One-Page Diagram” introduced and used by Cabinet Agencies last year. This new format consists of an Agency Background page and a diagram that visually summarizes the link between Agency Services, IT Strategic Actions, Objectives, along with the Key Dependencies, Risks, and Metrics/KPIs relative to each. Each of these terms, along with examples, are outlined in Figure 1.

Notable Changes for 2022

Based on the feedback received last year, the field “Agency Service(s)” was created to associate the service that is impacted by the IT action. In addition, a predetermined set of objectives is identified to categorize each action, resulting in a comprehensive view of how these actions support the Executive Branch IT Strategic Framework. A visual representation of the relationship between the goals and objectives can be viewed on page 24.

Figure 1 on the next page provides a description of terms and an example of the “One-Page Diagram”.

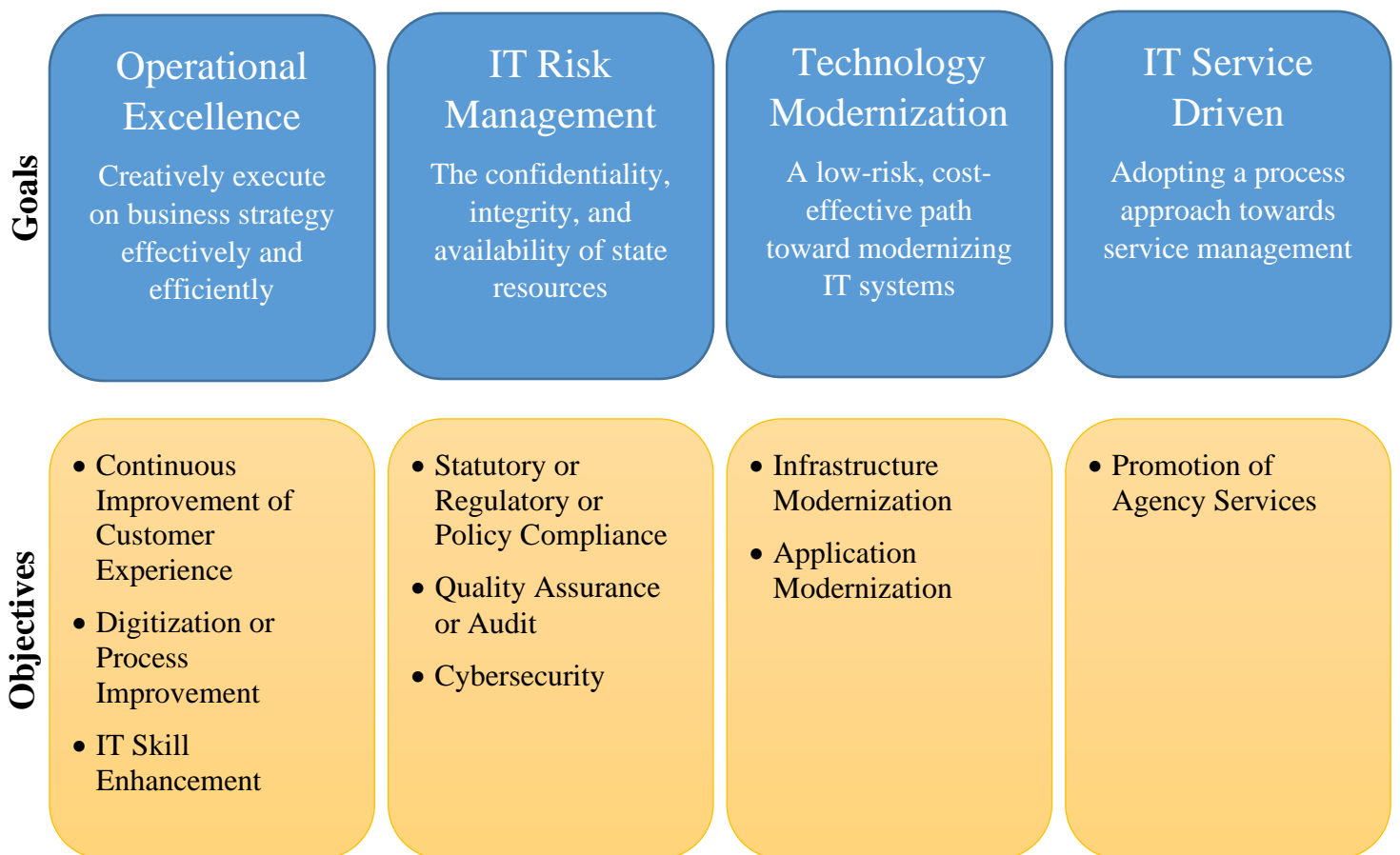
Figure 1



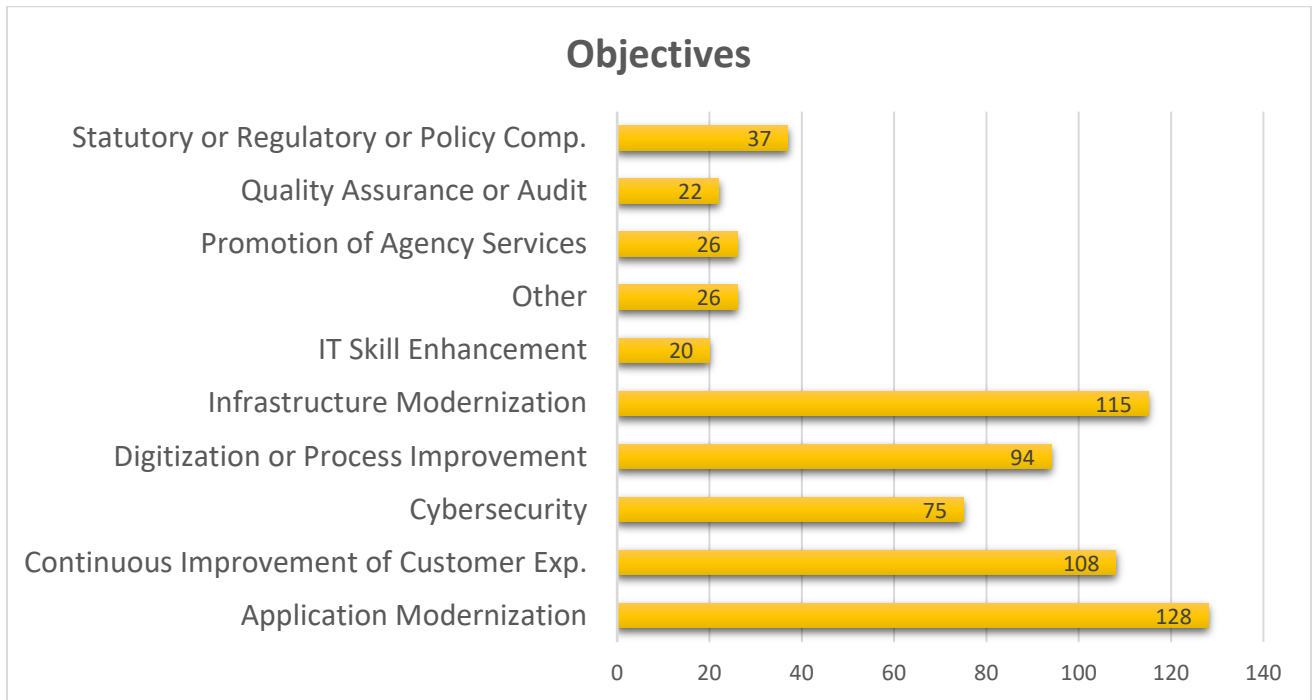
EXECUTIVE BRANCH IT FRAMEWORK & OBJECTIVES

Last year, we introduced the Executive Branch IT Strategic Framework to serve as a guide to ensure alignment of projects and initiatives with key goals, vision, and mission of the organization. The complete version of the framework is included in [Appendix A](#) for reference.

This year, a predetermined set of objectives was introduced and integrated into the framework to clearly identify how each objective is supporting the Executive Branch IT Goals. The diagram below illustrates the relationship between these goals and objectives.



A total of 418 actions and 651 objectives are identified in this report and the following chart shows the distribution across the objectives.



Top objectives:



37% – Application and Infrastructure Modernization



17% – Continuous Improvement of Customer Experience



14% – Digitization or Process Improvement



12% – Cybersecurity

CABINET SUBMISSIONS

Link to the complete 2021-2023 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

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

<u>OITS ENTERPRISE LEVEL</u>	27
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<u>WILDLIFE AND PARKS</u>	74

KANSAS OFFICE OF INFORMATION TECHNOLOGY SERVICES (OITS) ENTERPRISE LEVEL

Agency/Organization Leadership:

- Executive Branch CITO: DeAngela Burns-Wallace, Ed.D.
- Chief Technology Officer: Tanya Rodriguez-Heffel
- Chief Experience Officer: Shelia Johnson
- Chief Information Security Officer: Jeff Maxon
- Chief Information Technology Architect: Alex Wong

Agency Information

Vision: Anywhere, anytime access to secure Kansas digital government resources

Mission: Provide secure, dependable and cost-efficient enterprise technology services

Website Address: <https://ebit.ks.gov/oits/home>

Total Budget: \$62,005,213

Goals & Objectives:

- Operational Excellence - Creatively execute on business strategy effectively and efficiently
- IT Risk Management - The confidentiality, integrity, and availability of state resources
- Technology Modernization - A low-risk, cost-effective path toward modernizing IT systems
- IT Service Driven - Adopting a process approach towards service management

Agency Business Units: Technology Services, Professional Services, Infrastructure Services, Security Services

Agency Funding Mechanism(s):

- Fee Fund
- State General Fund (SGF)

Number of Employees: 115

Number of Kansas Citizen Customers: 2.94 million

OITS Enterprise Level 3-Year IT Plan (Page 1 of 2)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p>Infrastructure Services</p> <p>Security Services</p> <p>Infrastructure Services; Security Services</p>	IT Asset Management (KIRMs Replacement)	Application Modernization			
	Layer 2 Network Refresh	Infrastructure Modernization			
	KANWAN Upgrade	Infrastructure Modernization			
	WiFi Expansion - Phase 1	Infrastructure Modernization			
	Website Modernization	Application Modernization Infrastructure Modernization			
	Firewall Upgrade	Cybersecurity Infrastructure Modernization			
	Identity & Access Management (IAM) - Phase 1	Application Modernization Cybersecurity			
Advanced Network Monitoring	Cybersecurity Infrastructure Modernization				
Key Dependencies and Risks			Metrics/KPIs		
<p>WiFi: Funding</p> <p>Firewall: Staff & Agency Engagement</p> <p>IAM: Implementation and operational funding</p> <p>Network Monitoring: Funding</p>					

OITS Enterprise Level 3-Year IT Plan (Page 2 of 2)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p style="color: #D9534F; font-weight: bold;">Professional Services</p>	OITS IT Service Management Structure	Continuous Improvement of Customer Experience	Service Management		
	Mobile Device Management (MDM) Platform	Cybersecurity	MDM		
	Windows Server Upgrade	Infrastructure Modernization	Windows Server		
<p style="color: #007060; font-weight: bold;">IT Project Monitoring & Reporting</p>	KITO Modernization	Digitization or Process Improvement	KITO		
<p style="font-weight: bold;">All Services</p>	Staff Training Development	IT Skill Enhancement	Staff Training		
Key Dependencies and Risks			Metrics/KPIs		
<p style="color: #D9534F;">Service Management: Staff & Agency Engagement</p> <p style="color: #D9534F;">MDM: Agency adoption</p> <p style="color: #007060;">KITO: Agency Adoption & Engagement</p> <p>Staff Training: Staff Engagement & Budget Allocation</p>			<p>Staff Training: Hours of training completed</p>		

KANSAS DEPARTMENT OF ADMINISTRATION (DoFA)

Agency/Organization Leadership:

- Secretary: DeAngela Burns-Wallace, Ed.D.
- Chief Information Officer (CIO): Josh White
- Director of Accounts & Reports: Nancy Ruoff
- Director of Facilities and Property Management: Frank Burnam
- Director of Financial Management: Brian Reiter (Interim)
- Director of Public Affairs: Samir Arif
- Director of Personnel Services: Kraig Knowlton
- Director of Printing, Mailing & Surplus Property: Cheryl Buxton
- Director of Procurement and Contracts: Rick Beattie
- Director of State Employee Health Benefits Program: Jennifer Flory
- Director of Strategic Initiatives: Kami Cusick

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: \$810,800,000

Agency Business Units:

- | | |
|--------------------------------------|-----------------------------|
| ➤ Chief Counsel | ➤ Personnel Services |
| ➤ Chief Financial Officer | ➤ Printing and Mailing |
| ➤ Facilities and Property Management | ➤ Procurement and Contracts |
| ➤ Public Affairs | ➤ Surplus Property |
| | ➤ Systems Management |

Agency Funding Mechanism(s):

- State General Fund (SGF)
- Fee Fund

Number of Employees: 464

Number of Kansas Citizen Customers: 2.94 million

Agency IT Information

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

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

Budget: \$6,325,000

Number of Employees: 19

Kansas Department of Administration 3-Year IT Plan (1 of 2)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p style="margin: 0;">Information Technology</p> <p style="margin: 0;">Procurement, Financial Management, Accounts & Reports, Information Technology</p>	<p style="margin: 0;">Review Application Inventory and Business Processes (AI&BP)</p> <p style="margin: 0;">Streamlining IT Support of ERP (ERP)</p> <p style="margin: 0;">Adopt Agile IT Project Management (Agile PM)</p> <p style="margin: 0;">Cloud Maturity / Training (CMT)</p> <p style="margin: 0;">Enhancing SMART Procurement & E-Supplier Features</p>	<p style="margin: 0;">Quality Assurance or Audit</p> <p style="margin: 0;">Other</p> <p style="margin: 0;">IT Skill Enhancement</p> <p style="margin: 0;">IT Skill Enhancement</p> <p style="margin: 0;">Digitization or Process Improvement</p>	<p style="margin: 0;">AI&BP</p>	<p style="margin: 0;">ERP</p> <p style="margin: 0;">Agile PM</p> <p style="margin: 0;">CMT</p>	<p style="margin: 0;">SMART</p>

Key Dependencies and Risks

AI&BP: Staff development
 ERP: Agency resource restraints
 Agile PM: End-user acceptance; Staff development; Agency resource constraints
 CMT: Application maturity; End-user acceptance; Staff development
 SMART: Changes in needs for other agencies

Metrics/KPIs

AI&BP: Accurate & faster reporting; Improved auditing capabilities
 ERP: Improved IT ERP dev/test cycle; Faster detection & resolution of issues & defects
 Agile PM: Increased focus on project tasks & deliverables; Reduce project resources & timelines; Faster detection & resolution of issues & defects
 CMT: Reduced application costs; Reduce DR & backup times; Increase mobility & scalability
 SMART: Increased bidder and vendor registrations, Reduce procurement to pay times

Kansas Department of Administration 3-Year IT Plan (2 of 2)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	Adopting Electronic Signature (AES)	Digitization or Process Improvement	AES		
	Establish Information Security Program (ISP)	Statutory/Regulatory/Policy Compliance Cybersecurity	ISP		
	Business Application Modernization (BAM)	Application Modernization		BAM	
	Document Management System (DMS)	Digitization or Process Improvement	DMS		
	Remote Workforce Enablement (RWE)	Other	RWE		
Key Dependencies and Risks			Metrics/KPIs		
<p>AES: End-user acceptance; Agency resource constraints ISP: Information Security Program uncovering additional costs</p> <p>BAM: End-user acceptance</p> <p>DMS: Legislative change requiring reallocation of resources RWE: End-user acceptance</p>			<p>AES: Reduce time to complete (signature); Improve business processes & workflow ISP: Reduction in and timely reporting of security incidents; Increase application MFA Reduce number of vulnerabilities BAM: Resilient, scalable applications; Reduce costs in deployment and storage; Improved business automations and workflow DMS: Improved document and process management RWE: Maintain and improve accountability; Maintain and improve integrity metrics; Increase team collaboration and communication; Increase availability</p>		

KANSAS DEPARTMENT FOR AGING AND DISABILITY SERVICES (KDADS)

Agency/Organization Leadership:

- Secretary: Laura Howard
- Chief Information Officer (CIO) or IT Head: Benjamin Errebo (interim)

Agency Information

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: Protect Kansans, promote recovery and support self-sufficiency.

Website Address: <https://www.kdads.ks.gov/home>

Total Budget: \$2,302,423,752

Goals & Objectives:

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: 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):

- State General Fund (SGF)
- Federal Fund

Number of Employees: 2,619

Number of Kansas Citizen Customers: 103,500

Agency IT Information

Vision: HS-EBIT partners with and provides IT support to KDADS, Kansas Department for Children and Families (DCF), the State Hospitals and the Citizens of Kansas.

Mission: To be an IT organization that successfully supports KDADS, DCF, the State Hospitals and the Citizens of Kansas. Put our Customers and Citizens first in everything we do.

Budget: \$8,231,023

Number of Employees: 36



Kansas Department for Children & Families/Department for Aging and Disability Services 3-Year IT Plan (1 of 3)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
Behavioral Health	Medicaid Functional Eligibility Instrument (MFEI) Implementation	Application Modernization	MFEI		
	Data Warehouse Services	Infrastructure Modernization	Data Warehouse		
Operations	Supplemental Nutrition Assistance Program (SNAP) Upgrade	Application Modernization	SNAP		
Economic & Employment Services	Comprehensive Child Welfare Information System Update (CCWIS/PPS)	Continuous Improvement of Customer Experience	CCWIS/PPS		
	Family & Child Tracking System (AFCARS/FACTS) Update	Application Modernization	AFCARS/FACTS		
Prevention & Protection Services	Cisco Jabber - Softphone	Application Modernization	Softphone		
	Learning Management System Migration – DoA (LMS)	Statutory or Regulatory or Policy Compliance	LMS		
All Services	Talent Management System Implementation – DoA (TMS)	Cybersecurity Infrastructure Modernization	TMS		
	Key Dependencies and Risks		Metrics/KPIs		
MFEI: Appropriate Funding SNAP: Contractual Risk (MFaaS, Unisys) CCWIS/PPS: Internal resource availability					

Kansas Department for Children & Families/Department for Aging and Disability Services 3-Year IT Plan (2 of 3)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
Rehabilitation Services Child Support Services Information Technology	Kansas Management Information System (KMIS) Planning Child Support Services (CSS) Re-platforming Modernization Microsoft Azure Training ServiceNow Integration (Demand, Change, & Project) SharePoint Upgrade Azure Cloud Adoption Identity and Access Management (IAM) Server Modernization EndPoint Detection Response (EDR) Implementation DCF/KDADS Firewall Upgrade Review of Development/Operations/Support methodology	Application Modernization Application Modernization Infrastructure Modernization IT Skill Enhancement Continuous Improvement of Customer Experience Continuous Improvement of Customer Experience Infrastructure Modernization Application Modernization Cybersecurity Infrastructure Modernization Cybersecurity Cybersecurity Infrastructure Modernization Continuous Improvement of Customer Experience			
Key Dependencies and Risks			Metrics/KPIs		
Azure Training: Staff Availability Azure: OITS Resources, Staff Availability, Project Dependency Server: Other Agency Competing Priorities EDR: Infrastructure Upgrades Firewall: KISO/OITS and Equipment availability Review Methodologies: Agency & IT Staffing					

Kansas Department for Children & Families/Department for Aging and Disability Services 3-Year IT Plan (3 of 3)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
State Hospitals	State Hospital & SUD Electronic Health Record (EHR)	Application Modernization			
	State Hospital Infrastructure Modernization	Infrastructure Modernization			
Key Dependencies and Risks			Metrics/KPIs		

KANSAS DEPARTMENT OF AGRICULTURE (KDA)

Agency/Organization Leadership:

- Secretary: Mike Beam
- Deputy Secretary: Kelsey Olson
- Chief Counsel: Kenneth Titus
- Chief Information Officer (CIO): Shawn Lane
- Director of Agribusiness Services Division: George Blush

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.

Website Address: <https://agriculture.ks.gov>

Total Budget: \$56,127,607

Goals & Objectives: 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.
- Being a model state agency.

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.
- Advocating for agriculture at all levels and providing industry outreach.

Agency Business Units: Division of Administration, Division of Agribusiness Services, Division of Animal Health, Division of Conservation, Division of Agriculture Marketing, Division of Water Resources

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 Insp. 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: 298

Number of Kansas Citizen Customers: 2.94 million

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: \$1,638,791

Number of Employees: 8

Kansas Department of Agriculture 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p style="text-align: center; color: #0070C0; font-weight: bold;">Water Resources</p> <p style="text-align: center; color: #800080; font-weight: bold;">Plant Protection & Fertilizer; Dairy & Feed</p> <p style="text-align: center; color: #800080; font-weight: bold;">Meat & Poultry</p> <p style="text-align: center; color: #FF8C00; font-weight: bold;">Pesticide & Fertilizer; Weights & Measures</p> <p style="text-align: center; color: #0070C0; font-weight: bold;">All Services</p>	<p>Kansas Water Information Service (KWIS) Modernization</p> <p>Agriculture Information Management Service (AIMS) Modernization</p> <p>Meat & Poultry Inspection (MPI) Application</p> <p>Customer Service and Complaint Application Upgrade (CSCA)</p> <p>Migration to Azure Cloud</p>	<p>Application Modernization</p> <p>Application Modernization Digitization or Process Improvement</p> <p>Application Modernization</p> <p>Digitization or Process Improvement Continuous Improvement of Customer Experience</p> <p>Infrastructure Modernization</p>	<p>The Strategic Roadmap shows the following project timelines:</p> <ul style="list-style-type: none"> KWIS Modernization: A blue bar spanning from the start of 2022 to the end of 2023. AIMS Modernization: A green bar spanning from the start of 2022 to the end of 2023. MPI Application: A purple bar starting in the second quarter of 2023 and ending at the end of 2023. CSCA: An orange bar starting in the second quarter of 2023 and ending in the third quarter of 2023. Azure Cloud: A teal bar spanning from the start of 2022 to the end of 2023. 		
Key Dependencies and Risks			Metrics/KPIs		
<p>KWIS: Federal Grants</p> <p>MPI: Program Funding</p> <p>Azure Cloud: Agency Funding</p>			<p>KWIS: Improved process efficiency</p> <p>AIMS: Improved process efficiency</p> <p>MPI: Improved process efficiency</p> <p>CSCA: Faster Response Time</p>		

KANSAS DEPARTMENT FOR CHILDREN AND FAMILIES (DCF)

Agency/Organization Leadership:

- Secretary: Laura Howard
- Chief Information Officer (CIO) or IT Head: Benjamin Errebo (interim)

Agency Information

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.

Website Address: <http://www.dcf.ks.gov/Pages/default.aspx>

Total Budget: \$1,140,540,983

Goals & Objectives:

Remove barriers to DCF Services

- Better communication
- Increasing partnerships
- Mobile Access

Empower customers to their highest potential

- New practice models in Prevention and Protection Services (PPS) to help staff work alongside families
- Families have more reliable child support
- Economic and Employment Services (EES) and Vocational Rehabilitation (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
- Take advantage of new technologies
- Utilize the enterprise data warehouse and MS Power Bi for visualization
- Develop key indicators across programs
- Data driven

Agency Business Units: Economic & Employment Services, Preventions & Protections Services, Child Support Services, Foster Care Licensing & BG Checks, Rehabilitation Services

Agency Funding Mechanism(s):

- State General Fund (SGF)
- Federal Fund

Number of Employees: 2,658

Number of Kansas Citizen Customers: 287,643

Agency IT Information

Vision: HS-EBIT partners with and provides IT support to KDADS, DCF, the State Hospitals and the Citizens of Kansas.

Mission: To be an IT organization that successfully supports KDADS, DCF, the State Hospitals and the Citizens of Kansas. Put our customers and citizens first in everything we do.

Budget: \$ 41,543,585

Number of Employees: 127



Kansas Department for Children & Families/Department for Aging and Disability Services 3-Year IT Plan (1 of 3)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
Behavioral Health	Medicaid Functional Eligibility Instrument (MFEI) Implementation	Application Modernization	MFEI		
	Data Warehouse Services	Infrastructure Modernization	Data Warehouse		
Operations	Supplemental Nutrition Assistance Program (SNAP) Upgrade	Application Modernization	SNAP		
Economic & Employment Services	Comprehensive Child Welfare Information System Update (CCWIS/PPS)	Continuous Improvement of Customer Experience	CCWIS/PPS		
	Family & Child Tracking System (AFCARS/FACTS) Update	Application Modernization	AFCARS/FACTS		
Prevention & Protection Services	Cisco Jabber - Softphone	Application Modernization	Softphone		
	Learning Management System Migration – DoA (LMS)	Statutory or Regulatory or Policy Compliance	LMS		
All Services	Talent Management System Implementation – DoA (TMS)	Cybersecurity Infrastructure Modernization	TMS		
	Key Dependencies and Risks		Metrics/KPIs		
MFEI: Appropriate Funding SNAP: Contractual Risk (MFaaS, Unisys) CCWIS/PPS: Internal resource availability					

Kansas Department for Children & Families/Department for Aging and Disability Services 3-Year IT Plan (2 of 3)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap			
			2022	2023	2024	
<p style="margin: 0;">Rehabilitation Services</p> <p style="margin: 0;">Child Support Services</p> <p style="margin: 0;">Information Technology</p>	<p style="margin: 0; color: #0070C0;">Kansas Management Information System (KMIS) Planning</p> <p style="margin: 0; color: #0070C0;">Child Support Services (CSS) Re-platforming Modernization</p> <p style="margin: 0; color: #0070C0;">Microsoft Azure Training</p> <p style="margin: 0; color: #0070C0;">ServiceNow Integration (Demand, Change, & Project)</p> <p style="margin: 0; color: #0070C0;">SharePoint Upgrade</p> <p style="margin: 0; color: #0070C0;">Azure Cloud Adoption</p> <p style="margin: 0; color: #0070C0;">Identity and Access Management (IAM)</p> <p style="margin: 0; color: #0070C0;">Server Modernization</p> <p style="margin: 0; color: #0070C0;">EndPoint Detection Response (EDR) Implementation</p> <p style="margin: 0; color: #0070C0;">DCF/KDADS Firewall Upgrade</p> <p style="margin: 0; color: #0070C0;">Review of Development/Operations/Support methodology</p>	<p style="margin: 0; color: #0070C0;">Application Modernization</p> <p style="margin: 0; color: #0070C0;">Application Modernization Infrastructure Modernization</p> <p style="margin: 0; color: #0070C0;">IT Skill Enhancement</p> <p style="margin: 0; color: #0070C0;">Continuous Improvement of Customer Experience</p> <p style="margin: 0; color: #0070C0;">Continuous Improvement of Customer Experience</p> <p style="margin: 0; color: #0070C0;">Infrastructure Modernization</p> <p style="margin: 0; color: #0070C0;">Application Modernization Cybersecurity</p> <p style="margin: 0; color: #0070C0;">Infrastructure Modernization</p> <p style="margin: 0; color: #0070C0;">Cybersecurity</p> <p style="margin: 0; color: #0070C0;">Cybersecurity</p> <p style="margin: 0; color: #0070C0;">Infrastructure Modernization</p> <p style="margin: 0; color: #0070C0;">Continuous Improvement of Customer Experience</p>	<p style="margin: 0; color: #0070C0;">KMIS</p> <p style="margin: 0; color: #0070C0;">CSS</p> <p style="margin: 0; color: #0070C0;">Azure Training</p> <p style="margin: 0; color: #0070C0;">ServiceNow</p> <p style="margin: 0; color: #0070C0;">SharePoint</p> <p style="margin: 0; color: #0070C0;">Azure</p> <p style="margin: 0; color: #0070C0;">IAM</p> <p style="margin: 0; color: #0070C0;">Server</p> <p style="margin: 0; color: #0070C0;">EDR</p> <p style="margin: 0; color: #0070C0;">Firewall</p> <p style="margin: 0; color: #0070C0;">Review Methodologies</p>			
	Key Dependencies and Risks			Metrics/KPIs		
	<p style="margin: 0; color: #0070C0;">Azure Training: Staff Availability</p> <p style="margin: 0; color: #0070C0;">Azure: OITS Resources, Staff Availability, Project Dependency</p> <p style="margin: 0; color: #0070C0;">Server: Other Agency Competing Priorities</p> <p style="margin: 0; color: #0070C0;">EDR: Infrastructure Upgrades</p> <p style="margin: 0; color: #0070C0;">Firewall: KISO/OITS and Equipment availability</p> <p style="margin: 0; color: #0070C0;">Review Methodologies: Agency & IT Staffing</p>					

Kansas Department for Children & Families/Department for Aging and Disability Services 3-Year IT Plan (3 of 3)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
State Hospitals	State Hospital & SUD Electronic Health Record (EHR)	Application Modernization			
	State Hospital Infrastructure Modernization	Infrastructure Modernization			
Key Dependencies and Risks			Metrics/KPIs		

KANSAS DEPARTMENT OF COMMERCE (KDC)

Agency/Organization Leadership:

- Secretary: David Toland
- Deputy Secretary: Paul Hughes
- Chief of Staff: Abby Works
- Chief Counsel: Robert North
- Chief Information Officer (CIO): Jim Haugh

Agency Information

Vision: As the State's lead economic development agency, the Kansas Department of Commerce strives to empower individuals, businesses and communities to achieve prosperity in Kansas.

Mission: To deliver the highest level of business development, workforce and marketing services that build a healthy and expanding Kansas economy.

Website Address: <https://www.kansascommerce.gov>

Total Budget: \$79,524,200

Goals & Objectives: To continue 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 Development, Community Development, Workforce Services, Office of Rural Prosperity, Office of Broadband

Agency Funding Mechanism(s):

- State General Fund (SGF)
- Economic Development Initiatives Fund (EDIF)
- Assorted Funds

Number of Employees: 268

Number of Kansas Citizen Customers: 2.94 million

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: \$856,480

Number of Employees: 6

Kansas Department of Commerce 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
Information Technology	<p>Implement Document Management System (DMS)</p> <p>Improve Agency Customer Relationship Management (CRM) System</p> <p>File Server Reorganization (FSR)</p> <p>Intranet Redesign</p> <p>Update Continuity of Operations Plan (COOP)</p>	<p>Application Modernization</p> <p>Continuous Improvement of Customer Experience</p> <p>Application Modernization</p> <p>Continuous Improvement of Customer Experience</p> <p>Continuous Improvement of Customer Experience</p> <p>Promotion of Agency Services</p> <p>Statutory or Regulatory or Policy Compliance</p>	<p>The Strategic Roadmap shows the following project timelines:</p> <ul style="list-style-type: none"> COOP: Starts in late 2022 and ends in early 2023. Internet: Starts in early 2023 and ends in late 2023. FSR: Starts in mid-2023 and ends in mid-2024. CRM: Starts in early 2022 and ends in early 2024. DMS: Starts in early 2023 and ends in early 2024. 		
Key Dependencies and Risks			Metrics/KPIs		
<p>DMS: Agency user buy in</p> <p>COOP: New Information Security Officer getting up to speed with agency inner-workings</p>			<p>CRM: Improved data accuracy, Reduce expired CRM data, Increased Salesforce usage</p>		

KANSAS DEPARTMENT OF CORRECTIONS (KDOC)

Agency/Organization Leadership:

- Secretary: Jeff Zmuda
- Deputy Secretaries: Joel Hrabe, Hope Cooper
- Executive Directors: Margie Phelps, Keith Bradshaw
- Chief of Staff: Randy Bowman
- Chief Counsel: Natasha Carter
- Chief Information Officer (CIO) or IT Head: Melissa Mounts
- Director of Victim Services: Audrey Cress
- Director of Enforcement, Apprehension, and Investigation: Doug Woods
- Director of Finance: Janelle Amon
- Prison Review Board Chairman: Jonathan Ogletree

Agency Information

Vision: Transforming Lives for the Safety of All

Mission: Partnering to Promote Safety and Responsibility Through Best Practices

Website Address: www.doc.ks.gov

Total Budget: \$509,800,000

Goals & Objectives:

- Investing in Individuals: Provide opportunities to acquire new experiences and skills to support personal and professional advancement and future success.
- Creating an Environment for Change and Well-Being: Design systems that encourage positive behaviors, healthy choices, and self-improvement.
- Enhancing and Maximizing Communication: Improve interpersonal communication skills and expand effective communication practices at all levels of the department.
- Fostering Dignity and Safety: Establish practices and policies that honor individual difference with mutual dignity and respect, and all feel safe and supported.
- Engaging and Strengthening Our Partnerships: Expand partnerships with individuals and organizations within our communities to support our mission.

Agency Funding Mechanism(s): State General Fund (SGF)

Number of Employees: 3,570

Number of Kansas Citizen Customers: 2.94 million

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 and assisting in making their work more efficient.

Budget: \$700,350,000

Number of Employees: 56

Kansas Department of Corrections 3-Year IT Plan (1 of 4)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p style="color: #0070c0; font-weight: bold;">Community and Field Services</p>	Grant Management (GM) Software	Digitization or Process Improvement	GM		
	Parole Offender Check In (POCI) Process	Application Modernization		POCI	
<p style="color: #6b8e23; font-weight: bold;">Facility Management</p>	Staff and Resident Wireless (S&RW)	Infrastructure Modernization	S&RW		
	Phase 2 Offender Management System (OMS) replace Offender Management System	Application Modernization	OMS		
	Implementation of Ion Scanning Devices (ISD) for Resident Mail	Digitization or Process Improvement Other	ISD		
<p style="color: #6b8e23; font-weight: bold;">Human Resources</p>	Automated Movement (AM)	Continuous Improvement of Customer Experience Application Modernization			AM
	Scheduling Software for Employees (SchedulePro (SP)) Expansion to Other Locations	Digitization or Process Improvement	SP		
	Modernize Employee and Resident ID (ME&RId)	Application Modernization Continuous Improvement of Customer Experience Infrastructure Modernization		ME&RId	

Key Dependencies and Risks

Metrics/KPIs

POCI: Cannot be on Same Network as Staff
 S&RW: Availability of Switches
 OMS: Storage Needs
 ISD: Currently a Proof of Concept - Will be Reliant on Athena Project
 AM: Wifi Project
 SP: Retrieval of Leave Balances from Sharp
 ME&RId: Integration with New OMS as It's being built

GM: Customer Satisfaction
 POCI: Staff Time Saved
 S&RW: Customer Satisfaction
 OMS: Customer Satisfaction/Ease of Maintenance
 ISD: Customer Satisfaction
 AM: Accuracy of Resident Location
 SP: Time Saved in Scheduling and Frequency of Overtime for Same Individual
 ME&RId: Replaces Outdated Equipment

Kansas Department of Corrections 3-Year IT Plan (2 of 4)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p style="color: #0070C0; font-weight: bold; margin-bottom: 10px;">ReEntry</p> <p style="color: #0070C0; font-weight: bold; margin-bottom: 10px;">Resident Programs</p> <p style="color: #4B0082; font-weight: bold; margin-bottom: 10px;">Facility Management/ ReEntry/ Resident Programs</p> <p style="color: #FF8C00; font-weight: bold; margin-bottom: 10px;">Fiscal</p>	Google Suite (GS) for Residents	Other	GS		
	Leverage Zoom for resident	Digitization or Process Improvement	Zoom		
	Expand Resident Educational and Work Resource (RE&WR)	Continuous Improvement of Customer Experience	RE&WR		
	Software Vendor Led Education (Led)	Continuous Improvement of Customer Experience	Led		
	Expand Resident Tablets	Continuous Improvement of Customer Experience	Tablets		
Centralized Inventory Management (Fishbowl)	Digitization or Process Improvement Quality Assurance or Audit	Fishbowl			
Key Dependencies and Risks			Metrics/KPIs		
<p>Zoom: Resident Wifi Project RE&WR: Resident Wifi Project Led: Vendor Network</p> <p style="color: #FF8C00;">Fishbowl: Staff Input of Inventory</p>			<p style="color: #0070C0;">GS: Number of Residents Who Choose to Participate Zoom: Number of Additional Residents Receiving Additional Education RE&WR: Number of Additional Residents Receiving Additional Education Led: Number of Additional Residents Receiving Additional Education Tablets: Availability of Tablets for Residents Fishbowl: Accuracy of Inventory</p>		

Kansas Department of Corrections 3-Year IT Plan (3 of 4)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p style="text-align: center; color: #0070C0; font-weight: bold;">Information Technology</p> <p style="text-align: center; color: #556B2F; font-weight: bold;">Research / Information Technology</p> <p style="text-align: center; color: #6A329F; font-weight: bold;">Staff Development</p>	Improve IT Governance Model (ITGM)	Digitization or Process Improvement Other	ITGM		
	Leverage Composable Business (CB) to enable latest tools	Digitization or Process Improvement	CB		
	Expansion of API's to External Partners (API)	Digitization or Process Improvement	API		
	IT Staff Training	IT Skill Enhancement	Training		
	Firewall Upgrades	Cybersecurity Infrastructure Modernization	Firewall		
	Deployment of Machine Learning and Artificial Intelligence (Microsoft Azure Cognitive Engine) (ML&AI)	Digitization or Process Improvement	ML&AI		
	Virtual Employee Academy (VEA)	Continuous Improvement of Customer Experience IT Skill Enhancement	VEA		
Key Dependencies and Risks			Metrics/KPIs		
ITGM: Buy In by Staff/Staff Participation CB: Ongoing Strategic Action API: Partner Willingness Training: Funding Firewall: Funding/Equipment Availability ML&AI: Completion of Athena Project to Get Maximum Usage VEA: Network/Bandwidth Availability			ITGM: Staff Satisfaction with IT CB: Customer Satisfaction API: Staff Time Saved Training: Staff Satisfaction/Retention Firewall: Effectiveness of Security Control VEA: Staff are more prepared/understanding of processes		

Kansas Department of Corrections 3-Year IT Plan (4 of 4)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	Recruitment and Retention Tools	Promotion of Agency Services Other	<div style="background-color: #e67e22; color: white; padding: 5px; display: inline-block;">Recruitment</div>		
	Redevelop Internet and Intranet (RI&I)	Continuous Improvement of Customer Experience Promotion of Agency Services	<div style="background-color: #e67e22; color: white; padding: 5px; display: inline-block;">RI&I</div>		
	Integration of Access Databases into core Management System (MS)	Application Modernization Digitization or Process Improvement		<div style="background-color: #e67e22; color: white; padding: 5px; display: inline-block;">MS</div>	
	Improve and/or replace Document Repository (DocR)	Infrastructure Modernization		<div style="background-color: #e67e22; color: white; padding: 5px; display: inline-block;">DocR</div>	
Key Dependencies and Risks			Metrics/KPIs		
Recruitment: Disruptions if opened to the Public MS: Completion of Athena Project			Recruitment: Number of Participants per event - Does this increase the job applicants RI&I: Ease of Maintenance by Staff and Customer Satisfaction MS: Less duplication		

KANSAS DEPARTMENT OF HEALTH AND ENVIRONMENT (KDHE)

Agency/Organization Leadership:

- Secretary: Janet Stanek
- Deputy Secretary for the Dept. of Public Health: Ashley Goss
- Deputy Secretary for the Dept. of Environment: Leo Henning
- Director of Healthcare Finance: Sarah Fertig
- Human Resources Director: Lamar Leon
- Chief Fiscal Officer: Dan Thimmesch
- General Counsel: Brian Vasquez
- Chief Information Officer (CIO) or IT Head: Glen Yancey

Agency Information

Vision: Healthy Kansans living in safe and sustainable environments

Mission: To protect and improve the health and environment of all Kansans

Website Address: <https://www.kdheks.gov/>

Total Budget: \$3,619,206,700

Goals & Objectives:

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.

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, Division of Health Care Finance, Division of Public Health, Office of the Secretary

Agency Funding Mechanism(s):

- State General Fund (SGF)
- State Water Plan Fund
- Children’s Initiative Fund
- Fee Fund
- Federal Fund
- Agency & Trust Fund

Number of Employees: 1,588

Number of Kansas Citizen Customers: 2.94 million

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.

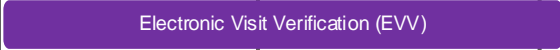






Mission: KDHE IT will provide the highest quality technology-based services, in the most cost-effective manner, to facilitate the protection and improvement of the health and environment of all Kansans.

Number of Employees: 37

Kansas Department of Health and Environment 3-Year IT Plan (1 of 2)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
Public Health	Vital Statistics (VS) Migration to Vendor	Application Modernization Infrastructure Modernization	VS		
	Kansas Grant Management System (KGMS) COVID Enhancements	Continuous Improvement of Customer Experience Digitization or Process Improvement	KGMS COVID Enhancements		
	Tableau Data Analytics & Display Technologies	Digitization or Process Improvement	Tableau Technologies		
	Child Care Licensing and Registration System To .NET (CLARIS)	Application Modernization Digitization or Process Improvement	CLARIS		
	Kansas WIC Program, EBT Processing and Reporting Services	Application Modernization Continuous Improvement of Customer Experience		EBT	
	WIC transition from Cquest to CDP	Application Modernization	CDP		
Environment	Kansas Environmental Information Management System (KEIMS) Implementation	Application Modernization Continuous Improvement of Customer Experience Digitization or Process Improvement		KEIMS Implementation	
Key Dependencies and Risks			Metrics/KPIs		
All: External forces re-prioritizing agency projects All: Staff Retention & Talent Acquisition All: Supply Chain Shortages All: Funding KGMS: Capacity to run multi-year COVID grants Tableau: Resources & program staff engagement CLARIS: Internal resource availability EBT: Schedule & Resources KEIMS: Schedule, Costs, Resources			KGMS: Administer & manage multi-year COVID grants and greater server up-time Tableau: Data visualization, Agency transparency, and implementation of business processes CLARIS: Regulated community satisfaction, Agency transparency EBT: Ability to process transactions KEIMS: Agency transparency, Regulated community satisfaction		

Kansas Department of Health and Environment 3-Year IT Plan (2 of 2)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p>Health Care Finance</p>	<p>Electronic Visit Verification (EVV) Implementation</p>	<p>Continuous Improvement of Customer Experience</p>			
	<p>Quality Tool To Support Medicaid Case Auditing By MEQC</p>	<p>Digitization or Process Improvement</p>			
	<p>Kansas Modular Medicaid System (KMMS) Reengineering</p>	<p>Quality Assurance or Audit</p>			
	<p>Kansas Eligibility Enforcement System (KEES) Re-Procurement</p>	<p>Application Modernization</p>			
<p>Administration</p>	<p>Agency Website Redesign</p>	<p>Application Modernization</p>			
<p>Information Technology</p>	<p>Upgrade VPN Tunnel Hardware</p>	<p>Promotion of Agency Services</p>			
<p>All Services</p>	<p>Telework MFA – Policy & Procedures Update</p>	<p>Cybersecurity Infrastructure Modernization</p>			
Key Dependencies and Risks			Metrics/KPIs		
<p>All: External forces re-prioritizing agency projects All: Staff Retention & Talent Acquisition All: Supply Chain Shortages All: Funding</p> <p>EVV: Procure with Medicaid Funds EVV: Partnering with KDADS EVV: Finalization of contract MEQC: Schedule & Resources KEES: Multiple vendor engagement</p> <p style="color: teal;">VPN: Financial and Staff resources</p>			<p>EVV: Meet CMS requirements on fraud prevention</p> <p>MEQC: Payment error rate measurement auditing, accuracy KEES: Project completion and contract execution meeting all requirements</p> <p style="color: teal;">VPN: Agency cybersecurity</p>		

KANSAS HIGHWAY PATROL (KHP)

Agency/Organization Leadership:

- Secretary: Colonel Herman Jones
- Chief Information Officer (CIO): Jamie Holley

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 the 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>

Website Address: <https://www.kansashighwaypatrol.org>

Total Budget: \$102,838,520

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

Agency Funding Mechanism(s): Special Revenue

Number of Employees: 842

Number of Kansas Citizen Customers: 2.94 million

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: \$4,744,839

Number of Employees: 17

Kansas Highway Patrol 3-Year IT Plan (1 of 2)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p>Law Enforcement, Legal, Public Safety</p>	CJIS Record Management Software Upgrade	Application Modernization Digitization or Process Improvement	CJIS		
	In Car Camera System (ICCS) Upgrade	Digitization or Process Improvement	ICCS		
	Capitol Physical Security (CPS) Improvements	Digitization or Process Improvement Infrastructure Modernization	CPS		
	Body Camera (BC) Implementation	Digitization or Process Improvement	BC		
Key Dependencies and Risks			Metrics/KPIs		
<p>All: Funding for technology initiatives All: Physical security: legislative approval All: Limited staffing and expertise</p> <p>CJIS: Application development resources, Interoperability with other agency systems ICCS: Availability of equipment CPS: Vendor selection, Facilities BC: IT personnel availability</p>			<p>CJIS: Improving records management, Reduction in trouble tickets for CAD and RMS, Shorter traffic stops ICCS: Faster support of law enforcement activity by improving on video evidence CPS: Improve on the ability to counter civil unrest BC: Reduction in community complaints</p>		

Kansas Highway Patrol 3-Year IT Plan (2 of 2)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
Information Technology	Data Center (DC) Migration	Cybersecurity Infrastructure Modernization	DC		
	Oracle Upgrade	Cybersecurity Infrastructure Modernization		Oracle	
	Network Switch (NS) Upgrade	Infrastructure Modernization	NS		
	Anti-Virus Cloud Migration	Cybersecurity	Anti-Virus		
	Firewall Upgrades	Cybersecurity	Firewall		
	Bandwidth Upgrades	Cybersecurity Infrastructure Modernization	Bandwidth		
Key Dependencies and Risks			Metrics/KPIs		
All: Funding for technology initiatives All: Physical security: legislative approval All: Limited staffing and expertise DC: IT personnel availability Oracle: IT personnel availability NS: IT personnel availability Anti-Virus: IT personnel availability, Reoccurring funding Firewall: Available personnel, Transportation Bandwidth: Reoccurring funding, OITS & vendor availability			DC: Reduction in trouble tickets, Reduction in network outages NS: Reduced trouble ticket and network outages, Increase bandwidth speeds Firewall: Reduced trouble ticket and network outages Bandwidth: Reduced trouble ticket and network outages		

KANSAS DEPARTMENT OF LABOR (KDOL)

Agency/Organization Leadership:

- Secretary: Amber Schultz
- Deputy Secretary: Peter Brady
- Deputy Executive Director: Keith Tatum
- Chief of Staff: Sandy Johnson
- Chief Information Officer (CIO): Doug Eamigh (Interim)
- Director of UI: Amy Selm

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.

Website Address: <https://www.dol.ks.gov>

Total Budget: \$962,767

Goals & Objectives: Top-down review of KDOL policies, process, and memorandums of understanding (MOUs):

Empower employees:

- 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 application development to better support the needs of the citizens 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 Funding Mechanism(s):

- Federal Fund
- Fee Fund

Number of Employees: 350

Number of Kansas Citizen Customers: 2.94 million

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: 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: \$7,766,430

Number of Employees: 44

Kansas Department of Labor 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p style="color: blue; font-weight: bold;">Unemployment Insurance Services</p> <p style="color: grey; font-weight: bold;">Information Technology</p> <p style="color: purple; font-weight: bold;">Administration & Support Services</p> <p style="color: orange; font-weight: bold;">All Services</p>	Unemployment Insurance & Tax Modernization (UI)	Application Modernization Infrastructure Modernization	<div style="background-color: blue; width: 100%; height: 20px; margin-bottom: 5px;"></div> UI		
	Server Modernization	Infrastructure Modernization	<div style="background-color: grey; width: 30%; margin: 0 auto; padding: 5px;">Server</div>		
	Upgrade of Firewalls	Cybersecurity Infrastructure Modernization	<div style="background-color: grey; width: 40%; margin: 0 auto; padding: 5px;">Firewall</div>		
	Unified Data & Analytics (UDA) Reporting Platform	Digitization or Process Improvement	<div style="background-color: grey; width: 35%; margin: 0 auto; padding: 5px;">UDA</div>		
	Upgrade Document Management (DM) System	Digitization or Process Improvement	<div style="background-color: purple; width: 25%; margin: 0 auto; padding: 5px;">DM</div>		
	Implement Employer Policy (EP) System	Statutory or Regulatory or Policy Compliance	<div style="background-color: purple; width: 25%; margin: 0 auto; padding: 5px;">EP</div>		
	Transfer Phone System to Amazon Connect (Phone)	Infrastructure Modernization	<div style="background-color: orange; width: 20%; margin: 0 auto; padding: 5px;">Phone</div>		

Key Dependencies and Risks	Metrics/KPIs
<p>All: Staff Retention & Talent Acquisition All: State Funding All: External forces re-prioritizing agency projects</p> <p style="color: blue;">UI: Vendor Performance, Quality Assurance, Adherence to Project Timeline, Staff skillset Server: Staff Resources Firewall: Supply Chain Shortages DM: Business Engagement & Vision EP: Business Engagement & Vision Phone: Staff Experience</p>	<p style="color: blue;">UI: Turnaround time of claimants payment</p> <p style="color: purple;">DM: Document retrieval time; Time to response to end user</p> <p style="color: orange;">Phone: Removal of unused desk devices; Transfer help desk back reusing existing programming; Remove the need to maintain existing phone system</p>

KANSAS DEPARTMENT OF REVENUE (KDOR)

Agency/Organization Leadership:

- Secretary: Mark Burghart
- Deputy Secretary: Mark Beshears
- Chief Counsel: Jay Befort
- Chief Information Officer: Andy Sandberg

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.

Website Address: <https://www.ksrevenue.org>

Total Budget: \$105,000,000

Agency Business Units: Department of Revenue, Secretariat, Division of Taxation, Division of Vehicles, Division of Property Valuation, Division of Alcoholic Beverage Control, Division of Analysis and Research, Division of Information Systems

Agency Funding Mechanism(s):

- State General Fund (SGF)
- VOF (transfer from the highway fund)
- Assorted Fee Funds

Number of Employees: 1,089

Number of Kansas Citizen Customers: 2.94 million

Agency IT Information






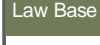


Vision: The Kansas Department of Revenue Information Services team is recognized as a high functioning team, which provides outstanding technology services, support, and reliable access to the citizens of Kansas and the KDOR business stakeholder partners.

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.

Budget: \$18,294,131

Number of Employees: 87

Kansas Department of Revenue 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap			
			2022	2023	2024	2025
<div style="display: flex; flex-direction: column; justify-content: space-around;"> <div style="text-align: center;">Taxation & Audit Services</div> <div style="text-align: center;">Information Technology</div> </div>	Compliance (RSI) Modernization	Statutory or Regulatory or Policy Compliance				
	Testing & Requirements Management Services (SDLC)	Application Modernization				
	Modernizing into Consolidated Tax System (CTS)	Application Modernization				
	Channel Processing Modernization (CPM)	Application Modernization Infrastructure Modernization				
	Alcoholic Beverage Control - Replace POSSE System	Application Modernization Infrastructure Modernization				
	Law Base – iManage Cloud / Legal Services System Replacement	Application Modernization				
	Calabrio replacing Cacti Call Center Recording System	Application Modernization				
Property Valuation Assessment Connect (PVAC)	Application Modernization					
Key Dependencies and Risks			Metrics/KPIs			
<p>RSI: Annual - Ongoing (Costs) SDLC: Annual – 3-yr cost – Managing development & testing incidents CTS: Developing Oracle Excise Taxes to remove from mainframe dependency CPM: Replace taxation remittance and paper return processing system POSSE: Upgrade/modernize current system to a web-based platform Law Base: Legal case system Calabrio: Upgrade recording software for call centers PVAC: INK grant</p>			<p>RSI: Updated accounting systems SDLC: Modernize incident tracking integration database CTS: Remove dependency off the mainframe CPM: Modernize remittance and paper return filing systems & equipment POSSE: New web-based version with more functionality and user access Law Base: Modernize how cases are tracked and inventoried in the Legal Services Division Calabrio: Associate training and customer contact recording improving accuracy PVAC: Update property valuation tools for the agency, counties, and the public</p>			

KANSAS DEPARTMENT OF TRANSPORTATION (KDOT)

Agency/Organization Leadership:

- Secretary: Julie Lorenz
- Deputy Secretary and State Transportation Engineer: Burt Morey
- Senior Director: Calvin Reed
- Chief Counsel: Gelene Savage
- Chief Information Officer (CIO): Shawn Brown (Interim)

Agency Information

Vision: Kansas will be a national transportation leader with a modern, efficient, and resilient system that serves all users, businesses, and partners.

Mission: To provide a safe, reliable, innovative statewide transportation system that works for all Kansans today and in the future.

Website Address: <https://www.ksdot.org>

Total Budget: \$2,050,284,556

Goals & Objectives:

- **Safety and Security:** Enhance the safety and security of the transportation system for all users and workers.
- **Transportation System Management:** Maximize performance of the existing system by investing in transportation choices and smart assets.
- **Asset Preservation:** Address risks and maintain assets through investments that provide high value return and make best use of limited funds.
- **Economic Vitality:** Improve reliability and increase flexibility for cost-efficient movement of people, goods, and information to bolster the Kansas economy.
- **Stewardship:** Continuously improve the quality of the transportation system and surrounding communities through strong partnerships and focused, lower cost and higher value improvements.
- **Workforce:** Get the best from our workforce by attracting and retaining talent; modeling diversity; supporting professional development; and inspiring action.

Agency Business Units: Office of the Secretary and thirteen divisions: Engineering & Design, Fiscal & Asset Management, Field Operations, Project Delivery, Safety, Aviation, Administration, Information Technology Services, Communications, Innovative Technologies, Planning & Development, Policy, Program & Project Management

Agency Funding Mechanism(s):

- State General Fund (SGF)
- State Highway Fund
- Federal Fund

Number of Employees: 2,120**Number of Kansas Citizen Customers:** 2.94 million

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: \$21,913,875**Number of Employees:** 81

Kansas Department of Transportation 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p style="text-align: center;">Transportation System Management</p> <p style="text-align: center;">Safety and Security</p> <p style="text-align: center;">Asset Preservation</p> <p style="text-align: center;">Information Technology</p>	Equipment Management Service (EMS) & Capital Inventory	Application Modernization Digitization or Process Improvement	EMS		
	Construction Management System (CMS) Replacement	Application Modernization Digitization or Process Improvement	CMS		
	Enhanced Priority Formula System (EPFS) Upgrade	Application Modernization Digitization or Process Improvement	EPFS		
	Cost Center Feedback (CCFB) Modernization	Application Modernization Digitization or Process Improvement	CCFB		
	Records & Workflow (R&W) Upgrade	Digitization or Process Improvement	R&W		
	KS Crash Data System (KCDS) Replacement	Statutory or Regulatory or Policy Compliance	KCDS		
	Electronic Bridge Inspection (EBI)	Quality Assurance or Audit	EBI		
Horizon Virtual Desktop (VD) Expansion	Continuous Improvement of Customer Experience	VD			
Key Dependencies and Risks			Metrics/KPIs		
<p>EMS: Staff Retention, Interfaces to Other Applications</p> <p>CMS: Staff Retention, Interfaces to Other Applications</p> <p>EPFS: Staff Availability, Interfaces to Other Applications</p> <p>CCFB: Staff Availability, Interfaces to Other Applications</p> <p>R&W: Staff Availability</p> <p>KCDS: Staff Retention, Interagency Cooperation</p> <p>EBI: Staff Availability, Interfaces to Other Applications</p> <p>VD: Staff Availability</p>			<p>EMS: Successful Transition from Current to New System</p> <p>CMS: Successful Transition from Current to New System</p> <p>EPFS: Successful Transition from Current to New System</p> <p>CCFB: Customer Satisfaction</p> <p>R&W: Customer Satisfaction</p> <p>KCDS: Customer Satisfaction</p> <p>EBI: Customer Satisfaction</p> <p>VD: Customer Satisfaction</p>		

KANSAS DEPARTMENT OF WILDLIFE AND PARKS (KDWP)

Agency/Organization Leadership:

- Secretary: Brad Loveless
- Deputy Secretary: Stuart Schrag
- Chief Counsel: Dan Riley
- Chief Information Officer (CIO): Jason Dickson

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.

Website Address: <https://ksoutdoors.com>

Total Budget: \$102,730,684

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% 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.

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% 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, Ecological Services Section

Agency Funding Mechanism(s):

- Fee funds
- Economic Development Initiative Fund (EDIF)
- State General Fund (SGF)

Number of Employees: 456**Number of Kansas Citizen Customers:** 2.94 million

Agency IT Information

Vision: The KDWP 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: \$135,000**Number of Employees:** 8

Kansas Department of Wildlife & Parks 3-Year IT Plan (1 of 2)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p style="text-align: center;">Hunting & Fishing</p> <p style="text-align: center;">Information Technology</p> <p style="text-align: center;">Law Enforcement; Public Lands & State Park Law Enforcement Procedures</p> <p style="text-align: center;">Public Perception</p>	Licensing & Permitting Modernization (LPM)	Application Modernization Digitization or Process Improvement Statutory or Regulatory or Policy Compliance	LPM		
	Migration to ServiceNow	Continuous Improvement of Customer Experience Digitization or Process Improvement		ServiceNow	
	Disaster Recovery Upgrade (DRU)	Cybersecurity Infrastructure Modernization		DRU	
	CJIS Record Management Project	Application Modernization Digitization or Process Improvement		CJIS	
	Public website and Marketing of the Agency	Continuous Improvement of Customer Experience Promotion of Agency Services		Marketing	
Key Dependencies and Risks			Metrics/KPIs		
<p>LPM: Public perception; Federal funding</p> <p>ServiceNow: Resource availability</p> <p>DRU: Resource availability; Funding</p> <p>CJIS: Federal funding</p> <p>Marketing: Public perception; Resource availability</p>			<p>LPM: None</p> <p>DRU: Staff satisfaction</p> <p>CJIS: Improved, faster reporting; Better officer safety</p> <p>Marketing: Customer satisfaction</p>		

Kansas Department of Wildlife & Parks 3-Year IT Plan (2 of 2)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	SAS Server Upgrade	Application Modernization Infrastructure Modernization	SAS Server Upgrade		
	Phone System Upgrade	Continuous Improvement of Customer Experience Infrastructure Modernization		Phone System Upgrade	
	Implementation of Unified Endpoint Management (UEM)	Cybersecurity		UEM	
	Endpoint Security Upgrades (ESU)	Cybersecurity		ESU	
Key Dependencies and Risks			Metrics/KPIs		
SAS Server Upgrade: Staff perception Phone System Upgrade: Public & staff perception UEM: Staff perception; Resource availability ESU: Resource availability			SAS Server Upgrade: Staff satisfaction; Faster reporting Phone System Upgrade: Customer satisfaction		

NON-CABINET SUBMISSIONS

Link to the complete 2021-2023 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Each Non-Cabinet Agency listed is a dynamic link. Click to review the agency submission.

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KANSAS ABSTRACTORS BOARD OF EXAMINERS (ABE)

Agency/Organization Leadership:

- Shawn Herrick, Deputy Secretary

Agency Information

Mission: The Abstractors' Board of Examiners licenses abstractors to protect the public in land transactions. Individuals who are appointed, shall currently be and for five years prior to appointment, be actively engaged in the business of making abstracts to real-estate titles in the state of Kansas in the county of which they are a resident. According to K.S.A. 74-3901 the board shall, at all times, consist of one member who is a resident of a county having a population of less than 9,000 persons; one member who is a resident of a county having a population of more than 9,000 persons and not more than 17,000 persons, and one member who is a resident of a county having a population of more than 17,000 persons.

Website Address: [Abstractors' Board of Examiners - Governor of the State of Kansas](#)

Kansas Abstractors Board of Examiners 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
No IT plans scheduled for 2022-2024					
Key Dependencies and Risks			Metrics/KPIs		

KANSAS BOARD OF ACCOUNTANCY (KSBOA)

Agency/Organization Leadership:

- Executive Director: Susan Somers

Agency Information

Mission: The public's need for accounting services of a high quality gave rise to the designation "Certified Public Accountant (CPA)" as a means of identifying those accountants who have met certain minimum state qualifications in higher education, ability, and accounting experience. The Kansas Board of Accountancy is a regulatory body authorized to carry out the laws and administrative regulations governing CPAs.

Website Address: <https://ksboa.kansas.gov>

Total Budget: \$453,894

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 3

Number of Kansas Citizen Customers: 3,850

Agency IT Information

The agency is part of the OITS managed environment and OITS provides IT support.

Kansas Board of Accountancy 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p>Agency Licensing</p>	<p>Licensing Platform Database conversion for online renewal and search capability</p>	<p>Application Modernization Continuous Improvement of Customer Experience</p>		<div style="background-color: #0070C0; color: white; padding: 5px; display: inline-block;">Licensing</div>	
Key Dependencies and Risks			Metrics/KPIs		
<p>Licensing: Timing of conversion</p>			<p>Licensing: Customer satisfaction</p>		

KANSAS OFFICE OF ADMINISTRATIVE HEARINGS (OAH)

Agency/Organization Leadership:

- Executive Director: Loren Snell

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 agencies.

Website Address: <https://oah.ks.gov>

Total Budget: \$1,718,067

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 12

Agency IT Information

The agency is part of the OITS managed environment and OITS provides IT support.

Kansas Office of Administrative Hearings 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p style="color: #0070c0; font-weight: bold;">Civil Service Board, Case Management Services</p>	<p>Partial redesign of the OAH website: Provide a link for information related to activities conducted for the Civil Service Board. (Website/CSB)</p>	<p>Application Modernization Continuous Improvement of Customer Experience</p>	<div style="background-color: #0070c0; color: white; padding: 5px; margin: 10px auto; width: 80px;">Website/CSB</div>	<div style="background-color: #6b8e23; color: white; padding: 5px; margin: 10px auto; width: 100px;">Website/Forms</div>	<div style="background-color: #6b8e23; color: white; padding: 5px; margin: 10px auto; width: 120px;">Website/Video</div>
<p style="font-weight: bold;">All Agencies Served, Case Management Services</p>	<p>Partial redesign of the OAH website: Create a user-friendly system of completing frequently used forms, as well as Frequently Asked Questions section.</p> <p>Partial redesign of the OAH website: Complete a section of video tutorials explaining the processes and procedures of OAH.</p> <p>Partial redesign of the OAH website: Create a docket calendar system to better inform individuals and agencies of the activities of OAH.</p> <p>Improve the accessibility of the OAH website for those individuals with disabilities or impairments (ADA).</p>	<p>Application Modernization Continuous Improvement of Customer Experience</p> <p>Application Modernization Continuous Improvement of Customer Experience</p> <p>Application Modernization Continuous Improvement of Customer Experience</p> <p>Application Modernization Continuous Improvement of Customer Experience</p> <p>Application Modernization Continuous Improvement of Customer Experience Statutory or Regulatory or Policy Compliance</p>	<div style="background-color: #6b8e23; color: white; padding: 5px; margin: 10px auto; width: 80px;">Website/Docket</div>	<div style="background-color: #6b8e23; color: white; padding: 5px; margin: 10px auto; width: 120px;">Website/ADA</div>	<div style="background-color: #6b8e23; color: white; padding: 5px; margin: 10px auto; width: 120px;">Website/ADA</div>
Key Dependencies and Risks			Metrics/KPIs		
<p><u>Website/CSB: Funding</u> Website/Forms: Funding, Resource availability Website/Video: Funding, Resource availability Website/Docket: Funding, Legal concerns Website/ADA: Funding, Resource availability, Legal concerns</p>			<p><u>Website/CSB: Customer satisfaction</u> Website/Forms: Customer satisfaction Website/Video: Customer satisfaction Website/Docket: Customer satisfaction Website/Docket: Customer satisfaction</p>		

KANSAS OFFICE OF THE STATE BANK COMMISSIONER (OSBC)

Agency/Organization Leadership:

- Bank Commissioner: David L. Herndon
- Deputy Bank Commissioner:
- Deputy Consumer & Mortgage Lending Commissioner: Mike Enzbrenner
- Chief Counsel: Brock Roehler
- Director of IT: Matt Hodges
- Director of Finance and Administration: Barbara Albright

Agency Information

Vision: The OSBC reaffirms its philosophy of maintaining the highest ethical and professional standards and understand the public’s reliance upon our function to promote fair and equitable treatment of Kansas consumers and creditors. We undertake our responsibilities with a deep sense of commitment while constantly striving to be the premier Kansas state agency and top banking regulator in the country.

Mission: The Mission of the OSBC shall be to ensure the integrity of regulated providers of financial services through responsible and proactive oversight, all the while protecting and educating consumers.

Website Address: <https://www.osbckansas.org>

Total Budget: \$12,600,000

Goals & Objectives: These are agency wide goals and objectives that have been driving the agency strategic plan of 2020-2022:

- Recruit, hire and retain qualified staff and to develop that staff into a cohesive team
- Deliver prompt, accurate and fair regulatory guidance utilizing the most advanced information and delivery systems available
- Maintain accreditation by the Conference of State Bank Supervisors (CSBS) for the Banking Division and earn accreditation for the CML Division
- Be an active participant in local, regional, and national events focused on financial industry regulation
- Banking and Trust - responsible for oversight and supervision of all state-chartered banks and trust entities
- Consumer and Mortgage Lending (CML) – responsible for oversight and supervision of non-depository consumer credit providers, mortgage lenders, servicers and brokers, money transmitters, debt management companies, sales finance companies, and other credit providers

- Administration – designed to provide support for the supervisory and regulatory functions for the agency
- Legal - responsible for providing legal support to the Bank Commissioner, Banking Board, and all divisions in OSBC on matters pertaining to the laws administered and enforced by OSBC
- Information Technology (IT) – responsible for providing business-focused software, hardware, services, and support to the Agency as well as performing IT examinations on regulated companies
- Fee Funded – The OSBC receives no State General Fund monies. OSBC revenue is 100% generated by assessment and fee income through both the Banking and Trust Division and the CML Division.

Number of Employees: 108

Agency IT Information

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.

Budget: \$800,000

Number of Employees: 3

Kansas Office of the State Banking Commission 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p style="color: #0070C0; font-weight: bold;">Agency Licensing</p> <p style="color: #0070C0; font-weight: bold;">Records Management</p> <p style="color: #4B0082; font-weight: bold;">Information Technology, Administration</p>	<p style="color: #0070C0;">Modernize Licensing System</p> <p style="color: #0070C0;">Restructure data model, as necessary, for Nationwide Multistate Licensing System (NMLS) integration</p> <p style="color: #0070C0;">Streamline Records & File Management (RFM)</p> <p style="color: #0070C0;">File structure organization, adopt file retention best practices and naming conventions</p> <p style="color: #0070C0;">Modernize and streamline file retention schedules (FRS)</p> <p style="color: #0070C0;">Appoint department file custodians to enact file purge policies (FPP)</p> <p style="color: #4B0082;">Perform full agency audit of physical assets</p> <p style="color: #4B0082;">Improve Incident Response (IR) Preparedness</p>	<p style="color: #0070C0;">Application Modernization</p> <p style="color: #0070C0;">Continuous Improvement of Customer Experience</p> <p style="color: #0070C0;">Continuous Improvement of Customer Experience</p> <p style="color: #0070C0;">Digitization or Process Improvement</p> <p style="color: #0070C0;">Continuous Improvement of Customer Experience</p> <p style="color: #0070C0;">Digitization or Process Improvement</p> <p style="color: #0070C0;">Digitization or Process Improvement</p> <p style="color: #0070C0;">Digitization or Process Improvement</p> <p style="color: #0070C0;">Digitization or Process Improvement</p> <p style="color: #4B0082;">Quality Assurance or Audit</p> <p style="color: #4B0082;">Cybersecurity</p> <p style="color: #4B0082;">Digitization or Process Improvement</p> <p style="color: #4B0082;">IT Skill Enhancement</p> <p style="color: #4B0082;">Quality Assurance or Audit</p>	<p style="color: #0070C0; font-weight: bold;">Licensing</p> <p style="color: #0070C0; font-weight: bold;">NMLS</p> <p style="color: #4B0082; font-weight: bold;">RFM</p> <p style="color: #4B0082; font-weight: bold;">File</p> <p style="color: #4B0082; font-weight: bold;">FRS</p> <p style="color: #4B0082; font-weight: bold;">FPP</p> <p style="color: #4B0082; font-weight: bold;">Audit</p> <p style="color: #4B0082; font-weight: bold;">IR</p>		
Key Dependencies and Risks			Metrics/KPIs		
<p style="color: #0070C0;">Licensing: Data model restructuring</p> <p style="color: #0070C0;">NMLS: Completed</p> <p style="color: #0070C0;">RFM: Internal staff resource availability</p> <p style="color: #0070C0;">File: Internal staff resource availability</p> <p style="color: #0070C0;">FRS: Internal staff resource availability</p> <p style="color: #0070C0;">FPP: Internal staff resource availability</p> <p style="color: #4B0082;">Audit: Internal staff resource availability</p> <p style="color: #4B0082;">IR: Qualified vendor selection</p>			<p style="color: #0070C0;">Licensing: Daily successful automated actions vs necessary manual actions</p> <p style="color: #0070C0;">NMLS: Amount of manual data entry</p> <p style="color: #0070C0;">RFM: Internal satisfaction, improved (decreased) KORA assembly time</p> <p style="color: #0070C0;">File: Internal satisfaction, improved (decreased) KORA assembly time</p> <p style="color: #0070C0;">FRS: Successful changes to KHS retention schedules</p> <p style="color: #0070C0;">FPP: Internal satisfaction, improved (decreased) KORA assembly time</p> <p style="color: #4B0082;">Audit: Reduced inventory shrinkage, Improved on/off-boarding</p> <p style="color: #4B0082;">IR: Improved internal skills in the IR process. Continued awareness in cybersecurity needs</p>		

KANSAS BOARD OF BARBERING (KBOB)

Agency/Organization Leadership:

- Executive Director: Cassiopeia Capps

Agency Information

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

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

Website Address: <https://kbob.kansas.gov>

Goals & Objectives:

- Objective #1 – Protect the public health and safety by ensuring all barbers, shop owners, barber college and barber students meet the sanitation standards established by the Kansas Department of Health and Environment.
- Objective #2 – Reduce the number of expired licenses by a minimum of 2% per year.
- Objective #3 – Improve barber licensure examinee success rate.

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 3

Number of Kansas Citizen Customers: 1570

Agency IT Information

The agency is part of the OITS managed environment and OITS provides IT support.

KANSAS BEHAVIORAL SCIENCES REGULATORY BOARD (BSRB)

Agency/Organization Leadership:

- Executive Director: David B. Fye, JD
- Assistant Director: Leslie Allen

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.

Website Address: <https://www.ksbsrb.ks.gov>

Total Budget: \$981,995

Agency Business Units: Licensing/License renewal subprogram, Investigation/Disciplinary subprogram

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 9.5

Number of Kansas Citizen Customers: 14,500

Agency IT Information

This agency is part of the OITS managed environment and OITS provides IT support.

Kansas Behavioral Sciences Regulatory Board 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	Go paperless; move records digital	Digitization or Process Improvement		<div style="background-color: #0070c0; color: white; padding: 5px; display: inline-block;">Paperless</div>	
	Cybersecurity training mandated for all staff	Cybersecurity IT Skill Enhancement Statutory or Regulatory or Policy Compliance		<div style="background-color: #0070c0; color: white; padding: 5px; display: inline-block;">Cybersecurity Training</div>	
	Replace aging hardware	Infrastructure Modernization	<div style="background-color: #0070c0; color: white; padding: 5px; display: inline-block;">Hardware</div>		
	Upgrade camera system	Infrastructure Modernization	<div style="background-color: #0070c0; color: white; padding: 5px; display: inline-block;">Camera</div>		
	Enable initial licensure requests to be submitted electronically	Application Modernization Continuous Improvement of Customer Experience Digitization or Process Improvement			<div style="background-color: #6b8e23; color: white; padding: 5px; display: inline-block;">Licensing</div>
Agency Licensing	Transitioning of licensure renewals to processing through agency website	Application Modernization Continuous Improvement of Customer Experience Digitization or Process Improvement	<div style="background-color: #6b8e23; color: white; padding: 5px; display: inline-block;">Renewal</div>		
Key Dependencies and Risks			Metrics/KPIs		
<p>Paperless: Must follow off-site document retention policies for storage and backups; funding</p> <p>Cybersecurity Training: Dependent on training being offered</p> <p>Hardware: Funding; Performance of existing technology</p> <p>Camera: Availability of technology; warranty</p> <p>Licensing: current contract with the Board of Healing Arts for licensing system & support; availability of BOHA staff to work on additional projects</p> <p>Renewal: Licensees transitioning to online renewal system</p>			<p>Cybersecurity Training: All staff will complete annually</p> <p>Renewal: Increase the ratio of electronic renewals to paper</p>		

KANSAS DIVISION OF THE BUDGET (BUDGET)

Agency/Organization Leadership:

- Executive Director: Adam Proffitt
- Deputy Executive Director: Julie Thomas

Agency Information

Mission: The Division of the Budget has central responsibility for the state budget process, including related policy issues, and for providing management services to state agencies. Because of its central role in budget formulation, the Division serves as a source of explanation to the Legislature and to legislative staff and committees while the Governor's proposals are being considered for adoption.

Website Address: <https://budget.kansas.gov>

Total Budget: \$1,611,661

Agency Funding Mechanism(s): State General Fund (SGF)

Number of Employees: 12

Agency IT Information

The agency is part of the OITS managed environment and OITS provides IT support.

Kansas Division of the Budget 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	Device Replacement	Infrastructure Modernization			Device
Key Dependencies and Risks			Metrics/KPIs		
			Device: Devices were replaced		

KANSAS CITIZENS UTILITY RATEPAYER BOARD (CURB)

Agency/Organization Leadership:

- Executive Director: David W. Nickel, Consumer Counsel

Agency Information

Vision: To protect Kansas residential and small commercial utility ratepayers by promoting the delivery of optimal utility services - being safe, reliable, and technically robust, environmentally sensible, cost-effective, and equitably provided to all Kansas utility consumers at just prices

Mission: Our mission is to zealously protect the interests of residential and small commercial utility ratepayers before the Kansas Corporation Commission and the Kansas legislature.

Website Address: <https://curb.kansas.gov>

Total Budget: \$1,197,623

Goals & Objectives:

- To advocate for reasonable utility rates for residential and small commercial consumers
- To promote long-term, cost-effective reliability of utility services for residential and small commercial consumers
- To protect residential and small commercial consumers from utility practices which are not in the public interest
- To support a reasonable balance of the interests of present residential and small commercial ratepayers with the interests of future residential and small commercial ratepayers
- To encourage cost-effective measures which result in energy efficiency, technological advancements, and other improvements in the distribution of utility services to residential and small commercial ratepayers; and
- To improve transparency and the accessibility of communication channels between utilities and residential and small commercial ratepayers with respect to utility services and consumer rights.

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 7

Number of Kansas Citizen Customers: 1.3 million

Agency IT Information

Kansas Corporation Commission (KCC) provides IT support for CURB pursuant to K.S.A. 66-1222.

Kansas Citizen Utility Ratepayer Board 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	<p>Update the COOP Disaster Recovery IT Contingency Planning</p> <p>Retention schedule for digital records</p>	<p>Digitization or Process Improvement</p> <p>Digitization or Process Improvement</p> <p>Statutory or Regulatory or Policy Compliance</p>	<p>The Strategic Roadmap visualization shows two blue bars representing project durations. The first bar, labeled 'COOP', spans from the beginning of 2022 to the end of 2023. The second bar, labeled 'Digital Records', spans from the middle of 2022 to the middle of 2023.</p>		
Key Dependencies and Risks			Metrics/KPIs		
<p>COOP: Resource availability</p> <p>Digital Records: Resource availability</p>			<p>COOP: Have an effective COOP plan in place in the event a natural disaster, accident, or a technical or attack-related emergency should occur</p> <p>Digital Records: To develop a clear, complying retention schedule for the agency regarding digital records, when to destroy records that no longer have value, and when/how to transfer records to the State Archives</p>		

KANSAS CORPORATION COMMISSION (KCC)

Agency/Organization Leadership:

- Commissioner (Chair): Dwight Keen
- Commissioner: Susan Duffy
- Commissioner: Andrew French
- Executive Director: Lynn Retz
- Chief Information Officer (CIO) or IT Head: Todd Reinert

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 Commission is to serve the people of Kansas by regulating the State's energy infrastructure, oil and gas production, and commercial trucking to ensure public safety.

Website Address: <https://kcc.ks.gov>

Total Budget: \$25,984,624

Goals & Objectives:

- The Administrative Division includes the Office of the Commission and various supporting functions. These are: 1) legal; 2) public affairs and consumer protection; 3) human resources; 4) information technology; 5) docket management; and 6) fiscal management and support services.
- The Conservation Division protects correlative rights and environmental resources. This is done in part by preventing waste and by enforcing regulations that provide guidelines of producing resources efficiently. The conservation office is located in Wichita and has four district offices located in Dodge City, Wichita, Chanute, and Hays.
- The Utilities Division establishes and regulates rates for public utilities, including electric, natural gas, liquid pipeline, and telecommunications. The division also houses the pipeline safety program and administers the Kansas Universal Service Fund (KUSF) through a third-party administrator pursuant to K.S.A. 66-2008 to 66-2010.
- The Transportation Division ensures appropriate and effective regulatory oversight of motor carriers with the goal of protecting the public interest, promoting safety through comprehensive planning, licensing, education, and inspection.
- The Energy Division promotes energy conservation and efficiency in Kansas and serves as a clearinghouse for information on alternative energy and other energy topics. The Energy Division administers programs, promotes public education through outreach activities, coordinates government and private sector activities. It is also authorized to accept federal funds on behalf of the State of Kansas.

Agency Business Units: Administration, Conservation, Utilities, Transportation, and Energy

Agency Funding Mechanism(s):

- Fee Fund
- Federal Fund

Number of Employees: 204

Number of Kansas Citizen Customers: 2.94 million

Agency IT Information

Vision: Provide a secure, reliable, and efficient technology environment in support of agency personnel and the public.

Mission: Aligned to support the mission of each division within the Kansas Corporation Commission, information services will be provided in a secure, professional, and service oriented manner.

Number of Employees: 10

Kansas Corporation Commission 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap			
			2022	2023	2024	
<p style="color: blue; font-weight: bold; font-size: 1.2em;">All Services</p> <p style="color: green; font-weight: bold; font-size: 1.2em;">Docket Room Services, Fiscal Services, Litigation Services</p> <p style="color: purple; font-weight: bold; font-size: 1.2em;">Conservation Services</p> <p style="color: orange; font-weight: bold; font-size: 1.2em;">Conservation Services, Transportation Services, Fiscal Services, Human Resources, Public Affairs</p> <p style="color: teal; font-weight: bold; font-size: 1.2em;">Utilities Services</p>	<p style="color: blue; font-size: 0.9em;">Agency-wide Implementation of OpenText (OT) Document Mgt System</p> <p style="color: blue; font-size: 0.9em;">Switch Upgrades</p> <p style="color: green; font-size: 0.9em;">Docket System Replacement (DSR)</p> <p style="color: purple; font-size: 0.9em;">RBDMS Assessment & Modernization</p> <p style="color: orange; font-size: 0.9em;">Legacy Oracle Forms and Reports Program Modernization</p> <p style="color: teal; font-size: 0.9em;">Pipeline Safety Database System (PSDS)</p>	<p style="color: blue; font-size: 0.9em;">Digitization or Process Improvement</p> <p style="color: blue; font-size: 0.9em;">Infrastructure Modernization</p> <p style="color: green; font-size: 0.9em;">Application Modernization</p> <p style="color: green; font-size: 0.9em;">Continuous Improvement of Customer Experience</p> <p style="color: green; font-size: 0.9em;">Statutory or Regulatory or Policy Compliance</p> <p style="color: purple; font-size: 0.9em;">Application Modernization</p> <p style="color: orange; font-size: 0.9em;">Application Modernization</p> <p style="color: teal; font-size: 0.9em;">Application Modernization</p> <p style="color: teal; font-size: 0.9em;">Continuous Improvement of Customer Experience</p>	<div style="color: blue; font-weight: bold; padding: 5px; margin-bottom: 10px;">OT</div> <div style="color: blue; font-weight: bold; padding: 5px; margin-bottom: 10px;">Switch Upgrades</div> <div style="color: green; font-weight: bold; padding: 5px; margin-bottom: 10px;">DSR</div> <div style="color: purple; font-weight: bold; padding: 5px; margin-bottom: 10px;">RBDMS</div> <div style="color: orange; font-weight: bold; padding: 5px; margin-bottom: 10px;">Oracle</div> <div style="color: teal; font-weight: bold; padding: 5px;">PSDS</div>			
Key Dependencies and Risks			Metrics/KPIs			
<p style="color: blue; font-size: 0.8em;">OT: Agency user buy-in; Competing priorities</p> <p style="color: blue; font-size: 0.8em;">Switch Upgrade: Funding</p> <p style="color: green; font-size: 0.8em;">DSR: Funding; Transforming business workflows</p> <p style="color: purple; font-size: 0.8em;">RBDMS: Funding; Scope</p> <p style="color: orange; font-size: 0.8em;">Oracle: Resource allocation; Competing priorities</p> <p style="color: teal; font-size: 0.8em;">PSDS: Resource allocation; Competing priorities</p>			<p style="color: blue; font-size: 0.8em;">OT: Efficiencies of document storage; Consistencies in collaboration</p> <p style="color: blue; font-size: 0.8em;">Switch Upgrade: Improved solution security</p> <p style="color: green; font-size: 0.8em;">DSR: Improved process efficiencies; Improved solution security; Improved customer experience</p> <p style="color: purple; font-size: 0.8em;">RBDMS: Improved process efficiencies; Improved solution security; Improved customer experience</p> <p style="color: orange; font-size: 0.8em;">Oracle: Improved process efficiencies; Improved solution security; Improved customer experience</p> <p style="color: teal; font-size: 0.8em;">PSDS: Improved process efficiencies; Improved solution security; Improved customer experience</p>			

KANSAS BOARD OF COSMETOLOGY (KBOC)

Agency/Organization Leadership:

- Executive Director: Laura Gloeckner
- Assistant Director: Aubrie Pryer
- Director of Licensing: Kassiah Martin
- Director of Enforcement: Alexis Henderson

Agency Information

Vision: To provide up-to-date, secure, and user-friendly services to our licensees in order to fulfill our mission.

Mission: 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.

Website Address: <https://www.kansas.gov/kboc>

Total Budget: \$1,188,494

Goals & Objectives:

- Improve efficiencies in licensing and enforcement by establishing a licensing database and online services that meet the needs of our licensees and the consuming public.

Agency Business Units: Administrative, Licensing and Enforcement

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 14

Number of Kansas Citizen Customers: 34,068

Agency IT Information

The agency is part of the OITS managed environment and OITS provides IT support.

Kansas Board of Cosmetology 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p>Agency Licensing</p>	<p>Pursuing Vendor for Online Licensing Services and Database</p> <p>Implement Software for Licensing</p>	<p>Application Modernization</p> <p>Application Modernization</p>	<div style="background-color: #0070C0; color: white; padding: 5px; display: inline-block;">Pursuing Vendor</div>		
<p>Key Dependencies and Risks</p>			<p>Metrics/KPIs</p>		
<p>Licensing Software: Funding, Information Security, Service Accessibility</p>					

KANSAS DEPARTMENT OF CREDIT UNIONS (KDCU)

Agency/Organization Leadership:

- Executive Director: Julie Allen-Murray

Agency Information

Mission: The Kansas Department of Credit Unions protects Kansas citizens from undue risk by ensuring safe and sound operation of state-chartered credit unions.

Website Address: <https://kdcu.ks.gov>

Total Budget: \$1,092,602

Goals & Objectives:

- Protect Kansas citizens from undue risk by ensuring safe and sound operation of state-chartered credit unions.

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 12

Number of Kansas Citizen Customers: 1.1 million

Agency IT Information

The agency is part of the OITS managed environment and OITS provides IT support.

Kansas Board of Cosmetology 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
Agency Licensing	Pursuing Vendor for Online Licensing Services and Database Implement Software for Licensing	Application Modernization Application Modernization	<div style="border: 1px solid black; background-color: #0070C0; color: white; padding: 5px; display: inline-block;">Pursuing Vendor</div>		
Key Dependencies and Risks			Metrics/KPIs		
Licensing Software: Funding, Information Security, Service Accessibility					

KANSAS DENTAL BOARD (DENTAL)

Agency/Organization Leadership:

- Executive Director: Lane Hemsley

Agency Information

Vision: The vision of the Kansas Dental Board is to balance commitment and focus on public health.

Mission: The mission of the Kansas Dental Board is to ensure and protect dental health by enforcement of the Kansas Dental Law.

Website Address: <https://www.dental.ks.gov>

Total Budget: \$425,000

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 3

Number of Kansas Citizen Customers: 2.94 million

Agency IT Information

The agency is part of the OITS managed environment and OITS provides IT support.

Kansas Dental Board 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p>Agency Licensing</p>	<p>Exploring Licensing Software Options</p>	<p>Continuous Improvement of Customer Experience Application Modernization</p>	<p>Licensing Software Options</p>		
Key Dependencies and Risks			Metrics/KPIs		
<p>Licensing Software Options: Funding – Board staff will be seeking legislative approval for fund enhancement to address this necessary modernization project</p>			<p>Licensing Software Options: Customer satisfaction</p>		

KANSAS EMERGENCY MEDICAL SERVICES (EMS)

Agency/Organization Leadership:

- Executive Director: Joseph House
- Deputy Executive Director: Curt Shreckengaust
- Chief Information Officer (CIO) or IT Head: James Kennedy

Agency Information

Vision: Kansas Emergency Medical Services (EMS) shall be an out-of-hospital, acute healthcare system providing an established standard of care through the utilization of promising practices and oversight.

Mission: To protect and promote the welfare of the citizens 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.

Website Address: <https://www.ksbems.org>

Total Budget: \$2,587,331

Goals & Objectives:

- Emergency Medical Dispatching (EMD) shall be performed on 100% of 911 medical calls
- A statewide, standard of care shall be established
- Medical Director roles and responsibilities shall be clearly defined
- An impaired provider program shall be available for referral
- All services providing acute medical care and/or transportation in an out-of-hospital setting shall be regulated by the Board of EMS
- All EMS providers expected to provide medical care to a patient shall be regulated by the Board of EMS.

Agency Business Units: Administration, KEMSIS, On-Line Licensure Website, KBEMS Grants, Information Technology, Ambulance Licensure, Investigations, Education & Training, Examination, Service & Vehicle Inspections, Certification/Re-Certifications Expert, Reception & Office

Agency Funding Mechanism(s):

- Fee Fund
- EMS Operating Fund
- EMS Revolving Grant Fund

Number of Employees: 14

Number of Kansas Citizen Customers: 2.94 million

Agency IT Information

The Emergency Medical Services Board provides its own IT through 2 dedicated employees and portions of other employees.

Number of Employees: 2

Kansas Emergency Medical Services 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	Public Portal Promotion - Add more portal options for EMS Providers, Services, and Educational Institutions to update and maintain their data and educational offerings	Continuous Improvement of Customer Experience Promotion of Agency Services	Public Portal		
	Firewall replacement	Infrastructure Modernization	Firewall		
	Implement online platform for all applications submissions	Continuous Improvement of Customer Experience Digitization or Process Improvement	Online Platform		
	IT Security	Cybersecurity	IT Security		
	Website Optimization	Continuous Improvement of Customer Experience Promotion of Agency Services	Website		
Agency Licensing	Development/Improvement of Licensure System	Application Modernization Continuous Improvement of Customer Experience	Licensing		
Issuance/Research	Licensure/ePCR system to effectively transfer data between the two systems.	Application Modernization Continuous Improvement of Customer Experience	ePCR		
Key Dependencies and Risks			Metrics/KPIs		
<p>Online Platform: Some applications do not lend themselves easily to being automated or submitted online.</p> <p>ePCR: Vendor ability to provide support; updates to LMS system; roll-out of system module</p>			<p>Public Portal: User usage and Customer Service</p> <p>Online Platform: User usage and Customer Service</p> <p>Website: User usage and Customer Service</p> <p>Licensing: User usage and Customer Service</p> <p>ePCR: User usage and Customer Service</p>		

KANSAS GOVERNMENTAL ETHICS COMMISSION (KGEC)

Agency/Organization Leadership:

- Executive Director: Mark Skoglund
- Chief Counsel: Brett Berry

Agency Information

Mission: The Kansas Governmental Ethics Commission (KGEC) is charged with administering, interpreting, and enforcing the Campaign Finance Act and laws relating to conflict of interests, financial disclosure, and the regulation of lobbying. These laws establish the public's right to information about the financial affairs of Kansas' public officials, lobbyists, and candidates for office. In addition, KGEC renders advisory opinions and can adopt rules and regulations under a less comprehensive conflict of interest law covering local government officials and employees. Please Note: K.S.A. 25-4142 et seq. and K.S.A. 46-215 et seq. require candidates, lobbyists, and state employees to file KGEC forms with the Secretary of State, a separate state agency and the public repository for such forms.

Website Address: <https://ethics.kansas.gov>

Total Budget: \$800,000

Agency Business Units: Kansas Governmental Ethics Commission

Agency Funding Mechanism(s):

- State General Fund (SGF)
- Fee Fund

Number of Employees: 8.5

Number of Kansas Citizen Customers: 2.94 million

Agency IT Information

The agency is part of the OITS managed environment and OITS provides IT support.

Kansas Emergency Medical Services 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	Public Portal Promotion - Add more portal options for EMS Providers, Services, and Educational Institutions to update and maintain their data and educational offerings	Continuous Improvement of Customer Experience Promotion of Agency Services	Public Portal		
	Firewall replacement	Infrastructure Modernization	Firewall		
	Implement online platform for all applications submissions	Continuous Improvement of Customer Experience Digitization or Process Improvement	Online Platform		
	IT Security	Cybersecurity	IT Security		
Agency Licensing	Website Optimization	Continuous Improvement of Customer Experience Promotion of Agency Services	Website		
	Development/Improvement of Licensure System	Application Modernization Continuous Improvement of Customer Experience	Licensing		
Issuance/Research	Licensure/ePCR system to effectively transfer data between the two systems.	Application Modernization Continuous Improvement of Customer Experience	ePCR		
Key Dependencies and Risks			Metrics/KPIs		
<p>Online Platform: Some applications do not lend themselves easily to being automated or submitted online.</p> <p>ePCR: Vendor ability to provide support; updates to LMS system; roll-out of system module</p>			<p>Public Portal: User usage and Customer Service</p> <p>Online Platform: User usage and Customer Service</p> <p>Website: User usage and Customer Service</p> <p>Licensing: User usage and Customer Service</p> <p>ePCR: User usage and Customer Service</p>		

KANSAS STATE FAIR BOARD (KSF)

Agency/Organization Leadership:

- Executive Director: Bryan Schulz
- Chief Information Officer (CIO) or IT Head: Janene Starks

Agency Information

Mission: The mission of the Kansas State Fair is to promote and provide a showcase for Kansas agriculture, industry, and culture; create opportunities for commercial activity, and provide an educational and entertaining experience that is the pride of all Kansans.

Website Address: <https://www.kansasstatefair.com>

Goals & Objectives:

The Kansas State Fair has three major goals:

- To invite and motivate Kansans to attend, view, and participate in their fair.
- To provide an environment for Kansas commerce through the following objectives:
 - Expand and enhance existing trade show and exhibit space.
 - Work closely with livestock associations and other agriculture commodity groups to maximize their promotional and marketing opportunities.
- To provide a comfortable, accessible facility for all visitors. The agency will pursue this goal through the following objectives:
 - Initiate more landscaping to enhance the beauty of the fairgrounds and the comfort of visitors
 - Make optimal use of signage to welcome and thank guests, as well as to facilitate their stay on the grounds with adequate directional and informational signage
 - Bring the facilities into compliance with ADA, EPA, and fire safety codes

Agency Funding Mechanism(s):

- State General Fund (SGF)
- Fee Fund

Number of Employees: 27.5

Number of Kansas Citizen Customers: 2.94 million

Agency IT Information

OITS provides IT support on an as needed basis.

KANSAS OFFICE OF STATE FIRE MARSHAL (OSFM)

Agency/Organization Leadership:

- Executive Director: Doug Jorgensen
- Chief Counsel: Robert Hutchison
- Chief Information Officer (CIO) or IT Head: Michele Wertzberger
- Director of Investigations: Wally Roberts
- Director of Prevention: Brenda McNorton
- Director of Emergency Response: Dirk Christian

Agency Information

Vision: The Office of the State Fire Marshal (OSFM) is dedicated to protecting the lives and property of the citizens of Kansas from the hazards of fire, explosion, and natural and man-made disasters.

Mission: To reduce the deaths, injuries, and property losses of Kansans through:

- Education
- Enforcement
- Hazardous material
- Inspection
- Investigation
- Regulation
- Search and rescue incident responses

Website Address: <https://firemarshal.ks.gov>

Goals & Objectives: To reduce the deaths, injuries, and property losses of Kansans through:

- Coordination of search and rescue efforts
- Enforcement
- Fireworks and explosives regulation
- Hazardous material incident mitigation
- Inspection
- Investigation
- Plans review
- Public education

Agency Business Units: Investigation, Prevention, Emergency and Administration

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 70

Number of Kansas Citizen Customers: 2.94 million

Agency IT Information

Vision: Provide top quality customer support and provide network services that enable users to perform 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: \$334,945

Number of Employees: 3

Kansas Office of State Fire Marshal 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	Refresh Core Equipment	Infrastructure Modernization		Core	
	Hardware Refresh for Disaster Recovery Infrastructure (DRI)	Infrastructure Modernization		DRI	
	Move Database to Cloud	Infrastructure Modernization		Cloud	
	Provide Tools to Track Training/Permits for Search & Rescue/Hazmat (SAR)/HAZmat Division	Infrastructure Modernization			SAR/HAZmat
	Provide Tools to Track Training/Permits for Investigation Division (ID)	Infrastructure Modernization			ID Tracking
	Provide Tools to Track Elevators and Permits in the Elevator Safety Program (ESP)	Infrastructure Modernization		ESP Tracking	
Key Dependencies and Risks			Metrics/KPIs		
All: Equipment: Funding			All: Agency Proficiency		

KANSAS OFFICE OF THE GOVERNOR (GOV)

Agency/Organization Leadership:

- Governor Laura Kelly
- Office of Lieutenant Governor: Lieutenant Governor David Toland
- Chief of Staff: Will Lawrence
- Deputy Chief of Staff: Ryan Wright
- Office of Governor Grants: Juliene Maska
- Kansas African American Affairs: Stacey Knoell
- Kansas Hispanic & Latino American Affairs: Carolina Lozano
- Kansas Native American Affairs: Jancita Warrington
- Kansas Commission on Disability Concerns: Martha Gabehart
- Office of Recovery: DeAngela Burns-Wallace, Ed.D.

Agency Information

Website Address: <https://governor.kansas.gov>

Total Budget: \$56,216,179

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, Office of Recovery

Agency Funding Mechanism(s):

- State General Fund (SGF)
- Federal Grant

Number of Employees: 65

Number of Kansas Citizen Customers: 2.94 million

Agency IT Information

The agency is part of the OITS managed environment and OITS provides IT support.

KANSAS STATE BOARD OF HEALING ARTS (KSBHA)

Agency/Organization Leadership:

- Acting Executive Director: Susan Gile
- Chief Counsel: Courtney Cyzman
- Chief Information Officer (CIO) or IT Head: Larry Bowles

Agency Information

Vision: The Kansas State Board of Healing Arts, created in 1957, is the licensing and regulatory Board for many health care providers in Kansas. The Board is comprised of 15 members including five Medical Doctors (M.D.), three Osteopathic Doctors (D.O.), three Chiropractic Doctors (D.C.), one Podiatric Doctor (D.P.M.), and three public members. Professional Councils were established by statute for each of the allied health care professions licensed and regulated by this agency to advise the Board in carrying out the provisions of their practice acts.

Mission: Safeguard the public through licensure, education, and discipline of those who practice the healing arts in Kansas.

Website Address: www.ksbha.org

Total Budget: \$6,793,599

Goals & Objectives: Safeguarding the public is the Board's primary responsibility. The Board and its staff approach their responsibilities in a balanced and efficient manner so regulation can be performed aggressively, but fairly for the benefit of every patron of the State of Kansas. We license and regulate 16 different health care professions.

Those health care professions include:

- | | |
|---|--|
| ➤ Athletic Trainers (A.T.) | ➤ Occupational Therapy Assistants (O.T.A.) |
| ➤ Doctor of Chiropractic (D.C.) | ➤ Physician Assistants (P.A.) |
| ➤ Doctor of Osteopathic Medicine & Surgery (D.O.) | ➤ Physical Therapists (P.T.) |
| ➤ Doctor of Podiatric Medicine (D.P.M.) | ➤ Physical Therapist Assistants (P.T.A.) |
| ➤ Radiologic Technologists (L.R.T.) | ➤ Respiratory Therapists (R.T.) |
| ➤ Doctor of Medicine & Surgery (M.D.) | ➤ Acupuncturists (L.Ac.) |
| ➤ Naturopathic Doctors (N.D.) | ➤ Independent Certified Nurse Midwives (CNM-I) |
| ➤ Occupational Therapists (O.T.) | ➤ Contact Lens Distributors |

We also approve the business name and certify the professional licenses for the formation of certain professional corporations. We do not regulate institutions such as hospitals or nursing homes, or other medical professionals such as nurses or optometrists.

Agency Business Units: Administration Disciplinary/Investigation, Legal/General Counsel, Licensing, Litigation

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 62

Number of Kansas Citizen Customers: 28,667

Agency IT Information

Budget: \$58,250

Number of Employees: 5

Kansas Board of Healing Arts 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	Data Center Switch (DCS) Upgrade	Infrastructure Modernization	DCS		
Key Dependencies and Risks			Metrics/KPIs		
DCS: Equipment availability			DCS: Replace end-of-life hardware		

KANSAS BOARD OF HEARING AID EXAMINERS (KBHAE)

Agency/Organization Leadership:

- Executive Director: Mark Shaver
- Chief Counsel: Charles Macheers

Agency Information

Mission: The Kansas Board of Examiners in the Fitting and Dispensing of Hearing Instruments was established in 1968. The mission of the Board is to establish and enforce standards to ensure that the people of Kansas receive competent and ethical hearing aid care.

Website Address: <https://kbhae.com>

Total Budget: \$34,072

Agency Funding Mechanism(s): Fee Fund

Number of Kansas Citizen Customers: 350

Kansas Board of Hearing Aid Examiners 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
No IT plans scheduled for 2022-2024					
Key Dependencies and Risks			Metrics/KPIs		

KANSAS HISTORICAL SOCIETY (KSHS)

Agency/Organization Leadership:

- Executive Director: Patrick Zollner
- Chief Information Officer (CIO) or IT Head: Matthew J. Chappell
- Director of Administration: Matthew J. Chappell

Agency Information

Vision: To enrich people's lives by connecting them to the past.

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.

Website Address: <https://www.kshs.org>

Total Budget: \$7,348,895

Agency Funding Mechanism(s):

- State General Fund (SGF)
- Federal Fund
- Fee Fund
- Private Fund

Number of Employees: 71

Number of Kansas Citizen Customers: 2.94 million

Agency IT Information

Vision: To meet the needs of the public and agency by connecting them to the past.

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.

Budget: \$483,862

Number of Employees: 4

Kansas Historical Society 3-Year IT Plan (1 of 3)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
Archive	Allow material to be included in Archives Catalog online	Application Modernization Continuous Improvement of Customer Experience	Archives Catalog		
	Make appropriate state records accessible to the public	Application Modernization Continuous Improvement of Customer Experience	State Records		
	Using specialized commercial software that meets archival standards capture	Application Modernization Statutory or Regulatory or Policy Compliance	Archival Standards		
	Review international standards and software specifications	Statutory or Regulatory or Policy Compliance	Standards & Software		
	Integrate Kansaspedia and Kansas Memory information	Application Modernization Continuous Improvement of Customer Experience	Kansaspedia		
	Archive, Education/ Museum	Build archive and artifact collections	Application Modernization	Archive & Artifact Collections	
Develop all new exhibits for the Kansas Museum of History		Other	New Exhibits		
Key Dependencies and Risks			Metrics/KPIs		
Archives Catalog: Funding, Staff, Resources State Records: Funding, Staff, Resources Archival Standards: Funding, Staff, Resources Standards & Software: Staff Kansaspedia: Funding, Staff, Resources Archive & Artifact Collections: Funding, Staff, Resources New Exhibits: Funding, Staff, Resources			Archives Catalog: Customer Satisfaction State Records: Customer Satisfaction Archival Standards: Customer Satisfaction Standards & Software: Divisional Satisfaction Kansaspedia: Employee and Customer Satisfaction New Exhibits: Customer Satisfaction		

Kansas Historical Society 3-Year IT Plan (2 of 3)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p style="text-align: center; color: purple;">Archive, Education/ Museum, Cultural Resources</p> <p style="text-align: center; color: orange;">Archive, Education/ Museum, Cultural Resources, Public Information</p> <p style="text-align: center; color: teal;">Information Technology</p>	Answer specific inquires from the public on a weekly basis.	Application Modernization Continuous Improvement of Customer Experience	Answer Inquiries		
	Provide access to training and knowledge	Continuous Improvement of Customer Experience Promotion of Agency Services Statutory or Regulatory or Policy Compliance	Training/Knowledge		
	Create continuing internet presence	Continuous Improvement of Customer Experience Promotion of Agency Services	Internet		
	Enhance agency access to targeted audiences through social media.	Continuous Improvement of Customer Experience Promotion of Agency Services	Social Media		
	Launch an updated agency website	Continuous Improvement of Customer Experience Promotion of Agency Services	Website		
	Replace current landline phone system	Infrastructure Modernization	Phone System		
Key Dependencies and Risks		Metrics/KPIs			
<p>Answer Inquires: Staff, Resources</p> <p>Training/Knowledge: Funding, Staff, Resources</p> <p>Internet: Funding, Staff, Resources</p> <p>Social Media: Funding, Staff, Resources</p> <p>Website: Funding, Staff, Resources</p> <p>Phone System: Funding, Staff, Resources</p>		<p>Answer Inquires: Customer Satisfaction</p> <p>Training/Knowledge: Customer Satisfaction</p> <p>Internet: Customer Satisfaction</p> <p>Social Media: Customer Satisfaction</p> <p>Website: Customer Satisfaction</p> <p>Phone System: Employee and Customer Satisfaction</p>			

Kansas Historical Society 3-Year IT Plan (3 of 3)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p>Information Technology, Archive, Education/Museum, Cultural Resources, Public Information</p> <p>Education/Museum Services</p> <p>Public Information</p>	Implemented process for establishing information technology (IT) project priorities	Digitization or Process Improvement	IT Project Priority		
	Train agency information Technology (IT) staff and others to maintain any exhibit features that contain IT components before opening new exhibits	IT Skill Enhancement Statutory or Regulatory or Policy Compliance,	Exhibit Training		
	Create a webinar prototype to train teachers	Continuous Improvement of Customer Experience	Prototype		
	Create an agency plan to focus part of the agency's social media efforts	Continuous Improvement of Customer Experience Promotion of Agency Services	Social Media Efforts		
	Create digital stories	Continuous Improvement of Customer Experience	Digital Stories		
Key Dependencies and Risks			Metrics/KPIs		
<p>IT Project Priority: Funding, Staff</p> <p>Exhibit Training: Funding, Staff</p> <p>Prototype: Funding, Staff, Resources</p> <p>Social Media Efforts: Staff</p> <p>Digital Stories: Staff</p>			<p>Exhibit Training: Funding, Staff</p> <p>Prototype: Customer Satisfaction</p> <p>Social Media Efforts: Customer Satisfaction</p> <p>Digital Stories: Customer Satisfaction</p>		

KANSAS HUMAN RIGHTS COMMISSION (KHRC)

Agency/Organization Leadership:

- Executive Director: Ruth Glover
- Assistant Director: Robert Easterling

Agency Information

Vision: Eternal Vigilance is the Price of Freedom

Mission: The mission of the Kansas Human Rights Commission is to prevent and eliminate discrimination and assure equal opportunities in employment relations, to eliminate and prevent discrimination, segregation or separation, and assure equal opportunities in places of public accommodations and in housing. The agency philosophy in accomplishing its mission is to act in accordance with the highest standards of professional conduct, ethics, efficiency, and accountability. Realizing that the principles of equality and the protection of basic human rights are the most noble of human efforts, we dedicate our activities toward that purpose, believing that eternal vigilance is the price of freedom.

Website Address: <http://www.khrc.net>

Total Budget: \$1,500,000

Goals & Objectives:

- Provide prompt, professional, and appropriate services to all citizens who contact the agency for assistance and maintain an effective and efficient intake service to reduce or eliminate non-jurisdictional and non prima facie complaints
- Provide all parties the opportunity to have the complaint resolved by a voluntary third-party mediation service
- On all cases not resolved by mediation, to conduct a prompt and thorough investigation of all allegations in every complaint filed and render a timely and appropriate determination, well supported by evidence of Probable Cause or No Probable Cause on all cases submitted to Commissioners for such determination
- To conduct a timely and effective conciliation effort on all cases determined to be Probable Cause, and to expeditiously refer to the Administration Hearings Office cases in which conciliation efforts have failed and a public hearing is scheduled
- To maintain an education program to inform all citizens on what constitutes discrimination, the effects of unlawful discrimination, how to prevent discrimination and how to obtain redress
- To expedite cases through the public hearing process and provide a timely process

Agency Business Units: Compliance, Education

Agency Funding Mechanism(s):

- State General Fund (SGF)
- Fee Fund
- Federal Fund

Number of Employees: 16

Number of Kansas Citizen Customers: 2.94 million

Kansas Human Rights Commission 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap			
			2022	2023	2024	
All Services	<p>Determine if the Equal Employment Opportunity Commission (EEOC) new database can be used for. If it can, proceed with using the EEOC database for Contact and Intake functions.</p> <p>Update the KHRC's Online Harassment Prevention Training (HPT)</p> <p>Move file share data to OneDrive</p> <p>Implement softphones</p>	<p>Application Modernization Continuous Improvement of Customer Experience</p> <p>Application Modernization Continuous Improvement of Customer Experience</p> <p>Digitization or Process Improvement</p> <p>Continuous Improvement of Customer Experience</p>	EEOC	HPT	OneDrive	Softphones
Key Dependencies and Risks			Metrics/KPIs			
<p>EEOC: Must be able to complete the same functions and provide same or better access and efficiency as the current databases without additional burden to staff</p> <p>HPT: Must be compatible with the State of Kansas Learning Management System, Funding</p> <p>OneDrive: Must be able to provide the same or better access and security as the current arrangement</p>			<p>EEOC: Customer Satisfaction</p> <p>HPT: Customer Satisfaction</p> <p>Softphones: Customer Satisfaction</p>			

KANSAS STATE BOARD OF INDIGENTS' DEFENSE SERVICES (SBIDS)

Agency/Organization Leadership:

- Executive Director: Heather Cessna
- Assistant Director: Kim Mason

Agency Information

Mission: Our mission is to fulfill the constitutional promise of a zealous defense by providing our clients with team-based advocacy that champions their human dignity and achieves just outcomes on their behalf.

Website Address: <https://www.sbids.org>

Total Budget: \$46,365,555

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 Funding Mechanism(s): State General Fund (SGF)

Number of Employees: 244

Agency IT Information

The State Board of Indigents' Defense Services has a small in-house information technology team responsible for day-to-day tech support of our 17 different field offices across the state as well as the long-term strategic implementation of our agency IT projects.

Vision: Providing the most secure and reliable technology environment (hardware and software) possible for our staff members.

Mission: To provide responsive and reliable technical support to our staff in order to help them fulfill their mission of providing the constitutional promise of a zealous defense to our clients.

Number of Employees: 5

Kansas Board of Indigents' Defense Services 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p>All Services</p> <p>Board of Indigents' Defense Services</p>	Upgrade Bandwidth/Connectivity	Infrastructure Modernization	Upgrade Bandwidth/Connectivity		
	Upgrade Phone Systems	Infrastructure Modernization	Upgrade Phone Services		
	Offsite Backup Storage	Other	Offsite Backup Storage		
	Upgrade Firewalls	Cybersecurity Infrastructure Modernization	Upgrade Firewalls		
	Install Additional Wall & Door Security (W&DS)	Other	W&DS		
	Upgrade Field Office Servers (FOS)	Infrastructure Modernization	FOS		
	Upgrade Backup Server	Infrastructure Modernization	Backup Server		
	Upgrade Primary Domain Controller (PDC)	Cybersecurity Infrastructure Modernization		PDC	
	Statewide Case Management System (CMS)	Application Modernization	CMS		
Key Dependencies and Risks			Metrics/KPIs		
<p>Bandwidth/Connectivity: Funding</p> <p>Phone Systems: In-progress</p> <p>Offsite Backup Storage: Scheduling</p> <p>Firewalls: In-progress</p> <p>W&DS: funding & logistical restraints</p> <p>FOS: In-progress</p> <p>Backup Server: In-progress</p> <p>PDC: Supply delays</p> <p>CMS: Vendor selection in progress; lack of adequate staffing to prioritize the extensive implementation</p>			<p>Bandwidth/Connectivity: Increased efficiency & productivity</p> <p>Phone Systems: Customer satisfaction</p> <p>Offsite Backup Storage: COOP</p> <p>Firewalls: Advanced security/cybersecurity</p> <p>W&DS: Advanced security</p> <p>FOS: Advanced security/cybersecurity</p> <p>Backup Server: Advanced security/cybersecurity</p> <p>PDC: Advanced security/cybersecurity</p> <p>CMS: Increased efficiency and productivity</p>		

KANSAS PUBLIC EMPLOYEES' RETIREMENT SYSTEM (KPERs)

Agency/Organization Leadership:

- Executive Director: Alan Conroy
- Chief Counsel: Laurie McKinnon
- Chief Information Officer (CIO): John Cahill
- Chief Benefits Officer: Mary Beth Green
- Chief Investment Officer (Interim): Bruce Fink
- Chief Fiscal Officer: Judy McNeal
- Planning and Research Officer: Jarod Waltner
- Chief Project Manager Officer: Susan Hancock
- Deferred Compensation Plan Officer: Arlen Zentner
- Communications Officer: Kristen Basso
- Human Resources Director: Julie Baker
- Internal Auditor: Janette Martin

Agency Information

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.

Website Address: <https://www.kpers.org>

Total Budget: \$6,700,700

Goals & Objectives: In fulfilling our mission, the agency is guided by six core values: service, integrity, respect, accountability, innovation, and teamwork.

Agency Business Units: Benefits and Member Services, Information Technology, Fiscal Services, Investments, Administration

Agency Funding Mechanism(s):

- KPERS Trust Fund - employee and employer contributions
- Trust Fund investment earnings

Number of Employees: 128

Number of Kansas Citizen Customers: 333,000

Kansas Public Employee Retirement System 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
KPERs Pension Administration	Modernize the current pension administration system (KITS)	Application Modernization Continuous Improvement of Customer Experience			KITS
	Cloud-based disaster recovery	Infrastructure Modernization	Cloud Disaster Recovery		
	Data governance	Application Modernization Digitization or Process Improvement Other	Data Governance		
	Cybersecurity enhancements	Application Modernization Cybersecurity Digitization or Process Improvement Quality Assurance or Audit	Cybersecurity		
Key Dependencies and Risks			Metrics/KPIs		
All: Resource availability KITS: Vendor resource availability Cloud Disaster Recovery: Training Data Governance: Organizational change			KITS: Production Costs/Plan Costs; User satisfaction surveys; Project costs to budget; EV/PV, EV/AC, Percent complete to budget Cloud Disaster Recovery: Successful Training Data Governance: Data Accuracy Cybersecurity: Number of automated test; Application block rate; Number of security incidents; Mean Time to Detect (MTTD); Level of preparedness; Mean Time to Resolve (MTTR); Mean Time to Contain (MTTC)		

KANSAS LOTTERY

Agency/Organization Leadership:

- Executive Director: Stephen Durrell
- Chief Information Officer (CIO) or IT Head: Darren Dreier

Agency Information

Mission: The mission of the Kansas Lottery is to produce the maximum amount of revenue possible for the State of Kansas while ensuring the integrity of all games.

Website Address: <https://www.kslottery.com>

Number of Employees: 94

Number of Kansas Citizen Customers: 2.94 million

Agency IT Information

Budget: \$900,000

Number of Employees: 7

Kansas Lottery 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	Virtual Environment Upgrade	Infrastructure Modernization	Virtual Environment		
	Virtualize Desktops	Infrastructure Modernization		Virtualize Desktops	
	Upgrade Servers	Infrastructure Modernization	Servers		
	Disaster Recovery (DR)	Infrastructure Modernization	DR		
	Application Development Projects	Application Modernization Continuous Improvement of Customer Experience	Application Development		
	Lottery Sales	Sports Wagering	Other	Sports Wagering	
Key Dependencies and Risks			Metrics/KPIs		
			<p>Virtual Environment: Virtual environment that is able to be upgraded yearly with out a huge cost.</p> <p>Virtualize Desktops: Continuity of work in a disaster</p> <p>DR: Able to perform tests of backup strategy</p> <p>Application Development: Customer Satisfaction</p> <p>Sports Wagering: Successful placement of wages and payout of wagers</p>		

KANSAS STATE BOARD OF MORTUARY ARTS (KSBMA)

Agency/Organization Leadership:

- Executive Secretary: J.W. Carey

Agency Information

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. In addition, our mission is to inform the public of the laws and options available to them when dealing with the funeral profession.

Website Address: <https://ksbma.ks.gov>

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 3

Number of Kansas Citizen Customers: 2.94 million

Agency IT Information

The agency is part of the OITS managed environment and OITS provides IT support.

Kansas State Board of Mortuary Arts 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	Migrate paper files to digital files, store on OneDrive (Paperless)	Digitization or Process Improvement	<div style="background-color: #0070C0; color: white; padding: 5px; display: inline-block;">Paperless</div>		
Key Dependencies and Risks			Metrics/KPIs		
Paperless: Funding and resource availability			Paperless: Customer and licensee satisfaction		

KANSAS BOARD OF NURSING (KSNB)

Agency/Organization Leadership:

- Carol Moreland, MSN, RN, CPM
- Chief Information Officer (CIO): Adrian R. Guerrero, CPM
- Director of Operations: Adrian R. Guerrero, CPM

Agency Information

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

Mission: The mission of the Board of Nursing is to 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.

KSNB Articles: <https://ksbn.kansas.gov/wp-content/uploads/Resources/articles.pdf>

KSNB Strategic Plan: <https://ksbn.kansas.gov/wp-content/uploads/Misc/StrategicPlan.pdf> - (The 2022-2025 agency strategic plan is pending board approval at the September 2022 Board meeting.)

KSNB Annual Report: <https://ksbn.kansas.gov/annual-report>

Website Address: <https://ksbn.kansas.gov>

Total Budget: \$3,441,286

Goals & Objectives: The KSBN goals and objective are contained within the KSBN Strategic Plan and Annual Report. They both are located under the KSBN website - Resources - Administrative Resources tab.

Priority #1: Promoting nursing and allied health standards; safe nursing through education, licensure, and regulation

- Enhance collaborative relationships with other nursing and health-related organizations in Kansas
- Systematic evaluation of advanced practice nursing
- Retain independent status of the Board of Nursing
- Promote education about multistate licensure

Priority #2: Fiscal & human resources responsibilities

- Monitor the Board's reports of financial position
- Monitor funding solution for the maintenance of K-Tracs (prescription monitoring program)
- Develop succession plans for key board members and ensure orientation occurs for all board members that includes information about the responsibilities of serving as a Board member
- Recruit, develop and retain qualified staff and develop succession plans for key agency leadership positions
- Maintain a superior and secure information technology infrastructure
- Finalize plans for electronic storage of records in the agency as per agency record retention schedule
- Maintain a thorough and updated Continuity of Operations Plan (COOP)

Priority #3: Maintain quality customer service

- Applicants will be licensed timely after receipt of all required and approved information
- Potential Nurse Practice Act violations submitted to the Board are reviewed and assessed
- Discipline licensees who violate the Nurse Practice Act
- Oversee nursing education programs and continuing nursing education providers to ensure requirements in Nurse Practice Act are met
- Communication provided is high quality, clear, accurate, current and includes effective methods available to give feedback to the Board. Expand digital forms of communication.
- Communication pathways between board members, agency staff and consumers are consistent and clear

Agency Business Units: Administrative, Operations/IT, Licensing, Education/CNE, Investigative, Discipline, Board Meeting.

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 27

Number of Kansas Citizen Customers: 73,000 +

Agency IT Information

Vision: “Citizen and Customer Focused - Technology Driven.”

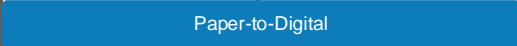



Mission: The mission of the Board of Nursing is to assure the citizens of Kansas safe and competent practice by nurses and mental health technicians

Number of Employees: 2.5

Kansas Board of Nursing 3-Year IT Plan (1 of 5)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	Infrastructure Modernization – Maintain infrastructure	Infrastructure Modernization	Infrastructure		
	Business Application Modernization – Phase 1: Coordinated Licensure Information System - Infrastructure Upgrade (CLIS-IU)	Application Modernization Digitization or Process Improvement		CLIS-IU Phase 1	
	Upgrade Document Management System (DMS)	Continuous Improvement of Customer Experience Digitization or Process Improvement Infrastructure Modernization Quality Assurance or Audit Statutory or Regulatory or Policy Compliance	DMS		
	Move production data center (PDC) into the new hosting providers location	Cybersecurity Infrastructure Modernization Statutory or Regulatory or Policy Compliance	PDC		
Key Dependencies and Risks			Metrics/KPIs		
All: External forces re-prioritizing agency projects All: Staff retention & talent acquisition All: Supply chain shortages All: Funding			Infrastructure: Potential multi-vendor engagement; Internal resource availability; Training CLIS-IU Phase 1: Potential multi-vendor engagement; Internal resource availability; Training DMS: User acceptance PDC: Potential multiple vendor engagement; Resource availability; Training; Pending ISG Merger		
			Infrastructure: Speed of change to technology infrastructure to meet business needs CLIS-IU Phase 1: Data visualization; Improving online services; Improving user experience DMS: Version upgrade; Import digital storage of agency PDC: Primary data center migrated to new location		

Kansas Board of Nursing 3-Year IT Plan (2 of 5)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	Paper-to-Digital Initiative	Continuous Improvement of Customer Experience Digitization or Process Improvement Quality Assurance or Audit Statutory or Regulatory or Policy Compliance Other			
	Monitor fiscal impact of Nurse Licensure Compact (NLC) implementation	Quality Assurance or Audit Statutory or Regulatory or Policy Compliance			
	KSBN Information Security Program – Review & update KSBN's security posture & policies	Cybersecurity IT Skill Enhancement Quality Assurance or Audit Statutory or Regulatory or Policy Compliance			
	Update, cross-train & test the KSBN COOP	Cybersecurity Digitization or Process Improvement Statutory or Regulatory or Policy Compliance Other			
Key Dependencies and Risks			Metrics/KPIs		
All: External forces re-prioritizing agency projects All: Staff retention & talent acquisition All: Supply chain shortages All: Funding			Paper-to-Digital: BTCO's staffing & storage availability; User acceptance NLC: Reduced total licenses could impact the overall agency budget KSBN Security: Schedule; Resource availability; State policy reviews; KISO staffing retention and expertise COOP: Resource availability		
			Paper-to-Digital: 1.42 million pages representing 27,100 records NLC: Increase in available nurses to Kansas healthcare entities KSBN Security: align with KISO Whole-of-State approach COOP: Maintain Continuity of Operations Plan (COOP)		

Kansas Board of Nursing 3-Year IT Plan (3 of 5)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	<p>Move backup data center (BDC) into the new hosting providers</p> <p>Infrastructure Modernization - Implement cloud data backup solution (CDBS)</p> <p>Develop succession plans for key KSBN staff</p> <p>Ensure effective methods for consumer feedback to the Board</p> <p>Hybrid Work Structures & Deploy and update any technologies where needed. (Laptops, MFA, Cell Phones, etc.) – (HWS)</p>	<p>Cybersecurity</p> <p>Infrastructure Modernization</p> <p>Statutory or Regulatory or Policy Compliance</p> <p>Cybersecurity</p> <p>Infrastructure Modernization</p> <p>Statutory or Regulatory or Policy Compliance</p> <p>Cybersecurity</p> <p>IT Skill Enhancement</p> <p>Other</p> <p>Continuous Improvement of Customer Experience</p> <p>Promotion of Agency Services</p> <p>Other</p> <p>Cybersecurity</p> <p>Digitization or Process Improvement</p> <p>Infrastructure Modernization</p> <p>IT Skill Enhancement</p> <p>Statutory or Regulatory or Policy Compliance</p> <p>Other</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; background-color: #0070C0; color: white; padding: 5px; margin: 5px;">BDC</div> <div style="border: 1px solid black; background-color: #0070C0; color: white; padding: 5px; margin: 5px;">CDBS</div> <div style="border: 1px solid black; background-color: #0070C0; color: white; padding: 5px; margin: 5px;">KSBN Staff</div> <div style="border: 1px solid black; background-color: #0070C0; color: white; padding: 5px; margin: 5px;">Consumer Feedback</div> <div style="border: 1px solid black; background-color: #0070C0; color: white; padding: 5px; margin: 5px;">HWS</div> </div>		
Key Dependencies and Risks		Metrics/KPIs			
<p>All: External forces re-prioritizing agency projects</p> <p>All: Staff retention & talent acquisition</p> <p>All: Supply chain shortages</p> <p>All: Funding</p>	<p>BDS: Potential multiple vendor engagement; Resource availability; Training; Pending ISG Merger</p> <p>CDBS: Multiple vendor engagement; Resource availability; Training</p> <p>KSBN Staff: Staff retention & expertise</p> <p>Consumer Feedback: Resource availability</p> <p>HWS: Schedule, resources, policy reviews</p>	<p>BDS: Secondary data center migrated to new location</p> <p>KSBN Staff: Training; staff retention</p> <p>Consumer Feedback: High-quality, clear, and current communication; effective methods to give feedback to the Board; Expand digital forms of communication</p> <p>HWS: Laptops deployment</p>			

Kansas Board of Nursing 3-Year IT Plan (4 of 5)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p>Board Meetings</p> <p>Administration; Licensing; Operations/IT</p> <p>Administration; Licensing; Education; Continuing Education; Operations/IT, Investigative & Discipline</p> <p>Administration, Investigative & Discipline; Operations/IT</p>	<p>Upgrade KSBN board meeting technology (BMT) video cameras & board member laptops</p> <p>Maintain Quality Customer Service – Audit accuracy and timeframes</p> <p>Expand digital forms of communication; create online videos</p> <p>Business Application Modernization – Phase 2: Coordinated Licensure Information System - Infrastructure Upgrade (CLIS-IU)</p>	<p>Continuous Improvement of Customer Experience</p> <p>Digitization or Process Improvement</p> <p>Other</p> <p>Continuous Improvement of Customer Experience</p> <p>Quality Assurance or Audit</p> <p>Statutory or Regulatory or Policy Compliance</p> <p>Continuous Improvement of Customer Experience</p> <p>Digitization or Process Improvement</p> <p>Promotion of Agency Services</p> <p>Other</p> <p>Application Modernization</p> <p>Continuous Improvement of Customer Experience</p> <p>Cybersecurity</p> <p>Digitization or Process Improvement</p> <p>Infrastructure Modernization</p> <p>IT Skill Enhancement</p> <p>Other</p>	<div style="background-color: #556b2f; color: white; padding: 5px; display: inline-block;">BMT</div>	<div style="background-color: #800080; color: white; padding: 5px; display: inline-block;">Quality Customer Service</div>	
Key Dependencies and Risks			Metrics/KPIs		
<p>All: External forces re-prioritizing agency projects</p> <p>All: Staff retention & talent acquisition</p> <p>All: Supply chain shortages</p> <p>All: Funding</p> <p>BMT: Schedule; Resource availability; meeting rooms network & AV limitations</p> <p>Customer Service: Resource availability</p> <p>Digital Communication; Staffing retention & expertise</p> <p>CLIS-IU Phase 2: Potential multiple vendor engagement; Resource availability; Training</p>			<p>BMT: Laptops procured</p> <p>Customer Service: Reduction in time form application submission to full licensure</p> <p>Digital Communication; High quality, clear, accurate, and current communication</p> <p>CLIS-IU Phase 2: Centralized repositior to locate status of investigative and discipline cases; Mobile responsive online services; Case management and license verification</p>		

Kansas Board of Nursing 3-Year IT Plan (5 of 5)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p>Administration; Finance; Operations/IT</p>	<p>Monitor funding for K-Tracs</p>	<p>Continuous Improvement of Customer Experience Digitization or Process Improvement Other Statutory, Regulatory or Policy Compliance</p>	K-Tracs Funding		
<p>Administration; Continuing Education; Operations/IT</p>	<p>Implement SaaS web-based/ mobile-friendly solution for CNE collection & approvals</p>	<p>Application Modernization Continuous Improvement of Customer Experience Digitization or Process Improvement</p>	CNE SaaS		
Key Dependencies and Risks			Metrics/KPIs		
<p>All: External forces re-prioritizing agency projects All: Staff retention & talent acquisition All: Supply chain shortages All: Funding</p>			<p>K-Tracs Funding: Continuous impact to KSBN's budget CNE Saas: Schedule; Resource availability; State policy reviews</p>		
<p>K-Tracs Funding: Patient safety through prevention of prescription drug misuse, abuse, and diversion CNE Saas: Increase on-time compliance; Streamline audits; Simplify renewal process for licencees</p>					

KANSAS STATE BOARD OF EXAMINERS IN OPTOMETRY (KSSBEO)

Agency/Organization Leadership:

- Executive Officer: Jan Murray

Agency Information

Mission: The Kansas Board of Examiners in Optometry shall administer and enforce the provisions of Kansas Optometry Law so that the highest quality of eye care is provided to the citizens of Kansas.

Website Address: <https://www.kssbeo.ks.gov>

Total Budget: \$190,000

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 1

Number of Kansas Citizen Customers: 728

Agency IT Information

The agency is part of the OITS managed environment and OITS provides IT support.

KANSAS COMMISSION ON PEACE OFFICERS' STANDARDS & TRAINING (KSCPOST)

Agency/Organization Leadership:

- Executive Director: Douglas Schroeder
- Chief of Staff: Michelle Meier

Agency Information

Mission: The Kansas Commission on Peace Officers' Standards and Training (KS-CPOST) is committed to providing the citizens of Kansas with qualified, trained, ethical, competent, and professional peace officers. It is also dedicated to adopting and enforcing professional standards for certification of peace officers to promote public safety and preserve public trust and confidence.

Website Address: www.kscpost.org

Total Budget: \$910,000

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 7

Number of Kansas Citizen Customers: 8,400

Agency IT Information

The agency IT Support is contracted with a vendor.

KANSAS BOARD OF PHARMACY (KBOP)

Agency/Organization Leadership:

- Executive Director: Alexandria Blasi, JD, MBA
- Deputy Executive Director: Jackie Yingling

Agency Information

Vision: The Kansas Board of Pharmacy 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.

Mission: The mission of the Kansas 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 and promote the education and understanding of pharmacy related practices.

Website Address: <https://pharmacy.ks.gov>

Total Budget: \$4,053,300

Goals & Objectives:

- Protection – Ensure that the practice of pharmacy protects the health, safety, and welfare of Kansas citizens and provide transparency to members of the public
- Compliance – Facilitate compliance with, foster respect and appreciation for, and educate on Kansas statutes, rules, and regulations regarding the practice of pharmacy and proper manufacturing, distribution, and dispensing/sale of prescription and non-prescription drugs and devices for businesses and individuals doing business in the state of Kansas
- Regulatory Footprint – Review and align statutes and regulations to be consistent with current pharmacy practice standards
- Collaboration – Collaborate with stakeholders and regulatory healthcare partners to establish consistent standards of pharmacy practice across professions and occupations
- K-TRACS – Prioritize patient safety; promote community health; prevent prescription drug misuse, abuse and diversion; and preserve legitimate access to controlled substances through the Kansas Prescription Drug Monitoring Program

Agency Funding Mechanism(s):

- Fee Fund
- K-TRACS Fund
- Federal Grant

Number of Employees: 20

Number of Kansas Citizen Customers: 2.94 million

Agency IT Information

The agency is part of the OITS managed environment and OITS provides IT support.

KANSAS RACING AND GAMING COMMISSION (KRGC)

Agency/Organization Leadership:

- Executive Director: Don Brownlee
- Chief Counsel: Judy Taylor
- Director of Security: Roger Bailey
- Director of IT and Cybersecurity: Dennis Bachman
- Director of Audit/Finance/Administration: Brandi White
- Director of Human Resources: Rochel Towle
- Director of Wagering and Historic Horse Racing: Todd Allen

Agency Information

Mission: The Kansas Racing and Gaming Commission (KRGC) is dedicated to protecting the integrity of racing and gaming in Kansas through enforcement of Kansas laws and regulations and is committed to preserving and instilling public trust and confidence.

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

Website Address: www.krgc.ks.gov

Total Budget: \$7,600,000

Goals & Objectives:

- Uphold and promote the integrity of gaming at lottery and racetrack gaming facilities.
- Protect gaming operations from the influence of individuals or entities seeking to harm the integrity of gaming in Kansas.
- Protect the State of Kansas and its citizens from criminal activity and other potential issues related to the operation of lottery and racetrack gaming facilities.
- Uphold and promote the integrity of gaming at lottery and racetrack gaming facilities.
- Ensure the State of Kansas is receiving its fair share of gaming revenue and patrons are receiving the gaming experience according to state law.
- Ensure compliance with KRGC rules and regulations and applicable state and federal laws.
- Coordinate with state agencies and local authorities to reduce and minimize illegal gaming in Kansas.

Agency Business Units: 553

Agency Funding Mechanism(s): Special Revenue Funds

Number of Employees: 78

Number of Kansas Citizen Customers: 704,300

Agency IT Information

Vision: To develop an Information and Security system that is a standard for all departments.

Mission: Upgrade and maintain an IT system that meets the ability to address the CIA Triad.

Number of Employees: 3

Kansas Racing & Gaming Commission 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p style="color: #0070C0; font-weight: bold;">Backgrounding</p> <p style="color: #0070C0; font-weight: bold;">Historical Horse Racing; Wagering</p> <p style="color: #4B0082; font-weight: bold;">All Services</p>	<p>Update 25 desktop computers</p> <p>Procure new cell phones and car booster with hot spot feature</p> <p>Implement SASE & eliminate need for property-to-property infrastructure</p> <p>Upgrade firewalls to include AI, Intrusion prevention, and intrusion protection abilities</p> <p>Change and upgrade end-point security program</p> <p>System-wide vulnerability scanner (VS)</p>	<p>Cybersecurity Digitization or Process Improvement</p> <p>Continuous Improvement of Customer Experience Digitization or Process Improvement</p> <p>Cybersecurity Infrastructure Modernization</p> <p>Cybersecurity Infrastructure Modernization</p> <p>Cybersecurity Infrastructure Modernization Quality Assurance or Audit</p> <p>Cybersecurity IT Skill Enhancement Quality Assurance or Audit</p>	<p>The Strategic Roadmap shows the following project durations:</p> <ul style="list-style-type: none"> Desktops: 2022 (Start) to 2023 (End) Cell phones: 2022 (Start) to 2022 (End) SASE: 2022 (Start) to 2022 (End) Firewall: 2022 (Start) to 2022 (End) End-point Security: 2022 (Start) to 2023 (End) VS: 2022 (Start) to 2022 (End) 		
Key Dependencies and Risks		Metrics/KPIs			
<p>Desktops: Staffing</p> <p>Cell phones: Funding</p> <p>SASE: Training; Equipment</p> <p>Firewall: Supply chain</p> <p>End-Point Security: Staffing</p> <p>VS: Project completed</p>		<p>Desktops: Customer satisfaction; Vulnerability scores</p> <p>Cell phone: Customer satisfaction</p> <p>SASE: Customer satisfaction; Vulnerability scores</p> <p>Firewall: Customer satisfaction; Vulnerability scores</p> <p>End-Point Security: Customer satisfaction; Vulnerability scores</p> <p>VS: Customer satisfaction; Vulnerability scores</p>			

KANSAS REAL ESTATE APPRAISAL BOARD (KREAB)

Agency/Organization Leadership:

- Executive Director: Sally Pritchett
- Chief Information Officer (CIO) or IT Head: Sally Pritchett and Carroll Pessagno

Agency Information

Mission: The Kansas Real Estate Appraisal Board regulates real estate appraiser's licenses, provides access to appraisers' education resources, and informs appraisers of industry news. Also registers Appraisal Management companies to do business in KS, approves and denies all education for appraisers. Disciplines and reviews complaints against both Appraisers and Appraisal Management Companies.

Website Address: <https://kreab.kansas.gov>

Total Budget: \$340,000

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 2

Number of Kansas Citizen Customers: 2,000

Agency IT Information

The agency is part of the OITS management environment and OITS provides IT support.

Kansas Real Estate Appraisal Board 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	Update Website	Continuous Improvement of Customer Experience Promotion of Agency Services	Website		
	Implement new licensing platform	Application Modernization		Licensing Platform	
Agency Licensing					
Key Dependencies and Risks			Metrics/KPIs		
Licensing Platform: Unknown; we were losing current system access & had no support					

KANSAS REAL ESTATE COMMISSION (KREC)

Agency/Organization Leadership:

- Executive Director: Erik Wisner
- Deputy Director: Wendy Alkire

Agency Information

Vision: To adopt a customer-oriented consciousness within the Kansas Real Estate Commission to ensure continuous improvement in the quality of service provided and fulfillment of the agency mission.

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

Website Address: <https://krec.ks.gov>

Total Budget: \$1,550,000

Goals & Objectives: To protect the public interest by:

- Licensing only those individuals who have successfully completed all pre-licensing and continuing education requirements required by Kansas law

Strategies include:

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

- Increasing consumers' and licensees' knowledge of Kansas real estate practice law through education and outreach

Strategies include:

- 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.

- Regulating real estate licensed activities to require compliance with commission statutes and regulations.

Strategies include:

- 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.

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 12

Number of Kansas Citizen Customers: 2.94 million

Agency IT Information

The agency is part of the OITS managed environment and OITS provides IT support.

Kansas Real Estate Commission 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
Agency Licensing	Automating initial license application	Application Modernization Continuous Improvement of Customer Experience Cybersecurity Digitization or Process Improvement Statutory or Regulatory or Policy Compliance	Initial License		
	Automated Case Management System	Application Modernization Cybersecurity Digitization or Process Improvement Statutory or Regulatory or Policy Compliance	Case Mgt		
	Improve Softphone Solution	Continuous Improvement of Customer Experience	Softphone		
	Website Platform Upgrade	Continuous Improvement of Customer Experience Promotion of Agency Services	Website		
Customer Service					
All Services	Business Impact Analysis (BIA)	Cybersecurity Digitization or Process Improvement Statutory or Regulatory or Policy Compliance Quality Assurance or Audit	BIA		
Key Dependencies and Risks			Metrics/KPIs		
Initial License: Project overbudget and past deadline Case Mgt: Project overbudget and past deadline Softphone: Customer service staff not being able to answer phones when working remotely Website: Inability for information to go to public, consumers, licensees			Initial License: Processing time for application materials to license issuance Case Mgt: Processing time for application materials to license issuance Softphone: Timely answering phones when staff is working remotely Website: Site usage/page visits		

KANSAS BOARD OF REGENTS (KSBOR)

Agency/Organization Leadership:

- Executive Director: Blake Flanders
- Chief Counsel: John Yeary
- Chief Information Officer (CIO) or IT Head: Steve Funk

Agency Information

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.

Website Address: <https://kansasregents.org>

Total Budget: \$304,997,096

Goals & Objectives:

- Helping Kansas families
- Supporting Kansas businesses
- Advancing economic prosperity

Number of Employees: 58

Number of Kansas Citizen Customers: 212,839

Agency IT Information

Number of Employees: 3

Kansas Board of Regents 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p style="text-align: center;">All Services</p> <p style="text-align: center;">Student Financial Aid, Adult Education, Data Research and Planning</p>	Implement Endpoint Detection and Response (EDR)	Cybersecurity	EDR		
	Improve Disaster Recovery (DR) time	Digitization or Process Improvement	DR		
	Implement Multifactor Authentication (MFA) for in-house web applications	Cybersecurity		MFA	
Key Dependencies and Risks			Metrics/KPIs		
<p>EDR: Relies on Cloud services. Misconfiguration could reduce performance or inappropriately increase risk</p> <p>DR: Relies on Cloud services. Misconfiguration could reduce performance or inappropriately increase risk</p> <p>MFA: Depends on chosen method of MFA, still to be determined</p>					

KANSAS SENTENCING COMMISSION (KSSC)

Agency/Organization Leadership:

- Executive Director: Scott Schultz

Agency Information

Vision: The philosophy of the Kansas Sentencing Commission is that criminal sentences should be imposed fairly, rationally, and consistently, and that incarceration should be reserved for the most serious offenders.

Senate Bill 50, which became law in 1989, established the Kansas Sentencing Commission, and directed the Commission to: "Develop a sentencing guidelines model or grid-based on fairness and equity and...provide a mechanism for linking justice and corrections policies. The sentencing guideline model or grid shall establish rational and consistent sentencing standards which reduce sentence disparity, to include, but not be limited to, racial and regional biases which may exist under current sentencing practices."

Mission: To develop post-implementation monitoring procedures and reporting methods to evaluate guideline sentences; to advise and consult with the Secretary of the Department of Corrections and members of the legislature in developing a mechanism to link guidelines sentence practices with correctional resources and policies, which includes review and determination of the impact of the sentencing guidelines on the state's prison population; to consult with and advise the legislature with reference to implementation, management, monitoring, maintenance and operations of the sentencing guidelines system; and to make recommendations to the legislature relating to modification and improvement of the sentencing guidelines.

Website Address: <http://sentencing.ks.gov>

Total Budget: \$9,800,000

Goals & Objectives:

- To develop and maintain a monitoring system that allows for comprehensive evaluation of the sentencing guidelines.
- To forecast the state's adult and juvenile offender populations incarcerated in state institutions, and to determine the impact of proposed legislation on the prison population.
- To assist in the process of education and training judges, attorneys, court services officers, state parole officers, correctional officers, law enforcement officials and other criminal justice groups in the understanding and application of sentencing guidelines.
- To serve as an information resource for the legislature and various state criminal justice agencies.

Agency Funding Mechanism(s):

- State General Fund (SGF)
- Federal Grants

Number of Employees: 13

Agency IT Information

KSSC employs an IT consultant on an as-needed basis.

Kansas Sentencing Commission 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	Upgrade statistical software (Stat)	Application Modernization Infrastructure Modernization			STAT
	Upgrade Microsoft Operating System (OS)	Application Modernization			OS
	Statewide digitization of paper felony journal entries (Paperless)	Continuous Improvement of Customer Experience Digitization or Process Improvement Infrastructure Modernization	Paperless		
	Upgrade Agency Firewall and VPN Services	Cyber Security Infrastructure Modernization	Firewall		
	Agency Treatment Provider Payment System (TPPS) Upgrade	Application Modernization		TPPS	
	Vulnerability Assessment (VA)	Cybersecurity	VA		
	Update Prison Population Projections (PPP) statistical model with new product	Application Modernization			PPP
Key Dependencies and Risks			Metrics/KPIs		
STAT: Funding OS: Resources Paperless: Funding Firewall: Resources & program staff engagement TPPS: Funding PPP: Funding			STAT: Continued supportability OS: Continued supportability Paperless: Reduce agency cost. Streamline & improve entry point processes & reporting. Firewall: Improved agency resiliency, connection and supportability TPPS: Improved stability and data integrity VA: Minimization of vulnerabilities presenting the environment, and improved visibility PPP: Compare current modeling software with outcomes of new software and actual prison admission numbers to determine accuracy of the product		

KANSAS STATE GAMING AGENCY (KSGA)

Agency/Organization Leadership:

- Executive Director: Kala Loomis
- Chief Information Officer (CIO): Rodney Tibbits

Agency Information

Mission: Is to uphold the integrity of Indian gaming operations in Kansas by enforcing the Tribal-State Compacts and Tribal Gaming Oversight Act.

Website Address: <https://www.kansas.gov/ksga>

Total Budget: \$1,506,000

Goals & Objectives: To stay up to date with all cybersecurity measures that will ensure we protect all proprietary information and provide all required services.

Agency Funding Mechanism(s):

- State General Fund (SGF)
- Tribal Gaming Fund

Number of Employees: 13

Number of Kansas Citizen Customers: 2.94 million

Agency IT Information

Budget: \$66,921

Number of Employees: 1

Kansas State Gaming Agency 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	Upgrade Security Software	Cybersecurity Application Modernization	Upgrade Security Software		
	Desktop Deployment	Infrastructure Modernization	Desktop Deployment		
	Staff Security Training	Cybersecurity IT Skill Enhancement	Staff Security Training		
	Keep Hardware Under Warranty	Infrastructure Modernization	Keep Hardware Under Warranty		
Key Dependencies and Risks			Metrics/KPIs		

KANSAS STATE LIBRARY (KSLIB)

Agency/Organization Leadership:

- Acting State Librarian: Ray Walling
- Technical Support Consultant: Laura Burrell
- Director of Reference Division: Cindy Roupe
- Director of Statewide Services and Resources Division: Jeff Hixon
- Director of Talking Books Services Division: Michael Lang

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 services and support

Website Address: <https://kslib.info>

Total Budget: \$5,958,406

Goals & Objectives: One goal of the State Library is to provide information that meets the needs of State Library users. This goal is achieved by:

- Offering library resources and research support to members of the Kansas Legislature and state agencies.
- Assisting Kansans in identifying legislation and understanding legislative procedures.
- Making state documents more easily accessible through digitization and other formats.
- Another goal is to enhance library services in the state. The objectives developed to meet this goal are to:
 - Provide grants-in-aid to public libraries and system libraries.
 - Support the statewide Summer Reading Program for public libraries.
 - Promote reading readiness and achievement through access to information resources in a wide variety of formats to readers of all ages.
 - Another goal is to further resource sharing among Kansas libraries. To achieve this goal, the State Library has established the following objectives:
 - Provide current library holdings availability for borrowing on Interlibrary Loan.

- Encourage sharing of materials among libraries through support of a statewide courier system.
- Offer collections of digital books in downloadable format statewide.
- Offer digital and online resources to assist with skill development.
- Present training opportunities for librarians on use of the Kansas Library eCard and statewide resources.
- The final goal of the library is to enhance access to library materials for the blind, visually impaired, and disabled through the Talking Books Program. The objectives developed to meet this goal are to:
 - Broaden the user base of the Talking Books Program.
 - Support and promote the Braille and Audio Reading Download Service.
 - Produce specialized reading material by Kansas authors or about Kansas for users of the Talking Books Program.

Agency Business Units: Reference Division, Statewide Services and Resources Division, Talking Books Services Division

Agency Funding Mechanism(s):

- State General Fund
- Federal LSTA Grant

Number of Employees: 26

Number of Kansas Citizen Customers: 2.94 million

Kansas State Library 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p style="color: #0070C0; font-weight: bold; font-size: 1.2em;">Information Technology</p> <p style="color: #6B8E23; font-weight: bold; font-size: 1.2em;">User Resources</p>	Security maintenance & enhancement	Cybersecurity Quality Assurance Audit	<div style="background-color: #0070C0; color: white; padding: 5px; display: inline-block; width: 80%; margin: 0 auto;">Security</div>		
	Improve server access between state library locations	Infrastructure Modernization	<div style="background-color: #0070C0; color: white; padding: 5px; display: inline-block; width: 15%; margin: 0 auto;">Server Access</div>		
Upgrade server	Cybersecurity Infrastructure Modernization Quality Assurance or Audit	<div style="background-color: #0070C0; color: white; padding: 5px; display: inline-block; width: 60%; margin: 0 auto;">Upgrade Server</div>			
Single downloadable reader for digital books	Application Modernization Continuous Improvement of Customer Experience	<div style="background-color: #6B8E23; color: white; padding: 5px; display: inline-block; width: 20%; margin: 0 auto;">Digital Books</div>			
Improve state employee access to library electronic resources	Application Modernization Continuous Improvement of Customer Experience	<div style="background-color: #6B8E23; color: white; padding: 5px; display: inline-block; width: 80%; margin: 0 auto;">Employee Access</div>			
Key Dependencies and Risks			Metrics/KPIs		
<p style="color: #0070C0; font-size: 0.9em;">Security: Cyber attack if not implemented correctly</p> <p style="color: #0070C0; font-size: 0.9em;">Server access: Difficulty getting servers to communicate</p> <p style="color: #0070C0; font-size: 0.9em;">Upgrade server: Loss of data; Unknown budget cost</p> <p style="color: #0070C0; font-size: 0.9em;">Digital Books: Vendor implementation schedule</p> <p style="color: #0070C0; font-size: 0.9em;">Employee Access: Ability to get updated IP addresses for all state offices; Internal/vendor implementation schedule</p>			<p style="color: #0070C0; font-size: 0.9em;">Security: LPA auditors satisfaction</p> <p style="color: #0070C0; font-size: 0.9em;">Server access: Employee satisfaction</p> <p style="color: #0070C0; font-size: 0.9em;">Upgrade server: LPA auditors satisfaction</p> <p style="color: #0070C0; font-size: 0.9em;">Digital Books: Customer satisfaction</p> <p style="color: #0070C0; font-size: 0.9em;">Employee Access: Customer satisfaction</p>		

KANSAS BOARD OF TAX APPEALS (BOTA)

Agency/Organization Leadership:

- Executive Director: Joelene R. Allen
- Board Chair: Kristen D. Wheeler
- IT Manager: Gabriel W. Bullard

Agency Information

Vision: The Board envisions integrating new technologies with its existing case resolution protocols over the next three years in a way that will improve user experience for Kansas taxpayers and County representatives.

Mission: The Board's mission is to resolve disputes between taxpayers and taxing authorities promptly and impartially and to help maintain public confidence in the state and local tax system.

The Board is committed to fulfilling its mission in a highly efficient and professional manner, using all available technology and human resources to best meet the needs of the public.

Website Address: <https://www.kansas.gov/bota>

Total Budget: \$2,100,000

Goals & Objectives: Over the next three years the Board's goal is to continue to modernize its IT infrastructure in ways that will meaningfully improve taxpayer access to the Board and facilitate resolution of cases in an efficient and timely fashion.

Agency Business Units: Regular Division, Small Claims and Expedited Hearings Division, Administrative, Information Technology

Agency Funding Mechanism(s):

- Fee Fund
- State General Fund (SGF)

Number of Employees: 15

Number of Kansas Citizen Customers: 2.94 million

Kansas Board of Tax Appeals 3-Year IT Plan (1 of 2)

Agency Service(s)	IT Strategic Actions	Objectives	Strategic Roadmap		
			2022	2023	2024
All Services	Operating System (OS) & Software Licensing through OITS	Application Modernization	OS/Software Licenses		
	Device upgrade (end-of-life computers, monitors, docking stations)	Infrastructure Modernization	Device Upgrade		
	Replace end-of-life document management system (DMS)	Application Modernization Infrastructure Modernization	Replace DMS		
	Training staff on new document management system (DMS)	IT Skill Enhancement	DMS Training		
	Agency Website Redesign	Application Modernization Infrastructure Modernization Promotion of Agency Services	Website		
	Implementation of E-Filing System/Upgraded Case Management System	Application Modernization Continuous Improvement of Customer Experience	E-Filing		
	Implementation of digital document signature process	Application Modernization Digitization or Process Improvement	Digital Signature		
Key Dependencies and Risk			Metrics/KPI		
Device Upgrade: Funding Replace DMS: Integration with content management system DMS Training: Successful deployment of DMS, funding Website: Funding E-Filing: Funding Digital Signature: Funding			Device Upgrade: Devices are in working condition and ability to work remotely Replace DMS: Integration with existing CMS, decommission end-of-life: OS; DMS; Server DMS Training: Continuing education Website: View docket calendar and decisions via web, expanded search capability, ability to pay fee online, ability to file tax appeals digitally, document scanning directly into system. E-Filing: Improved: accessibility to case information, case processing speed at BOTA admin level. Decreased potential for human error Digital Signature: Reduce time for Board to provide taxpayers with a decision		

Kansas Board of Tax Appeals 3-Year IT Plan (2 of 2)

Agency Service(s)	IT Strategic Actions	Objectives	Strategic Roadmap		
			2022	2023	2024
All Services	Organization Disaster Continuity - establish offsite location (DR Location)	Statutory or Regulatory or Policy Compliance	DR Location		
	Establish Digital Archive process	Statutory or Regulatory or Policy Compliance	Digital Archive		
	Server hardware upgrades	Infrastructure Modernization	Server Upgrade		
	Migrate to the OITS Managed Environment OITS Migration	Infrastructure Modernization	Migration to OITS		
	Integrate Case Management (CM) with O365 Applications	Digitization or Process Improvement	CM/O365		
	Review possible solutions to Integrate a secure file sharing service for use with external organizations, publicly accessible via our website.	Application Modernization Continuous Improvement of Customer Experience	External File Sharing		
Key Dependencies and Risk			Metrics/KPI		
DR Location: Availability of space Digital Archive: Funding, compatibility with existing data sources Server Upgrade: Funding Migration to OITS: Availability of OITS staff to support migration; compatibility of OITS services and existing BOTA applications CM/O365: Compatibility between Document Management System and O365 Applications External File Sharing: Funding			DR Location: Secondary site established Digital Archive: Safety and accessibility of data and ability to respond to KORA requests Server Upgrade: Upgrade completed successfully Migration to OITS: Migration successful CM/O365: Improvement of agency workflow and case processing External File Sharing: Integration with website, and existing CMS, DMS systems		

KANSAS STATE BOARD OF TECHNICAL PROFESSIONS (KSBTP)

Agency/Organization Leadership:

- Executive Director: Larry Karns

Agency Information

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

Website Address: <https://www.ksbtp.ks.gov>

Total Budget: \$805,000

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 4

Number of Kansas Citizen Customers: 2.94 million

Agency IT Information

The agency is part of the OITS managed environment and OITS provides IT support.

Kansas Board of Technical Professions 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
All Services	Periodic updates to website	Promotion of Agency Services		Website Updates	
Key Dependencies and Risks			Metrics/KPIs		

KANSAS COMMISSION ON VETERANS AFFAIRS OFFICE (KCVAO)

Agency/Organization Leadership:

- Director: Bill Turner
- Deputy Director: Eric Rohleder
- Chief Counsel: Robert Hutchison
- Chief Information Officer (CIO) or IT Head: Eric Rohleder

Agency Information

Vision: Our Vision is to establish Kansas as the best place to live, work and raise a Family. We do this by providing outstanding service to all Veterans and eligible Family members and ensuring they have access to the benefits and services to which they are entitled as a result of their military service. These services include long term nursing and assisted living care, interment options and maintenance of our four State Veterans Cemeteries and coordination with partner agencies to provide financial assistance for health care and disability income.

Mission: The Mission of the KCVAO is to honor Kansas Veterans and eligible Family members by creating and sustaining an environment in which Veterans can thrive as valued contributing members of our Kansas community.

Website Address: <https://kcva.ks.gov>

Total Budget: \$25,860,115

Goals & Objectives:

- Veteran Services - Provide information and advocacy to Kansas Veterans and eligible family members by assisting them in obtaining all federal and state benefits they have earned.
- Veteran Cemetery Program - Provide Veterans and their eligible family members with interment opportunities for burial with dignity and honor in a Kansas Veterans' Cemetery.
- Kansas Veterans Home and Kansas Soldiers Home - Provide quality long term healthcare services to eligible Kansas Veterans through services provided by the Kansas Veterans' Home and Kansas Soldiers' Home.

Agency Business Units: Administration, Veteran Services, Cemeteries, Kansas Veterans Home, Kansas Soldiers Home

Agency Funding Mechanism(s):

- State General Fund (SGF)
- Federal Per Diem
- Lottery (Scratch Lotto)
- Medicare
- Medicaid
- VA Plot Allowance
- Donations

Number of Employees: 368

Number of Kansas Citizen Customers: 2.94 million

Agency IT Information

Mission: The mission of the KCVAO Information Technology branch is to provide oversight and support for secure and state of the art IT within all agency programs to facilitate serving Veterans more efficiently.

Number of Employees: 5

KANSAS BOARD OF VETERINARY EXAMINERS (KBVE)

Agency/Organization Leadership:

- Executive Director: Mark Olson
- Chief Counsel: Randy Forbes
- Administrative Specialist: Jessica Wrosch

Agency Information

Mission: Our agency's mission is to promote public health, safety, and welfare relative to the practice of veterinary medicine.

Website Address: <https://kbve.kansas.gov>

Total Budget: \$363,270

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 KBVE'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, registration of veterinary technicians, and registering veterinary premises.

Agency Funding Mechanism(s): Fee Fund

Number of Kansas Citizen Customers: 2.94 million

Agency IT Information

Vision: Utilize IT to service the agency mission as efficiently and effectively.

Mission: Keep up to date with both software and hardware to be able to effectively meet the agencies demands.

KBVE utilizes the services of OITS on an as needed basis.

Kansas Board of Veterinary Examiners 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
Agency Licensing	<p>Researching Licensing database replacement software system</p> <p>Funding for Licensing database replacement software system</p> <p>Implementing Licensing database replacement software system</p>	<p>Application Modernization Continuous Improvement of Customer Experience</p> <p>Application Modernization Continuous Improvement of Customer Experience</p> <p>Application Modernization Continuous Improvement of Customer Experience</p>	<div style="background-color: #0070c0; color: white; padding: 5px; border: 1px solid black; display: inline-block;">Replacement</div>	<div style="background-color: #0070c0; color: white; padding: 5px; border: 1px solid black; display: inline-block;">Funding</div>	<div style="background-color: #0070c0; color: white; padding: 5px; border: 1px solid black; display: inline-block;">Implementation</div>
Key Dependencies and Risks			Metrics/KPIs		
All: Funding			All: Consumer and customer satisfaction		

KANSAS WATER OFFICE (KWO)

Agency/Organization Leadership:

- Executive Director: Connie Owen
- Deputy Executive Director: Matt Unruh
- Chief Fiscal Officer: Debra Jones

Agency Information

Mission: Provide comprehensive planning which coordinates and guides the management, conservation and development of the state's water resources; providing for Kansans' current and future water needs, both in quantity and quality, regarding surface water and groundwater; and employing sound science, technology, and policy, while protecting the public interest in our state's most vital resource.

Website Address: <https://kwo.ks.gov>

Goals & Objectives: As defined in Kansas Statute 74-2608:

- Collect and compile information pertaining to climate, water and soil as related to the usage of water for agricultural, industrial, and municipal purposes and the availability of water supplies in the several watersheds of the state
- Develop a state plan of water resources management, conservation, and development for water planning areas
- Develop and maintain guidelines for water conservation plans and practices
- Shall establish guidelines as to when conditions indicative of drought exists

Number of Employees: 17

Agency IT Information

KWO IT support is outsourced.

Kansas Water Office 3-Year IT Plan (1 of 1)

Agency Service(s)	IT Strategic Actions	Objectives	Strategic Roadmap		
			2022	2023	2024
All Services	Replace/Upgrade Computers Staff	Infrastructure Modernization	Staff Computers		
	Replace/Upgrade Computers Conference Room	Infrastructure Modernization	Conference Room Computers		
	Rollout Softphones	Application Modernization Continuous Improvement of Customer Experience	Softphones		
	Create Disaster Recovery Strategy	Digitization or Process Improvement	Disaster Recovery		
Key Dependencies and Risk			Metrics/KPI		

REGENTS SUBMISSIONS

Link to the complete 2021-2023 EB 3-Year IT Plan: <https://ebit.ks.gov/about/strategic-plan>

Each regent listed is a dynamic link. Click to review the agency submission.

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EMPORIA STATE UNIVERSITY (ESU)

Agency/Organization Leadership:

- University President: Ken Hush
- Interim Provost/Vice President for Academic Affairs: Brent Thomas
- Chief Counsel: Kevin Johnson
- Chief Information Officer (CIO) or IT Head: Doug Polston

Agency Information

Vision: Changing Lives for the common good.

Mission: Preparing students for lifelong learning, rewarding careers, and adaptive leadership.

Website Address: <https://emporia.edu>

Total Budget: \$95,000,000

Goals & Objectives:

- GOAL 1: Pursue distinctive initiatives in curricula and programs.
- GOAL 2: Develop the university's capacity for adaptive leadership consistent with the Kansas Leadership Center framework.
- GOAL 3: Enhance the competitive role of Kansas by enrolling, retaining, and graduating students ready for life and career.
- GOAL 4: Create and support sustainable innovation and growth.
- GOAL 5: Become a model for diversity, equity, and inclusion.

Agency IT Information

Vision: The common good is attentive to the interests and well-being of others.

Mission: Formal education provides the basis for the continued pursuit of knowledge to enrich one's personal and professional life, independent of time and place. Adaptive – collegial – leadership recognizes the many contributions of individuals toward society's common interests and aspiration

Budget: \$6,700,000

Number of Employees: 50

FORT HAYS STATE UNIVERSITY (FHSU)

Agency/Organization Leadership:

- University President: Dr. Tisa Mason
- Provost: Dr. Jill Arensdorf
- Chief Counsel: Joseph Bain
- Chief Information Officer (CIO) or IT Head: Mark Griffin

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.

Website Address: <https://fhsu.edu>

Total Budget: \$143,314,540

Goals & Objectives: <https://www.fhsu.edu/president/strategic-plan/untapped-potential/goals>

- Academic Excellence - Foster evidence-based best practices in teaching and learning supported by scholarly activities and professional development
- Student Success - Create opportunities for all students and empower them to identify, evaluate, and achieve their goals while becoming engaged global citizens
- Strategic Growth - Design and implement a plan for sustainable university growth
- Resources and Infrastructure - Maintain and improve infrastructure and resources to keep pace with growth
- Community and Global Engagement - Cultivate impactful partnerships, internally, locally, nationally, and globally

Agency Funding Mechanism(s):

- State General Fund (SGF)
- Tuition

Number of Employees: 2,600

Agency IT Information

Mission: The Office of Technology Services maintains and supports all aspects of technology at Fort Hays State University, including enterprise administrative systems and applications, networking and infrastructure, telecommunications, information security, user support, training and documentation, technology purchasing, and desktop, lab and classroom support.

Budget: \$7,489,164

Number of Employees: 41

Fort Hays State University 3-Year IT Plan (1 of 2)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
Information Technology	Upgrade security posture	Cybersecurity IT Skill Enhancement	Security		
	Update disaster recovery plan (DRP)	Quality Assurance or Audit Statutory or Regulatory or Policy Compliance	DRP		
	Extend fiber infrastructure to University Farm and athletic fields West of Highway 40 bypass	Infrastructure Modernization		Fiber	
	Replace Nutanix Server Infrastructure	Infrastructure Modernization	Nutanix		
	Replace Cohesity Backup Infrastructure	Infrastructure Modernization	Cohesity		
	Upgrade existing Firewall and add 2nd for redundancy	Infrastructure Modernization	Firewall		
	Add 2nd KanREN node to our campus	Infrastructure Modernization	KanREN		
	Require Duo MFA of all enrolled students	Cybersecurity	MFA		
Decommission legacy mainframe	Other	Legacy MF			
Key Dependencies and Risks		Metrics/KPIs			
All: Funding Security: Staffing Legacy MF: Having old processes replaced with new		Fiber: Customer satisfaction			

KANSAS STATE UNIVERSITY (KSU)

Agency/Organization Leadership:

- University President: Dr. Richard Linton
- Provost: Dr. Charles Taber
- Chief of Staff: Linda Cook
- Chief Counsel: Shari Crittendon
- Chief Information Officer (CIO): Gary Pratt

Agency Information

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.

Website Address: <https://www.k-state.edu/>

Total Budget: General Funds: \$183,471,433; General Use Allocation: \$408,224,609

Goals & Objectives: Visionary Goal: By 2025, Kansas State University will be recognized as one of the nation's Top 50 Public Research Universities.

Number of Employees: 9,359

Number of Kansas Citizen Customers: Student Enrollment was 20,229 in 2021, but this would include students outside the state as well. We also provide Extension services to many Kansans.

Kansas State University 3-Year IT Plan (1 of 3)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
Information Technology	Modernize the data center	Infrastructure Modernization	Data Center		
	Design comprehensive & unified IT governance model	Digitization or Process Improvement Other	IT Governance		
	Redefine IT roles across the university to unify the IT community	Other	Redefine IT Roles		
	Upgrade university network	Infrastructure Modernization	Network		
	Develop the cloud & hosted (C & H) computing strategy	Infrastructure Modernization	C & H Strategy		
	Complete Disaster Recovery Plan	Quality Assurance or Audit	Disaster Recovery		
	Define IT portfolio management process	Digitization or Process Improvement	Portfolio Mgt		
Key Dependencies and Risks			Metrics/KPIs		
<p>Data Center: Supply chain; cloud migration IT Governance: IT division facilitates groups (Extended IT Leadership, Project Governance, & Data Governance). As more business-focused applications are implemented, a structure for cross-functional application management has been established. IT Roles: align teams to current and future service structure (titles, roles, job desc.)</p>			<p>Network: Lifecycle management/ongoing effort C&H: Changing cloud technologies will shift strategy; ongoing effort Disaster Recovery: Continual updates; on-prem updated once out of Hale Library Data Center Portfolio Mgt: Align with TeamDynamix implementation; formalize project progress controls increases front-facing reporting; Resourcing for aligning IT efforts with 11 defined portfolios.</p>		

Kansas State University 3-Year IT Plan (2 of 3)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
Information Technology	Develop a comprehensive communications program	Digitization or Process Improvement	Communications		
	Develop approach for obtaining and sharing customer feedback	Continuous Improvement of Customer Experience	Customer Feedback		
	Develop a unified IT service catalog	Continuous Improvement of Customer Experience Digitization or Process Improvement	Catalog		
	Improve IT Assistance	Continuous Improvement of Customer Experience Digitization or Process Improvement	IT Assistance		
	Establish cybersecurity awareness & risk management program	Cybersecurity	Risk Mgt		
	Improve enterprise IT security	Cybersecurity	IT Security		
	Define & implement enterprise CRM strategy	Application Modernization Continuous Improvement of Customer Experience	CRM		
Key Dependencies and Risks		Metrics/KPIs			
<p>Communications: Updated service portfolio & job descriptions; IT website content control; Increased cadence with IT leadership & support staff.</p> <p>Cust. Feedback: UX Specialist organizes focus groups and feedback review/updates</p> <p>Catalog: largely completed; only maintenance & decentralized IT services remain.</p> <p>IT Assistance: Ongoing effort; Service Desk Director role was created and filled to optimize efforts.</p>		<p>Risk Mgt: Ongoing effort; Annual security awareness training required for staff</p> <p>IT Security: Ongoing effort; Continual improvement & risk mgt is the goal</p> <p>CRM: Ongoing effort; Vendor and department resources; Expand use of CRM to depts. not using it.</p>			

Kansas State University 3-Year IT Plan (3 of 3)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p>Academic Technology</p> <p>Finance; Payroll; Procurement</p> <p>Procurement; eCommerce</p> <p>Research</p>	Create innovative learning environments (ILE)	Application Modernization Digitization or Process Improvement	ILE		
	Establish and execute enterprise resource planning (ERP) upgrade strategy	Application Modernization	ERP		
	Develop enterprise-wide shopping and payment system for campus (eCommerce)	Application Modernization Continuous Improvement of Customer Experience	eCommerce		
	Develop & execute high-performance (HP) computing strategy	Infrastructure Modernization	HP Computing Strategy		
	Develop strategy that enables and supports a broad range of research activity	Digitization or Process Improvement	Research Strategy		
	Define & implement enterprise CRM strategy	Application Modernization Continuous Improvement of Customer Experience	CRM		
Key Dependencies and Risks		Metrics/KPIs			
<p>ILE: Funding; Ongoing effort</p> <p>ERP: Ongoing effort; Scheduling of maintenance & upgrades; Recent upgrade of Financial system</p> <p>eCommerce: PCI risk; Ongoing effort</p> <p>HP Computing: Ongoing effort; Competing priorities</p> <p>Research: Ongoing effort; CUI and CMMC changing; 3rd party evaluations of strategy</p>		<p>Research: Measure against NIST 800-171 controls</p>			

PITTSBURG STATE UNIVERSITY (PSU)

Agency/Organization Leadership:

- University President: Dr. Dan Shipp
- Provost: Dr. Howard W. Smith
- Chief of Staff: Jaime Dalton
- Chief Counsel: Jamie Brooksher
- Chief Information Officer (CIO) or IT Head: Angela Neria
- Director of IT Process and Project Management: Luecrita Haraughty

Agency Information

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.

<https://pathwaytoprominence.pittstate.edu>

Website Address: <https://pittstate.edu>

Total Budget: \$110,221,782

Goals & Objectives:

- Academic Excellence
- Student Success
- Partnerships
- Innovation

Agency Business Units: President's Office, Academic Affairs, Student Life, Business and Finance, Advancement

Agency Funding Mechanism(s):

- State Funding
- Tuition/Revenue
- Private Donations

Number of Employees: 2,417

Agency IT Information

Vision: The ITS Vision Statement 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.

Budget: \$3,299,661

Number of Employees: 54

Pittsburg State University 3-Year IT Plan (1 of 2)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
Information Technology	Administrative System/GUS Classic Hardware Upgrade	Application Modernization	GUS		
	Data Center Upgrade	Infrastructure Modernization	Data Center		
	Implement Multi Factor Authentication (MFA) for all employees	Cybersecurity	MFA		
	Infrastructure Steam Tunnel (IST) Replacement Phase I	Infrastructure Modernization		IST	
	Replace Current Phone System with a Smaller System and Soft Phones	Infrastructure Modernization	Phone System		
	Student/Alumni/Former Employee Google Gmail Transition	Application Modernization Continuous Improvement of Customer Experience	Gmail		
	Wifi Upgrade		WiFi		
Key Dependencies and Risks			Metrics/KPIs		
<p>GUS: Timeline; Sensitive design; IT expertise Data Center: Supply chain; Funding; Internal expertise; Vendor expertise/support MFA: Funding; Learning curve for ITS staff; Training for clients; Vendor expertise/support IST: Timeline; Sensitive design; IT & facilities expertise; Reliable service vendors Phone System: Determining client needs; Supply chain; Expertise for upgrades Gmail: Scope creep; Client transition; Google Support; Internal knowledge/expertise WiFi: Supply chain; Funding; Internal expertise; Vendor expertise/support</p>			<p>GUS: Project plan/milestones; Engineer system; Minimize downtime; Test system/remediate Data Center: Complete installs by Summer 2023 MFA: MFA; Communications; Training docs; Onboarding process; Completed Spring 2022 IST: Independent of phase 1; Bid subcontractors; Project plan/milestones; Communication Phone System: RFP developed to include requirements Gmail: Project plan; Communication; Successful migration; Target dates met WiFi: Installation of access points/controllers. Install completed Summer 2023</p>		

Pittsburg State University 3-Year IT Plan (2 of 2)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
<p style="text-align: center; color: #000080;">Business/ Finance & Student Life</p> <p style="text-align: center; color: #000080;">Academic Affairs: Financial Aid</p>	Implement Physical Plant ticketing system (PPTS)	Application Modernization	PPTS		
	Financial Assistance System (FAS) Implementation	Application Modernization Continuous Improvement of Customer Experience	FAS		
<p style="text-align: center; color: #800000;">Academic Affairs Unit</p>	Academic Affairs Reorganization (AAR)	Continuous Improvement of Customer Experience		AAR	
	Replace Online Scholarship Application (OSA)	Application Modernization		OSA	
	School of Nursing Simulation Hospital (NSA)	Promotion of Agency Services	NSA		
	Student Information System (SIS) Implementation	Application Modernization			SIS
	Student Information System Search (SISS)	Application Modernization	SISS		
Key Dependencies and Risks			Metrics/KPIs		
<p>PPTS: Learning curve; Redesign process//Change Mgt (CM); Expertise; Vendor expertise FAS: Scope creep; Learning curve; Redesign process/CM; Vendor expertise; Easy for customers AAR: Scope Creep; Limitation of legacy SIS; Staff expertise OSA: Scope Creep; Redesign process/CM; Staff expertise NSA: Scope Creep; Learning curve; Staff expertise; Vendor expertise SIS: Scope Creep; Learning curve; Redesign process/CM; Staff expertise; Vendor expertise SISS: Scope Creep; Search Committee management; Client Knowledge; Vendor expertise/support</p>			<p>PPTS: Project plan/milestones; Integrations with PSU systems; Training FAS: Project plan/milestones; Communication; Requirements met AAR: Project plan/milestones; Configure sys to match requirements; Test/remediate OSA: Project plan/milestones; Training; Test/remediate NSA: Project plan/milestones; Install cable/network gear; Install systems; Training SIS: Select implementation partner; project plan/milestones; Communication; Training SISS: Search Committee & charge created; Vendor demos; Needs response; Close Spring 2022</p>		

Agency/Organization Leadership:

- University President: Douglas A. Girod
- Provost: Barbara A. Bichelmeyer, Ph.D.
- Chief of Staff: Julie Murray
- Chief Counsel: Brian White
- Chief Information Officer (CIO) or IT Head: Mary Walsh
- Director of Academic Technology: John Rinnert
- Director of Infrastructure: Chris Crook
- Interim Chief Information Security Officer: Jake Coffman
- Interim Director of Support Services: Tom Johnson

Agency Information

Vision: To be an exceptional learning community that lifts each other and advances society.

Mission: 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 advance this mission every day across KU's five campuses, which include the Lawrence Campus, the Edwards Campus, and three KU Medical Center campuses in Kansas City, Salina and Wichita.

Website Address: <https://www.ku.edu>

Goals & Objectives: <https://jayhawksrising.ku.edu>

Student Success:

- Increase Enrollment
- Assure retention and completion through student engagement and satisfaction
- Support student long-term success by improving placement & reducing debt
- Assure quality of academic programs

Healthy & Vibrant Communities:

- Strengthen service to local and global communities
- Improve diversity, equity, inclusion, and belonging
- Improve health and wellness
- Increase workplace satisfaction
- Ensure stewardship of the institution

Research & Discovery

- Grow KU research
- Recruit, retain and recognize top researchers
- Expand the impact of KU research in Kansas and beyond
- Promote innovation and entrepreneurship

Agency Funding Mechanism(s):

- State General Fund (SGF)
- Tuition
- Grants
- Fellowships
- Gifts/Donations

Number of Employees: 8,356

Agency IT Information

Vision: To be a best-in-class IT organization that enables all Jayhawks to realize their academic, research, workplace, and community goals with secure technology.

Mission: KU Information Technology supports the University of Kansas academic and research missions by providing a broad range of technology services, including key campus technical infrastructure.




Budget: \$32,921,068

Number of Employees: 282

University of Kansas 3-Year IT Plan (1 of 2)

Agency Service(s)	IT Strategic Actions	Objectives	Strategic Roadmap		
			2022	2023	2024
Academic Technology	Migrating to new Learning Management System (LMS)	Application Modernization	LMS		
	School of Pharmacy Audio-Visual (A/V) Refresh	Infrastructure Modernization	<div style="background-color: #0070c0; color: white; padding: 5px; display: inline-block; margin: 5px;">School of Pharmacy A/V</div>		
	School of Business Audio-Visual (A/V) Refresh	Infrastructure Modernization	<div style="background-color: #0070c0; color: white; padding: 5px; display: inline-block; margin: 5px;">School of Business A/V</div>		
	IT Governance	Digitization or Process Improvement	IT Governance		
	Improve communications and outreach to campus	Continuous Improvement of Customer Experience Promotion of Agency Services	Communications		
	Plan and upgrade infrastructure - Hardware, software, networks, data centers.	Application Modernization Infrastructure Modernization	Infrastructure/Application Upgrades		
Migrating Voice from Skype to Microsoft Teams	Application Modernization	Voice Migration			
Key Dependencies and Risk			Metrics/KPI		
<p>LMS: Funding; Adoption School of Pharmacy A/V: Staff; Resources; Funding School of Business A/V: Staff; Resources; Funding IT Governance: Stakeholders; Staff availability; Changes to KITO processing Communications: Associated CMS sites; Adoption of email campaign solution; Funding Infrastructure/Application Upgrades: Funding; Staffing resources Voice Migration: Funding; Compatible with contact centers; Rollout plan; Training; Adoption</p>			<p>LMS: Percentage of instructors using LMS School of Pharmacy A/V: Successful migration School of Business A/V: Successful migration IT Governance: In development Communications: Website migrations; Monthly newsletters/updates to campus stakeholders Infrastructure/Application Upgrades: Project completed; Uptime/downtime; Major incidents Voice Migration: End users/endpoints using Skype vs Teams</p>		

University of Kansas 3-Year IT Plan (2 of 2)

Agency Service(s)	IT Strategic Actions	Objectives	Strategic Roadmap		
			2022	2023	2024
Information Technology	<p>Business Continuity and Disaster Recovery Solution (DR)</p> <p>Research File Storage Replacement</p> <p>VMware Hardware Refresh</p>	<p>Cybersecurity</p> <p>Infrastructure Modernization</p> <p>Infrastructure Modernization</p>			
Key Dependencies and Risk			Metrics/KPI		
<p>DR: Stakeholders; Staff; Resources; Funding</p> <p>File Storage: Stakeholders; Staff; Resources; Funding</p> <p>VMware: Stakeholders; Staff; Resources; Funding</p>			<p>DR: Replication of core services and data within scope</p> <p>File Storage: Successful migration of all shares to the new service</p> <p>VMware: Successful migration to VMs to new hardware</p>		

UNIVERSITY OF KANSAS MEDICAL CENTER (KUMC)

Agency/Organization Leadership:

- Executive Vice Chancellor: Robert Simari, M.D.
- Chief Information Officer (CIO) or IT Head: Chris Harper
- Deputy Chief Information Officer: Steve Selaya
- Chief Information Security Officer: Jeremy Pennington

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 health care.

Website Address: <https://www.kumc.edu>

Agency IT Information

Number of Employees: 112

University of Kansas Medical Center 3-Year IT Plan (1 of 2)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
Information Technology	IT Support Improvement/Agility	Digitization or Process Improvement	IT Support		
	ITEC 7230A Compliance	Cybersecurity Statutory or Regulatory or Policy Compliance	ITEC 7230A		
	Hybrid and Remote Work Capability	IT Skill Enhancement	Remote Work		
	IT Risk Management Program	Cybersecurity	IT Risk Mgt		
	Privileged Access Management	Cybersecurity	Access Mgt		
	SIEM Replacement	Cybersecurity	SIEM		
	Vulnerability Management Tool (VMT) Replacement	Cybersecurity	VMT		
	24/7 Security Operations Center (SOC)	Cybersecurity	SOC		
Key Dependencies and Risks			Metrics/KPIs		
IT Risk Mgt: Funding; FTE resources; Campus Support Access Mgt: Understanding scope for privileged accounts SIEM: Funding; Team training VMT: Funding; Team training SOC: Funding			IT Risk Mgt: Review times; Compliance with ITEC policies; IT risk reduction Access Mgt: Customer experience; IT risk reduction; Use of the solution SIEM: Number of activity log sources; Reduction in investigation times VMT: Better and more actionable information; reduction in exploitable vulnerabilities SOC: 24/7 coverage for security events		

University of Kansas Medical Center 3-Year IT Plan (2 of 2)

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Strategic Roadmap		
			2022	2023	2024
Information Technology	Primary and Secondary Storage Replacement	Infrastructure Modernization		Storage	
	On-premise SharePoint migration to Microsoft 365	Application Modernization		MS 365	
	Wireless Access Point (WAP) Replacement	Infrastructure Modernization		WAP	
	Wireless Security Appliance (WSA) Upgrade	Infrastructure Modernization		WSA	
	Data Center UPS Replacement	Infrastructure Modernization		UPS	
	Improved Mac/iOS device Support on-premise and in Office365	Continuous Improvement of Customer Experience		Mac/365	
	Increasing research productivity by providing new or expanded IT services such as large data storage and high-performance computing	Digitization or Process Improvement		Expanded IT Services	
Key Dependencies and Risks			Metrics/KPIs		
Storage: Funding; Team training MS 365: Team resources WAP: Funding; Supply chain WSA: Funding UPS: Funding Mac/365: Team training			Storage: Additional storage and ability to be encrypted as needed MS 365: Access; Current or improved functionality after migration WAP: Customer experience WSA: Customer experience UPS: Continuous uptime Mac/365: Customer experience; Improved customer access to resources		

WICHITA STATE UNIVERSITY (WSU)

Agency/Organization Leadership:

- University President: Dr. Richard Muma, Ph.D.
- Provost: Dr. Shirley Lefever, Ph.D.
- Chief of Staff: Zach Gearhart
- Chief Counsel: Stacia Boden
- Chief Information Officer (CIO) or IT Head: Ken Harmon

Agency Information

Vision: To be one of the nation's premier urban public research universities, known for providing impactful applied learning experiences and driving prosperity for the people and communities we serve.

Mission: The mission of Wichita State University is to be an essential educational, cultural and economic driver for Kansas and the greater public good.

Website Address: <https://www.wichita.edu>

Total Budget: \$606,300,000

Agency Funding Mechanism(s):

- State General Fund (SGF)
- Tuition

Agency IT Information

Budget: \$11,593,358

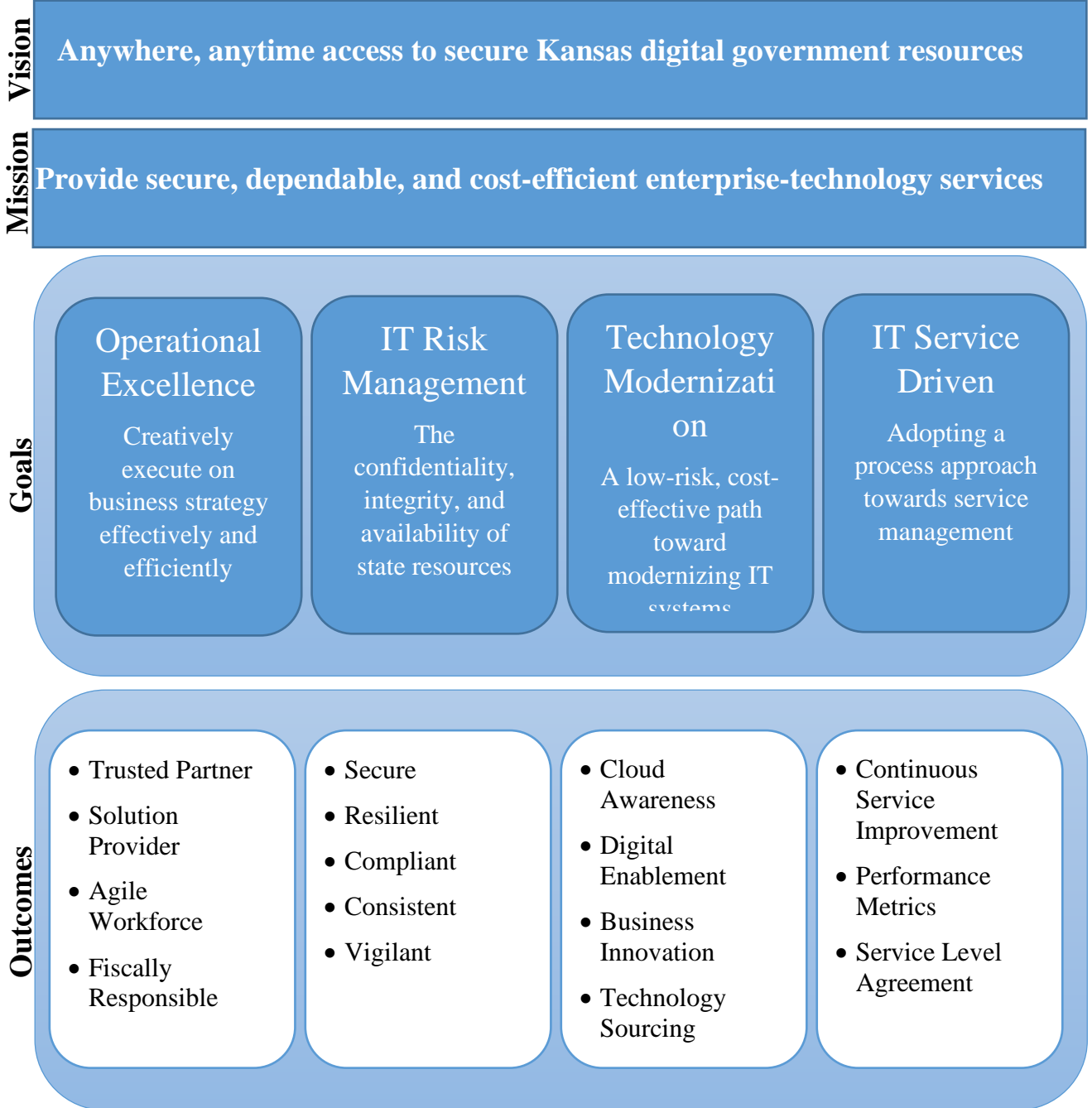
Number of Employees: 70

Wichita State University 3-Year IT Plan (1of1)

Agency Service(s)	IT Strategic Actions	Objectives	Strategic Roadmap		
			2022	2023	2024
Information Technology	Support expansion and changes to the Innovation Campus (Business school, NIRD, and other infrastructure)	Infrastructure Modernization Other	Innovation Campus		
	Improve Demonstrable Compliance with all relevant IT security statutes	Cybersecurity Statutory or Regulatory or Policy Compliance	Demonstrable Compliance		
	UniMarket E-procurement platform	Application Modernization Digitization or Process Improvement	E-procurement		
	Automated workflow improvements	Digitization or Process Improvement	Workflow		
	Communications Platform Revisioning (website and internal web portal upgrades)	Continuous Improvement of Customer Experience	Web		
	Expand use of Security Information & Event Management (SIEM)	Cybersecurity	SIEM		
Key Dependencies and Risk			Metrics/KPI		
Innovation Campus: Schedule will be determined by agreements with current and future industry partners E-procurement: Department (end-user) engagement, competing project priorities Workflow: Department (end-user) engagement, competing project priorities Web: Project scoping, user engagement SIEM: Project scoping			Innovation Campus: On-time, on-budget completion of projects Demonstrable Compliance: Adherence to regulations and frameworks, audit results E-procurement: On-time, on-budget completion of project, initial requirements met Workflow: Before & after process times and labor requirements Web: On-time, on-budget completion of projects, initial requirements met SIEM: Alert volume and automated response		

APPENDIX A

EXECUTIVE BRANCH IT STRATEGIC FRAMEWORK



The Executive Branch IT strategic framework serves as a guide to ensure alignment of projects and initiatives with key goals and objectives to support the vision and mission of the organization.

Vision: Anywhere, anytime access to secure Kansas digital government resources.

Mission: Provide secure, dependable, and cost-effective enterprise-technology services.

Goals: EBIT will achieve the vision and mission by focusing on four goals:

- Operational Excellence
- IT Risk Management
- Technology Modernization
- IT Service Driven

Goal: Operational Excellence

Creatively execute on business strategy effectively and efficiently

Objectives:

- **Trusted Partner** - Diligently work with state agencies to develop a relationship based on respect, accountability, and success.
- **Solution Provider** - Leverage trusted partnerships to provide best-in-class solutions and services to state agencies.
- **Agile Workforce** - Develop a skilled and knowledgeable best-in-state workforce with a positive culture and attitude.
- **Fiscally Responsible** - Provide transparency and adopt procedures that ensure the appropriate level of monetary spend to maximize citizen investments.

Goal: IT Risk Management

Ensure confidentiality, integrity and availability of state's IT resources

Objectives:

- **Secure** - Develop a collective and enterprise-wide approach to cybersecurity to protect the state from the impacts of cyberattacks.
- **Resilient** - Design, build, and implement solutions and services that can survive disruptions and can be recovered to a known good state of operation in a quick fashion.
- **Compliant** - Ensure enterprise efforts abide by all applicable rules, laws, regulations and policies while aligning with industry best practices.
- **Consistent** - Apply information security and risk management principles in a structured and uniformed manner across the enterprise.
- **Vigilant** - Design, build, and implement capabilities to seek out, identify, and remediate cyberthreats and vulnerabilities within the State of Kansas enterprise.

Goal: Technology Modernization

A low-risk, cost-effective path toward modernizing IT systems

Objectives:

- **Cloud Awareness** - Provide education on options within and outside of our state to more rapidly adjust resources to meet fluctuating and unpredictable demand.
- **Digital Enablement** - Enable our digital transformation journey through digital business platforms in order to achieve efficient business processes, engage workforce, and deliver exceptional constituency experience.
- **Business Innovation** - Introduce new processes, services, and technology to affect positive change across our enterprise.
- **Technology Adoption** - Swiftly adapt to the changing needs of our constituency, enterprise, and employees.

Goal: IT Service Driven

Adopting a process approach towards IT service management

Objectives:

- **Continuous Service Improvement** - Intentionally review and identify any areas of improvements across the enterprise.
- **Performance Metrics** - Build a metrics driven culture to be inherently proactive.

Service Level Agreements - External and internal alignment to gage the quality of services as an IT service provider.