

Approved: February 5, 2007  
Date

MINUTES OF THE HOUSE GOVERNMENT EFFICIENCY AND TECHNOLOGY COMMITTEE

The meeting was called to order by Chairman Jim Morrison at 3:33 P.M. on January 30, 2007, in Room 526-S of the Capitol.

All members were present except Representatives Wilk, Siegfried, and Tafanelli; all were excused.

Committee staff present:

Mary Galligan, Kansas Legislative Research  
Tatiana Lin, Kansas Legislative Research  
Renae Jefferies, Office of Revisor of Statutes  
Gary Deeter, Committee Assistant

Conferees appearing before the committee:

Denise Moore, Executive Chief Information Technology Officer  
Bill Roth, Kansas Chief Information Technology Architect

Others attending:

See attached list.

The minutes for January 25 were approved. (Motion and second, Representatives Ruiz and McLachlan)

Denise Moore, Executive Chief Information Technology Officer (CITO), and Bill Roth, Kansas Chief Information Architect (CITA), resumed a report on the governance structure for IT (Information Technology) in the state ([Attachment 1](#)). Ms. Moore reviewed the Strategic Information Management (SIM) plan, which sets the direction for IT in the state and from which agencies derive their three-year project and budget plans. The foundation of the SIM Plan is the architecture and standards which all projects must follow.

Mr. Roth resumed his briefing, noting that the CITA assesses trends, such as changes in hardware (servers, storage options) and changes in state budgets compared with IT expenditures (currently IT requires 1.55% of the state budget, excluding staff salaries).

Ms. Moore explained the agency project approval process (developed in 1999), saying that any agency with an IT project costing over \$250,000 must follow a specified procedure, with required quarterly reports tracking a project's status. She stated that the Kansas Information Technology Office (KITO) has developed a 120-hour training course to certify project managers, a course which since 1999 has trained 294 certified project managers, the result of which presently allows 30 agency IT projects to be guided by certified project managers. She noted a nearly completed draft document outlining ways to improve project efficiency and broaden applications. Regarding success rates, she reported that the Standish Group provided statistics showing that nationally 52% of projects will cost 189% of the original estimates, that 31% of projects are cancelled before completion, and that only 16% of large-scale projects are completed on time and within budget parameters. By contrast in Kansas, project costs range from 90% to 100% of estimated costs and only 2% of projects have been cancelled before completion. Answering a question, she said most states exercise some oversight over projects, but Kansas provides continuous oversight: from inception to continuous project

## CONTINUATION SHEET

MINUTES OF THE House Government Efficiency and Technology Committee at 3:30 P.M. on January 30, 2007, in Room 526-S of the Capitol.

monitoring, allowing intervention and mitigation of risks to assure more successful outcomes. She replied that every project includes a PIER (Post-Implementation Evaluation Report) review to identify strengths and weaknesses, information that helps guide future project plans.

Responding to another question, Ms. Moore said a flow chart tracks projects as follows:

- An agency sees a need for a new project and submits the concept to the CITO;
- A high-level approval is given for the project, after which the agency does a needs assessment and/or a feasibility study;
- The agency develops specifications for the project, which create an RFP (Request for Proposal) to submit to prospective vendors;
- Responses to the RFP determine whether the project is aligned with cost estimates. If so, the project goes forward, with the agency awarding a contract to a vendor. This contract triggers active monitoring of the project by KITO;
- The certified project managers do not automate bureaucracy, but develop an appropriate business plan, which includes a return-on-investment analysis;
- When the project is completed, the PIER review takes place.

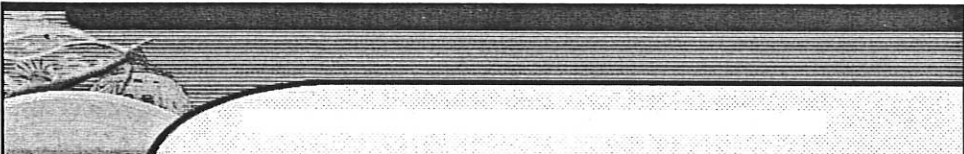
Mr. Roth explained the process of building the enterprise architecture system, noting that the federal model for IT architecture was scaled down to state size. He said that the architecture helps identify commonalities across state government and develop a basis for future shared interests; he listed five models used to create the enterprise architecture, which aligns the enterprise with federal models and offer significant data to show where agency business activity warrants coordination and collaboration. He commented that the architecture includes strategies addressing service delivery: government-to-citizen, government-to-business, government-to-vendor, government-to-local-units-of-government, and government-to-other-states.

Explaining current architecture development, he said 86 individuals from 20 agencies are working to move all state agencies from isolated systems to business service-delivery orientation. He cited the licensing process as an example of how licensing entities, all of whom offer a similar service, could build a unified system to issue licenses. Answering a question, Mr. Roth said the architecture is built to reflect the state's Strategic IT Plan, which includes relational databases enabling agency systems to communicate with each other and with the federal government. Ms. Moore cited HAVA (Help America Vote Act), a federally funded initiative that centralized the disparate counties' databases; the system was built in cooperation with the Department of Revenue, which already had a communication system with every county. The system also is tied to the Department of Corrections and the Division of Vital Statistics in the Kansas Department of Health and Environment.

Responding to questions and concerns, Mr. Roth gave an example of an upgrade for the Criminal Justice Information System; he said the principals discovered that no one person had the entire picture, but together they were able to make the system better. Ms. Moore cited a similar occurrence at the Kansas Water Office.

The meeting was adjourned at 4:45 p.m. The next meeting is scheduled for Monday, February 5, 2007.





# Presentation to the House Government Efficiency and Technology Committee

Denise Moore, Executive Branch CITO

Bill Roth, CITA

1-25-2007

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## Agenda

- Kansas IT Governance
- Governance Deliverables
  - Strategic Information Management Plan
  - Agency Three Year IT Management and Budget Plans
  - Enterprise Architecture
  - Agency Project Plans

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Attachment 1  
GET 1-30-07

1

# Kansas IT Governance

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**In 1998, the Legislature passed, and the Governor signed, Kansas Senate Bill #5. These laws altered the face of IT governance in the State.**

- Coordinates IT Activities of all state agencies
  - Increases IT efficiencies
  - Streamlines reporting
  - Increases communication
- Facilitates discussion toward a consolidated operational structure
- Created different components to achieve these goals

KSA 75 7201-7212 et seq

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## 1998 Senate Bill 5 Established

- Information Technology Executive Council (ITEC)
  - KSA 75-7202 – 7203
- Chief Information Technology Architect (CITA)
  - KSA 75-7204
- Chief Information Technology Officer (CITO) for each branch of government
  - KSA 75-7205 – 7208
- Joint Committee on Information Technology (JCIT)
  - KSA 75-7213
- Deliverables and Controls for IT
  - KSA 75-7209 - 7211

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## Information Technology Executive Council

### **Roles:**

- Provide Policy Direction and Coordination for the State's IT resources

Information Technology Executive Council (ITEC)  
Cabinet Agency Heads, Branch CITO's, City- County- Private Sector CIO's, Regents, CITA

### **Responsibilities:**

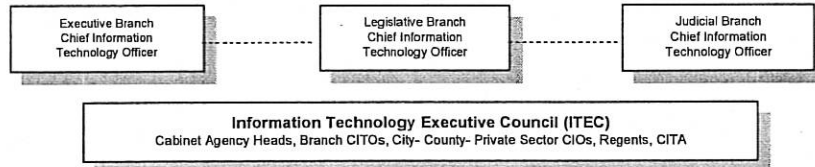
- IT Policies, Procedures, Standards, and Guidelines
- The Long-Range Enterprise Strategic Information Management Plan
- The Kansas Information Technology Architecture
- Project Management Standards

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## Branch Chief IT Officers

### Roles:

- Execute IT Policy Direction for the State

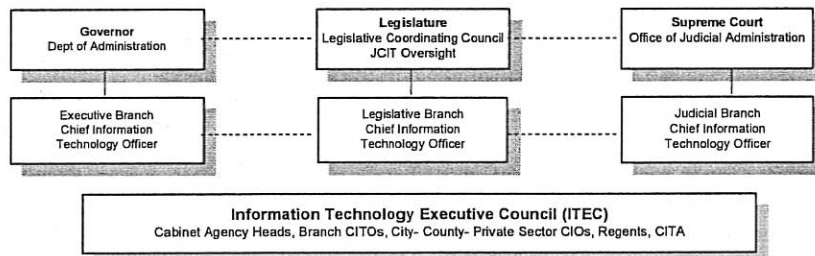


### Responsibilities:

- Implement ITEC Policies
- Monitors Execution of ITEC Policies / Deliverables
- Approve and monitor Projects

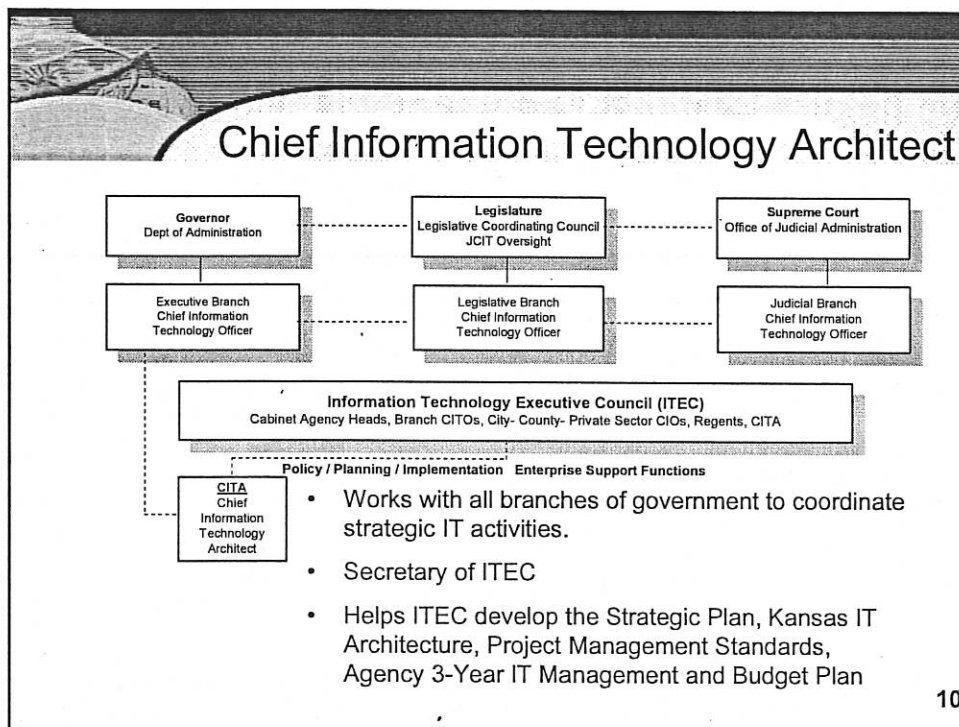
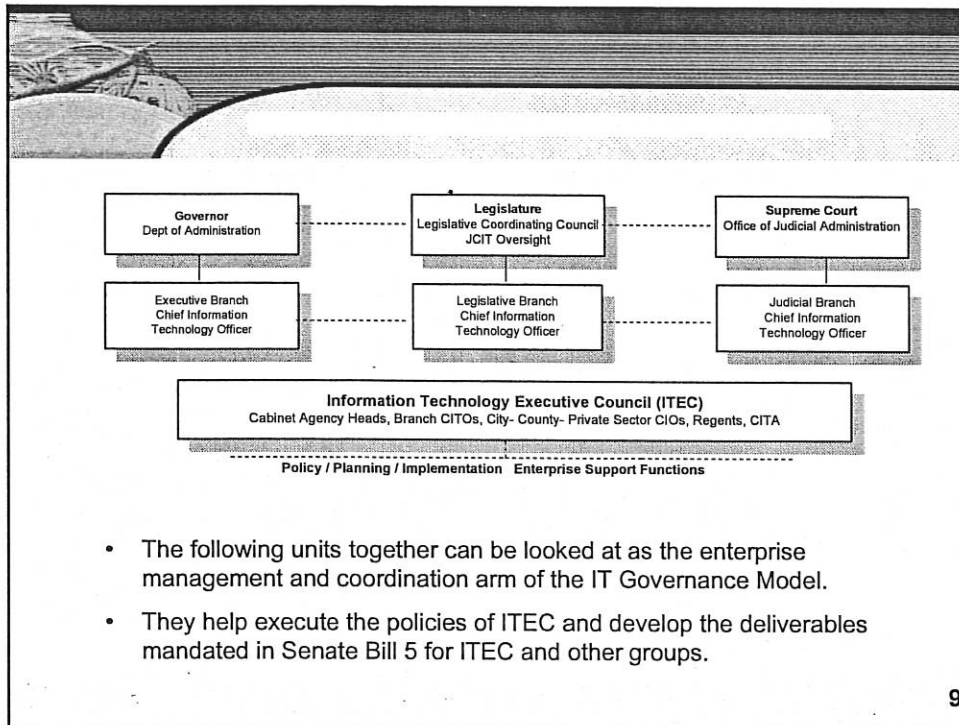
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## CITO's Dual Relationship



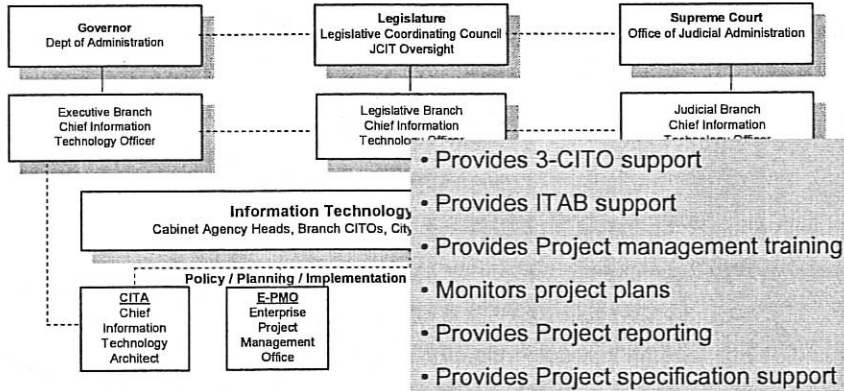
- CITO's are voting members of ITEC
- CITO's report to their corresponding branch authority
- This dual relationship enables them to look at all facets of the IT environment - Tactical, Strategic, Visionary

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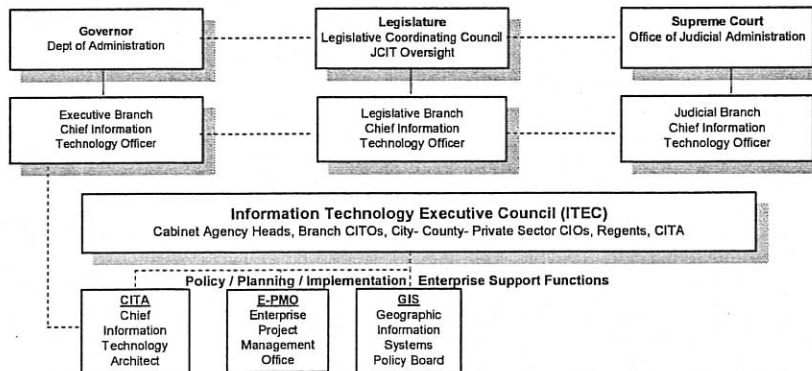


## Enterprise Project Management Office



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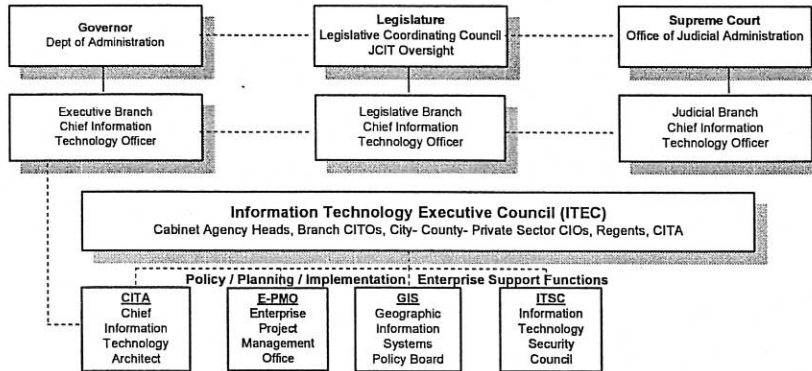
## GIS Policy Board



- Provides shared geospatial data, standards, and partnerships with state, federal, and local units of government
- Data Access Support Center (DASC) at the University of Kansas provides geospatial data distribution, archival, and support services for the state's GIS community

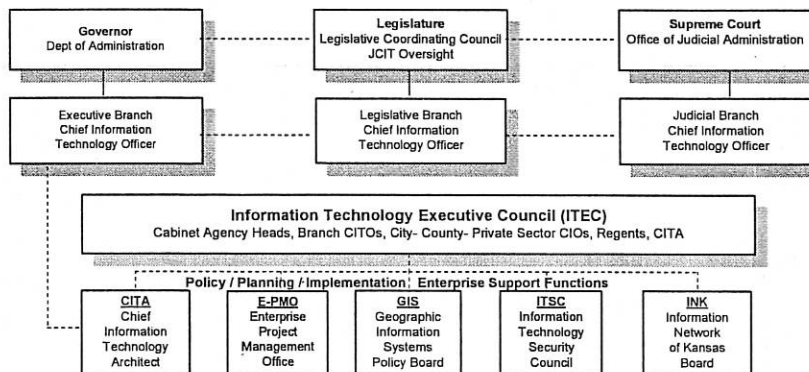
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# Information Technology Security Council



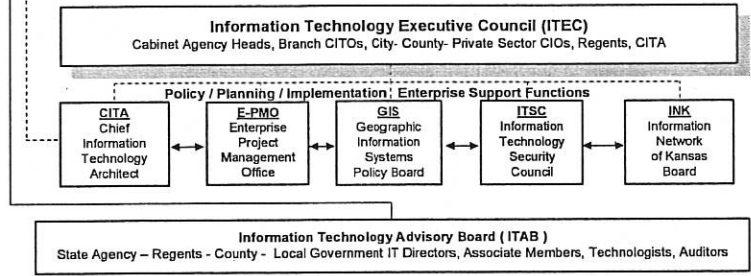
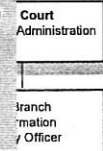
- Recommends Policies to safeguard IT assets of the state
- Chief Information Security Officer coordinates the IT security initiatives of the ITSC and coordinates statewide response to security issues that threaten application and IT infrastructure

# Information Network of Kansas

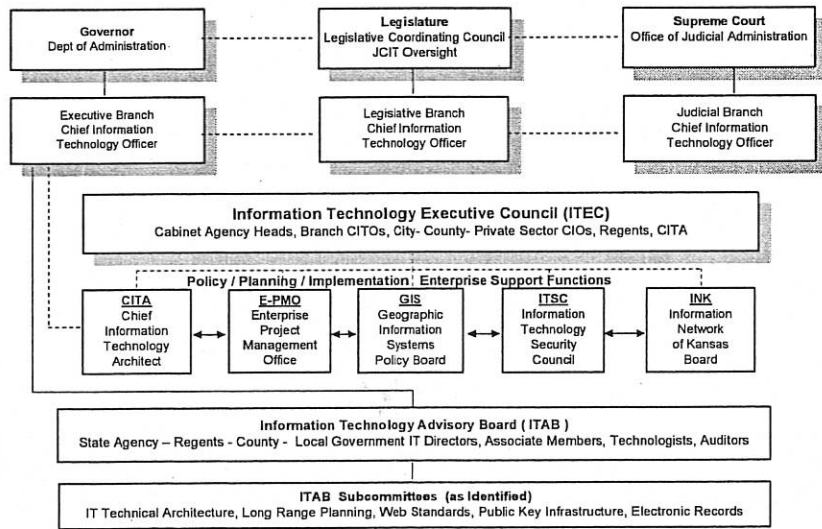


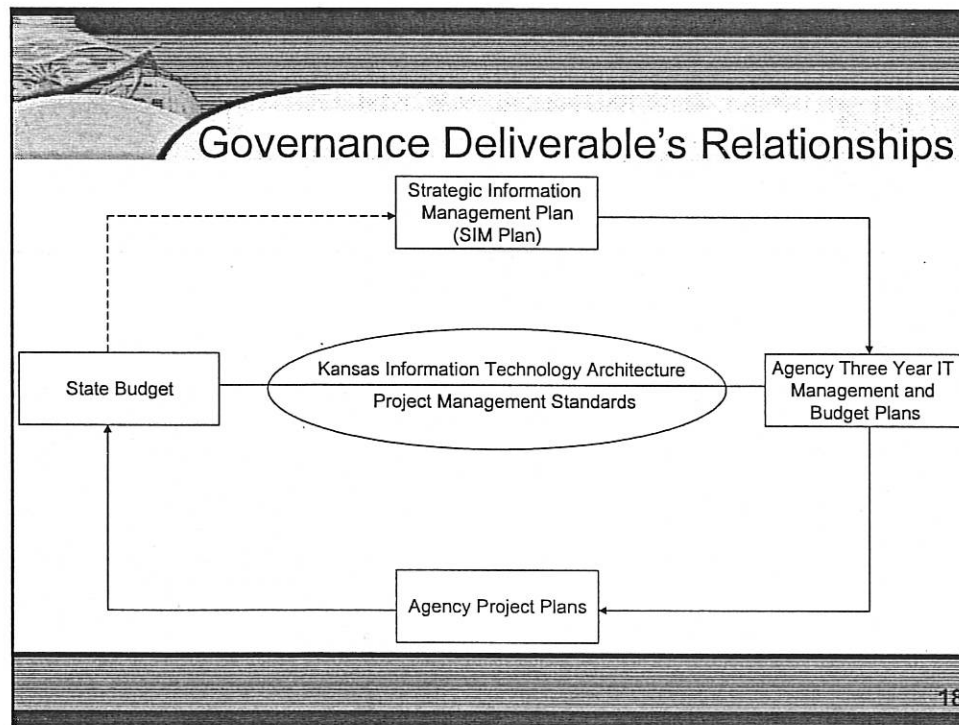
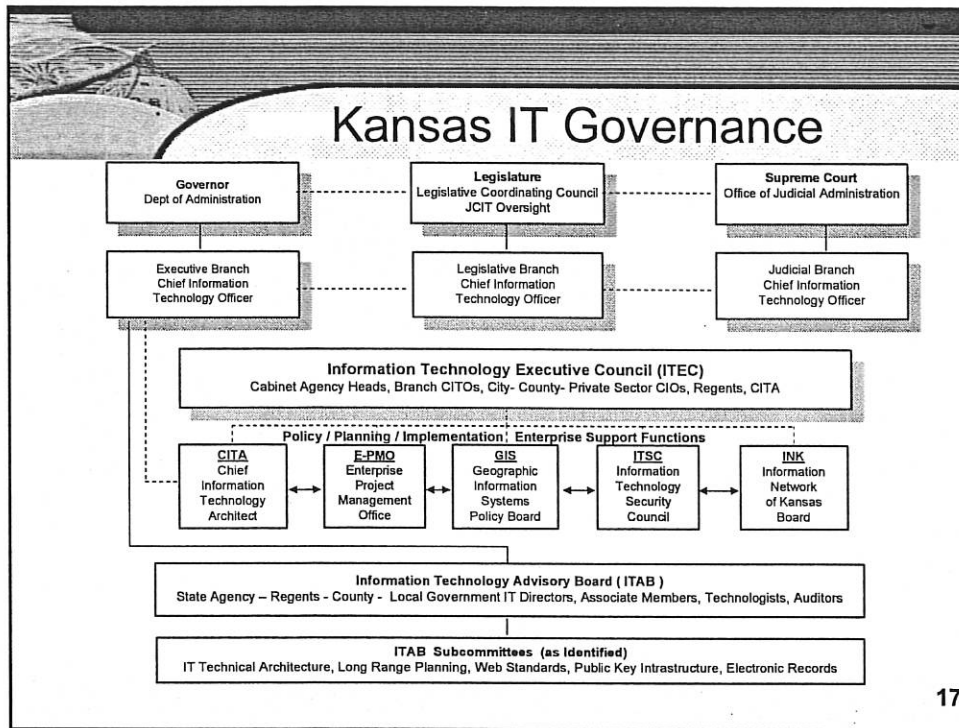
# Information Technology Advisory Board

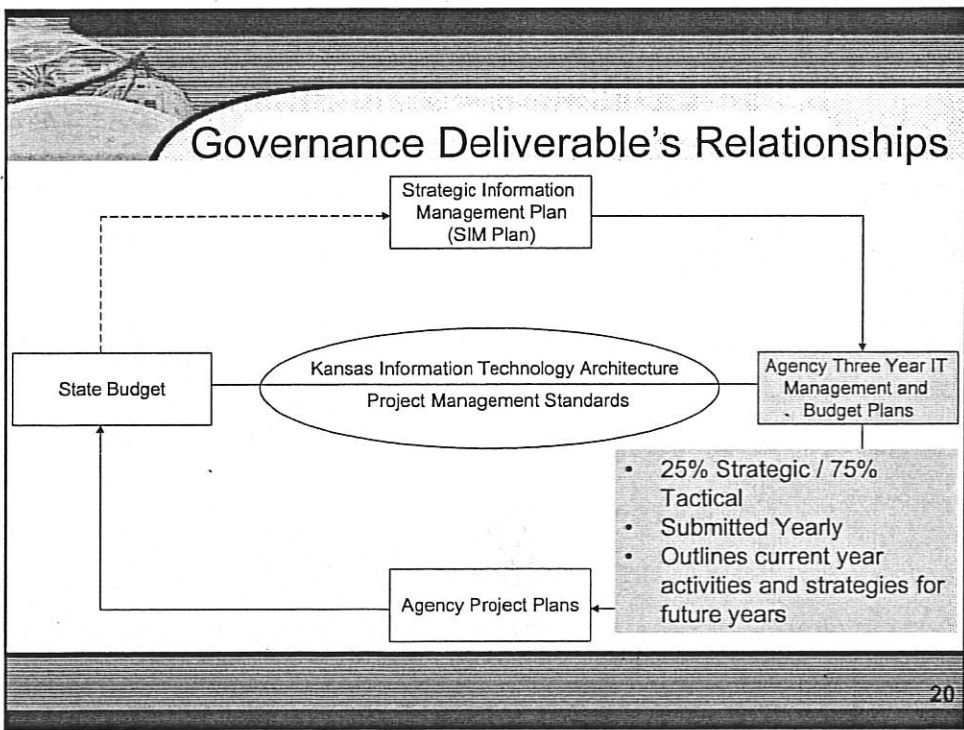
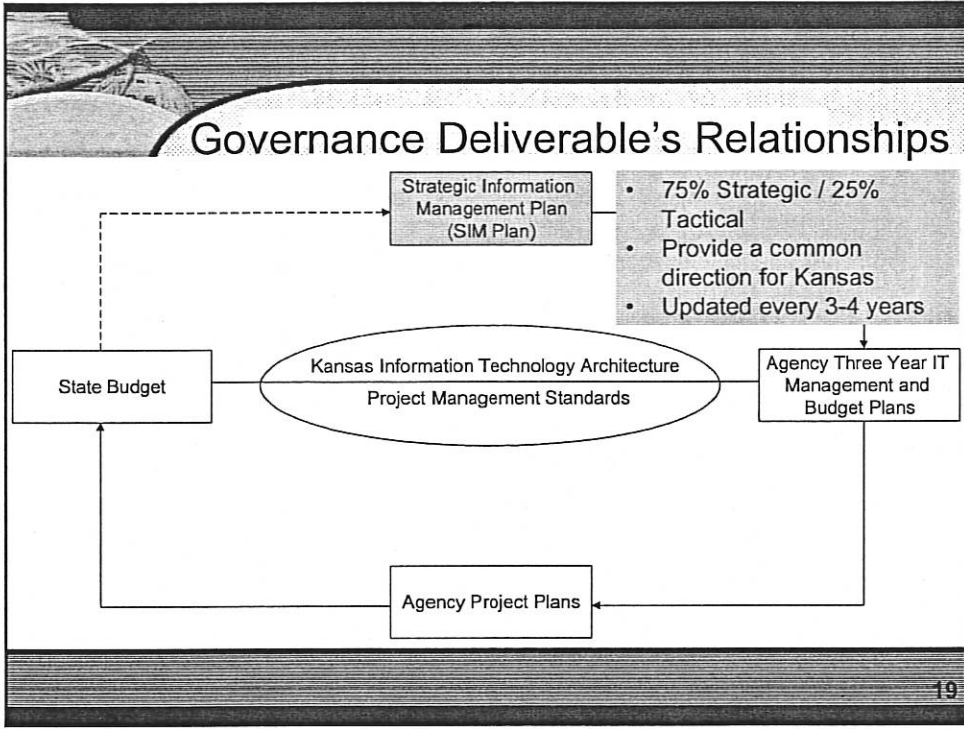
- Functions as a technical resource for the executive branch CITO and ITEC
- Propose plans and policies the ITEC and JCIT will review and potentially translate into law or policy

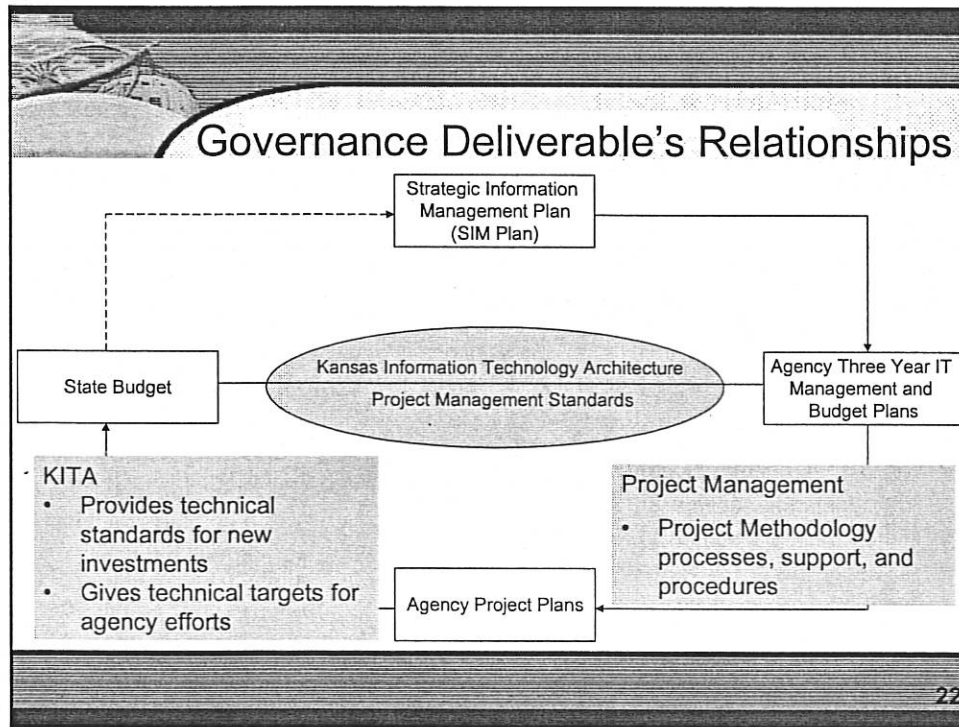
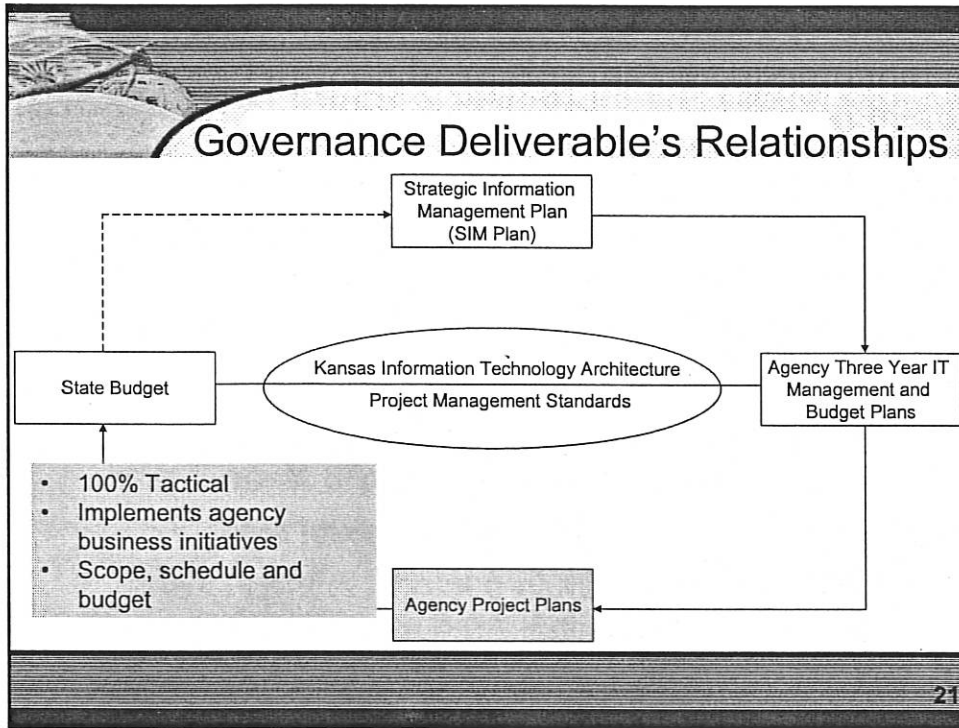


# ITAB Subcommittees









## In Summary

- Strategic Plan sets the technology direction for Kansas
- Agency 3-Year IT plans define initiatives, which relate to the Strategic Plan's direction
- Agency project plans execute agency's initiatives defined in the Agency 3-Year IT plan
- State Budget funds Agency project plans
- IT investments should conform to the Kansas Information Technical Architecture (KITA)

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## Strategic Information Management Plan (SIM Plan)

<http://www.da.ks.gov/itec/SimPlan.htm>

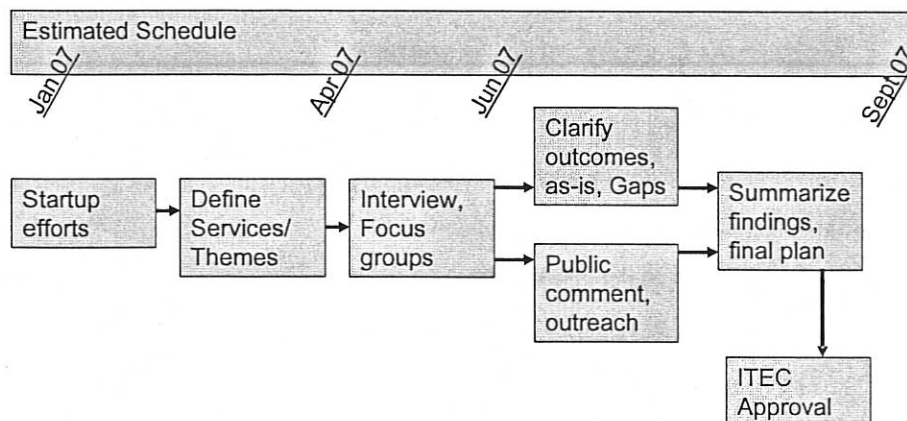
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## Current Efforts

- Engaging consultant support
- Defining high-level schedule
- Developing high-level outline
- Defining stakeholders
  - Reappoint Strategic Planning subcommittee

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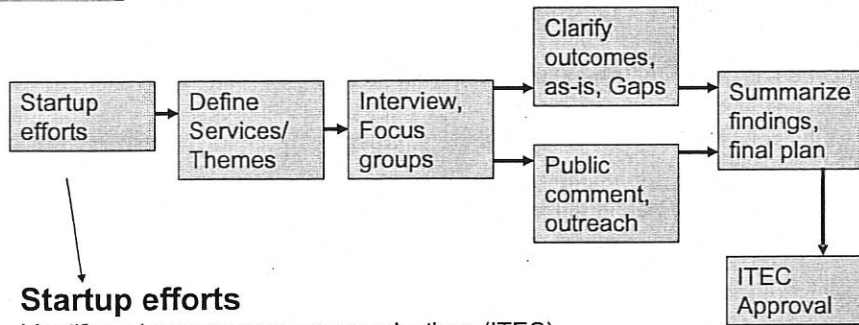
## Proposed High-Level Schedule



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## Startup Efforts



### Startup efforts

- Identify and engage sponsor organizations (ITEC)
- Communicate to stakeholders
- Review past efforts and existing documents
- Define "Customer" groups (business partner subgroups)
- Finalize contracts and define outcomes

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## Proposed SIM Plan Outcomes

- Primary focus of 2-5 years
- Recognize IT initiatives that should be identified and developed in the 5-15 year time range
- Drives and supports
  - Agency 3-year plan initiatives
  - IT projects
- Usable for all audiences

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## Agency 3-Year IT Management and Budget Plans

<http://www.da.ks.gov/kito/ITPlans.htm>

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## Current Efforts

- Better understanding of the linkages between agency business direction and IT direction with Enterprise Architecture models
- Trending IT asset information
- Using the information collected to do additional analysis on
  - Common communication
  - Common efforts
  - Common direction

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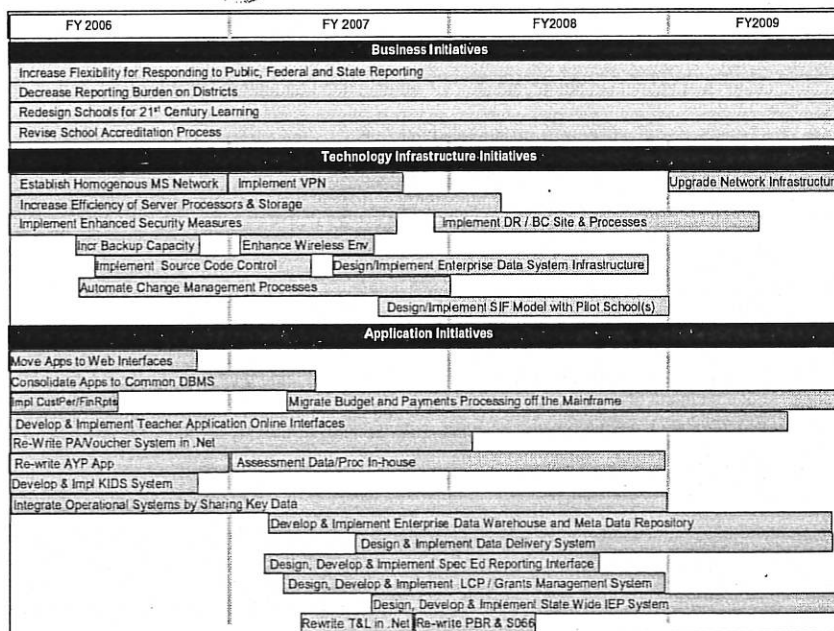
## Outcomes

- Provide the CITO's and JCIT with accurate and pertinent information on agency IT efforts and strategies
- Complete enterprise view of systems and assets
- Consistent way to view alignment to strategic plan goals
- Identify new planned projects

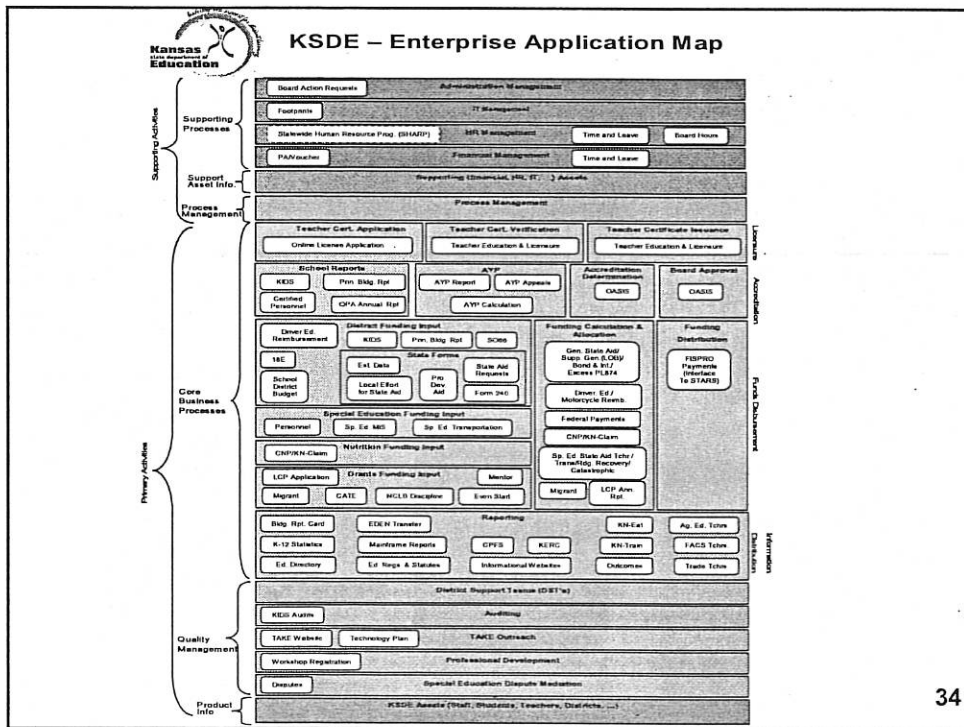
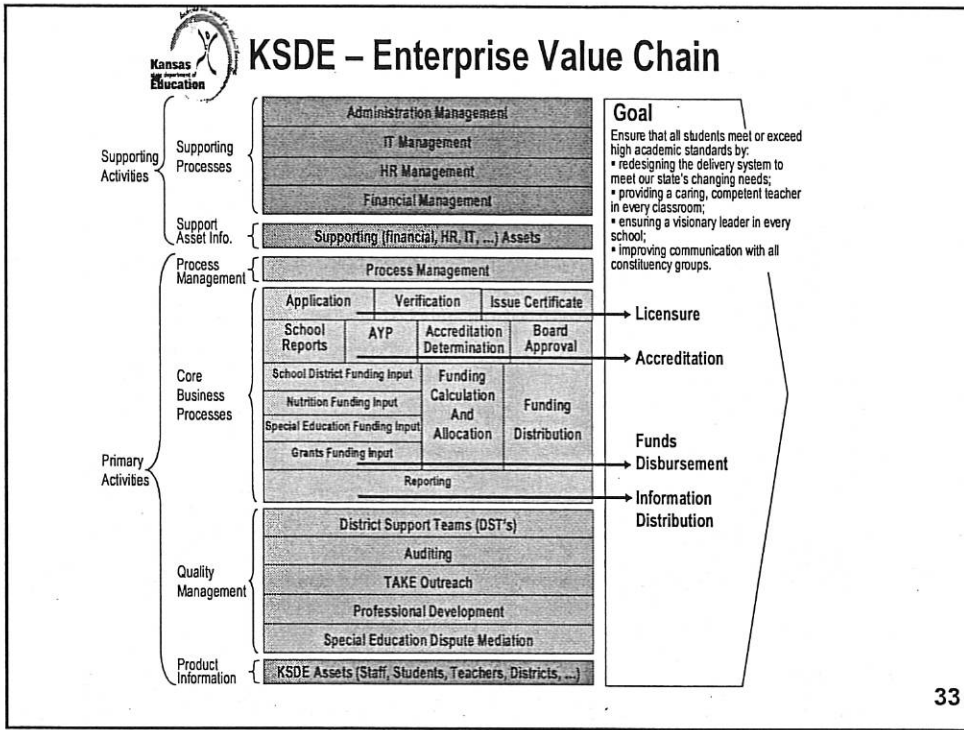
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## KSDE – Radar Chart

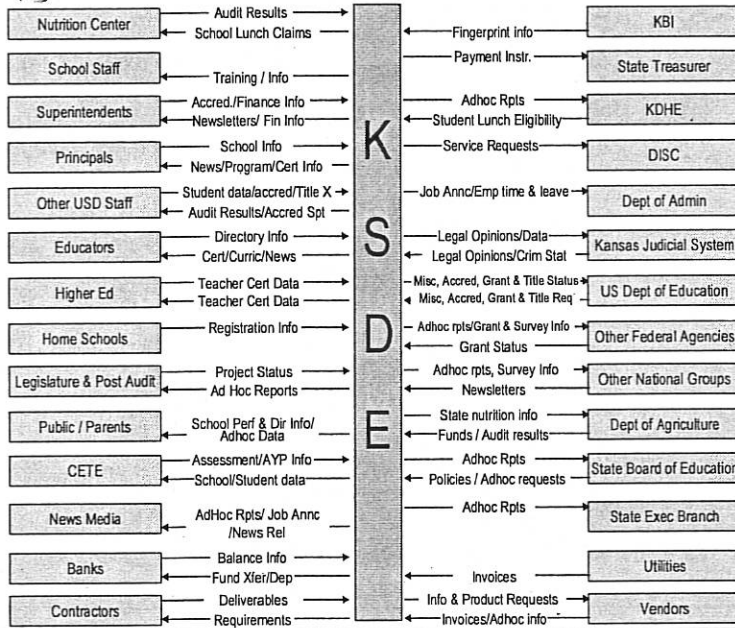


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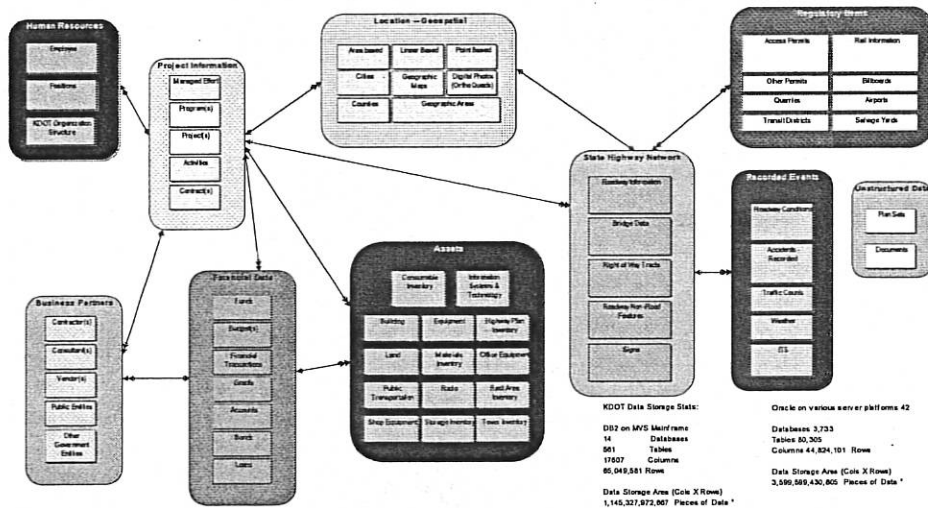


# KSDE – Business Partner Communication



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# Department of Transportation Enterprise Data Map



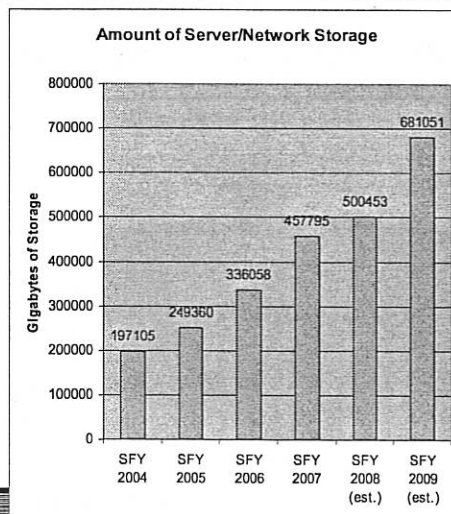
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## Trends

- IT Evolution trends
  - Storage
  - Servers
- IT Financial status and trends
  - Kansas IT/ Kansas total Budget
  - Kansas with other states
  - Kansas IT Budget
- IT Staffing trends

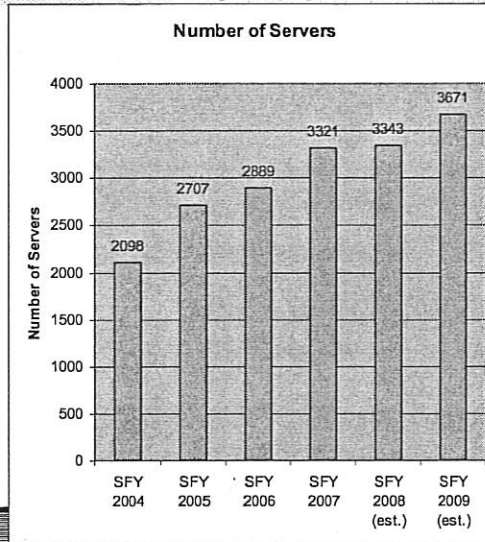
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## Trends



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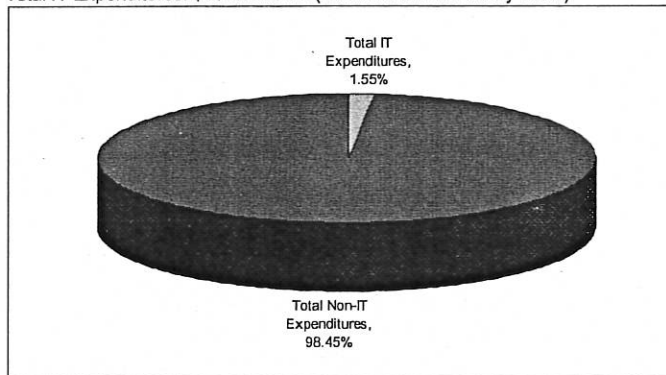
# Trends



## SFY 2006 State Budget & SFY 2006 IT Expenditures

Total State Budget: \$11.8 Billion

Total IT Expenditures: \$182.8 Million (Does not include salary costs)

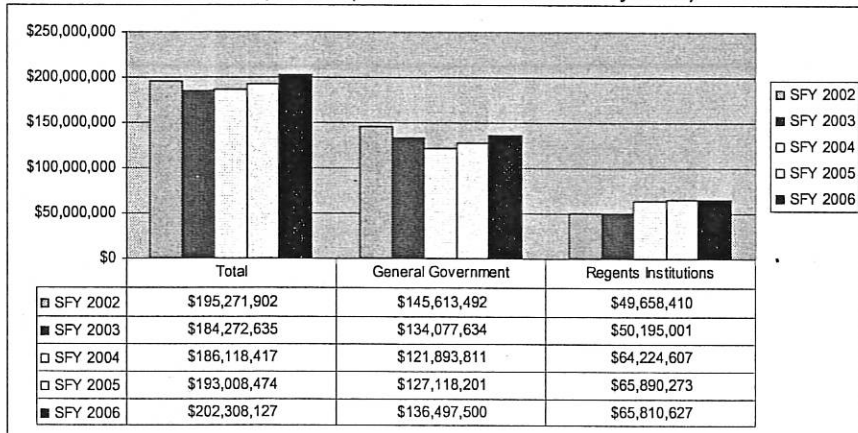


## IT Expenditures Compared to Other States

State	% IT / State Budget	Comments
New Jersey	9%	(Executive Branch Only)
South Dakota	4%	
North Dakota	3.80%	
Virginia	3.15%	
Florida	3%	
Iowa	3%	
Texas	2.73%	
Maryland	2.60%	
Kansas	2.26%	(2005 - With Classified Staff)
Kansas	2.03%	(2006 - With Classified Staff)
Kentucky	1.96%	
Maine	1.95%	
Kansas	1.69%	(2005 - Without Classified Staff)
North Carolina	1.60%	
Kansas	1.55%	(2006 - Without Classified Staff)
Missouri	1.43%	
Massachusetts	0.80%	(Executive Branch Only)

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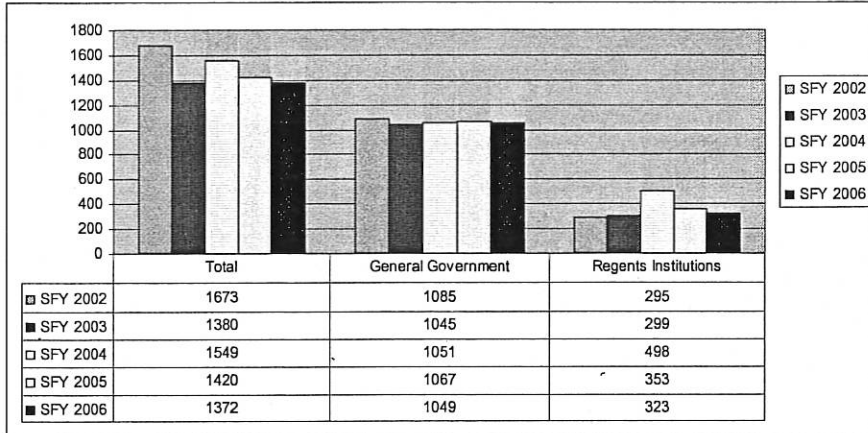
## Five Year Trend of IT Expenses (Includes Classified Salary Cost)



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Five-Year Trend of Total Budgeted Authorized Classified IT Staff



## Agency Projects



## Project Management Support

- Project Management Methodology
- Refresh of Project Management Methodology
- Project Management Training
- Summary of Quarterly IT Project Reports
- IT Project Analysis

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## Project Management Methodology

- The Kansas Project Management Methodology (PMM)
  - provides common standards to ensure information technology projects are conducted in a disciplined, well-managed, and consistent manner.
  - places heavy emphasis on planning in the early stages of a project.
  - provides well-documented procedures for implementation of the required management processes.
  - has been in place since 1999 with a couple of minor revisions.
  - initiative to refresh was started in June, 2005.

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## Refresh of Project Management Methodology

- Purpose is to improve its ease of use and broaden its applicability while maintaining oversight controls.
- Contracted with current training vendor to lead effort.
- Conducted focus groups to elicit input regarding project management best practices and identify PMM improvement opportunities from agencies and other interested parties.
- Draft document with recommendations to improve CITO-reportable projects' process and reporting obligations while ensuring oversight has been delivered for review.

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## Project Management Training

- Project managers learn to apply skills and techniques which enable both small and large projects to meet budget and schedule milestones.
- The project management methodology certification training program is a 120-hour in-class instruction program. All participants must pass a final exam as a condition for certification.
- The State of Kansas has certified over 294 participants since classes were first offered in 1999.
- There are about 30 active IT projects at any given time of which approximately 75% are managed by certified project managers.
- Additional classes have been developed to continually support industries' best practices and meet the demands of increasingly complex projects, tools and advanced practices across multiple projects and organizations.

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## Quarterly Summary of Agency Projects

- Agencies quarterly project status reports are summarized and presented to JCIT
- Projects variances are evaluated with established measures to report current status
- Planned projects are identified (Approximately 95% of projects are identified in the Annual Summary of Agency 3-Year IT Management and Budget Plans).
- Projects that have completed implementation are identified.

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## IT Project Analysis

- The Standish Group\* reports the following statistics related to the incidence of project failure:
  - 52% of projects will cost 189% of original estimates;
  - 31% of projects are cancelled before completion;
  - 16% of large scale projects are completed on time and within budget.
- In Kansas, over the last two and one-half years there have been 83 active projects. Of those, 52 have completed, 2 have cancelled, 8 have been recast, and the remaining 21 are still active.
  - In 2004, projects cost 90% of their original CITO approved estimates.
  - In 2005, projects cost 95% of their original CITO approved estimates.
  - In 2006, projects cost 100% of their original CITO approved estimates.
  - 2% of projects cancelled before completion; and
  - 97% of projects completed were within the approved budget (did not exceed by 10%).
- Kansas projects are about 49% federally funded and 51% State funded (includes State General Funds and other State Funds)

\*The Standish Group presented these statistics at the 2006 Symposium on Justice and Public Safety Information Sharing.

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## Outcomes

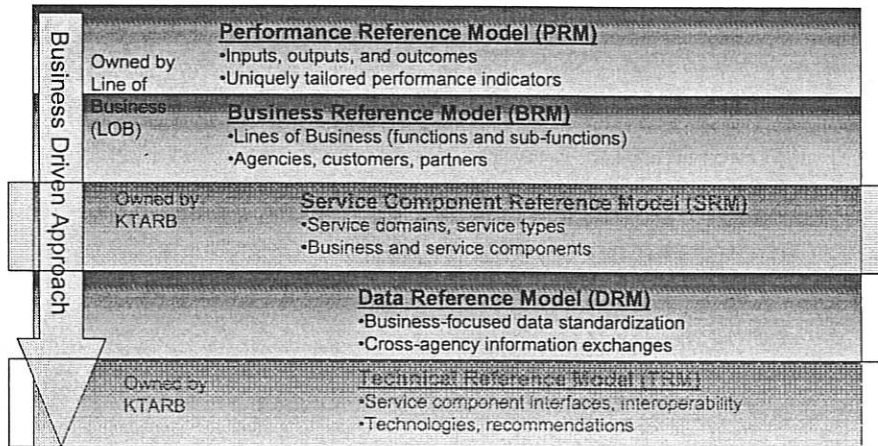
- Continuous oversight of large IT projects
- Increase successful projects
- Reduce project failure
- Identify and mitigate project risks throughout the project lifecycle
- Strengthen an enterprise approach to the management of IT projects by state agencies
- Provide a solid base of certified project managers throughout the enterprise
- Ensure IT projects are conducted in proper project management discipline
- Well-managed project planning and execution
- Project collaboration

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## Enterprise Architecture

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## Kansas Enterprise Architecture



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## Current Efforts

- Examining agency 3-Year IT plan information to develop enterprise models showing communication from State Government to:
  - Citizens
  - Businesses
  - Local / County Government
  - Federal Government
  - Other States

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## Current Efforts

- Developing an Enterprise business model
  - Consistent with other States and the Federal Government
  - Mapping our agencies, systems, functions, and services to this model

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## Outcomes

- To have a better understanding of the enterprise
- To help agencies move from system level support to business driven enterprise service level to recognize:
  - Where services are consistent
  - Where customers are consistent
  - Where data is consistent
  - Where processes/activities are consistent
- Outcomes are inputs into strategic and tactical planning efforts

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## Kansas Information Technology Architecture (KITA)

<http://www.da.ks.gov/itec/KITAMain.htm>

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## KITA Update Process

- Updated KTARB Membership in fall 2005
- Kicked off the KITA Update Process in March 2006
- 14 Subcommittees were staffed by subject matter experts from the state
- A draft KITA was presented to ITAB and RITC and comments were received
- The KITA draft was modified to reflect those comments
- Final KITA draft is presented to ITEC and passed in October 2006

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## Participation

- 86 individuals from 20 different agencies participated in the KITA Update
- Agencies involved include:
  - Administration
  - Juvenile Justice
  - Judicial
  - KBI
  - Corrections
  - Education
  - Health and Environment
  - Labor
  - Revenue
  - Shawnee County
  - Transportation
  - Highway Patrol
  - Historical Society
  - Legislative Admin
  - Legislative Post Audit
  - SRS
  - Emporia State
  - Kansas State
  - University of Kansas
  - KU Medical Center

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## Kansas EA aligns with Federal EA

- KITA supports the Federal Technical Reference Model and Service Reference Model layers
- Kansas will be able to exchange projects, grants and technology components with Federal partners
- KITA has been rebuilt to support Technical Reference Model and Service Reference Model level reporting

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## KITA V11 Contents

### Executive Overview

#### Part 1 Architecture scope, concepts, and objectives

- Chapter 1 Introduction
- Chapter 2 Kansas Enterprise Architecture overview
- Chapter 3 Architecture Governance

#### Part 2 KITA Target summary

- Chapter 4 KITA Targets

#### Part 3 Kansas Technical Reference Model

- Chapter 5 Service Access & Delivery
- Chapter 6 Service Platform & Infrastructure
- Chapter 7 Component Framework
- Chapter 8 Service Interface & Integration

#### Part 4 Kansas Service Component Reference Model

- Chapter 9 Customer Services
- Chapter 10 Process Automation
- Chapter 11 Business Management Services
- Chapter 12 Digital Asset Services
- Chapter 13 Business Analytical Services
- Chapter 14 Back Office Services
- Chapter 15 Support Services

### Appendices

- Kansas Technical Architecture Review Board & Subcommittees
- KITA Version Change Control
- Technical Architecture Policies & Statutes

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## Future Efforts

- KITA online and interactive
- Agency technologies mapped to KITA
- Agency systems mapped to KITA
- Communities of interest collaborate on KITA evolution

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## Outcomes

- Enterprise view of architecture targets
- Enterprise engaged in architecture evolution
- Aging technology risk minimized
- More agencies use common product suites
- More technical skills are transferable across teams and/or agencies
- Cost to do business of IT minimized
- Projects are successful
- Architecture supports strategy

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## Questions and Discussion

For Additional Information  
<http://www.da.ks.gov/kito/>

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