

2023

Executive Branch

3-Year IT Plan Update



Office of Information Technology Services

Submitted by Jeff Maxon
Executive Branch CITO
November 1, 2023

CITO'S MESSAGE



*Jeff Maxon
Executive Branch
CITO*

In accordance with the requirements set forth in K.S.A. 75-7209 (c) and K.S.A. 75-7210, attached is the 2023 Executive Branch Information Technology 3 Year Plan.

I am pleased to submit this year's report, my first as Chief Information Technology Officer, and acknowledge the information technology (IT) accomplishments of Executive Branch agencies.

As Executive Branch IT, our vision is to provide "Anywhere, anytime access to secure Kansas digital resources." The projects in this report represent the continued effort on behalf of each agency to fulfill that vision.

The overall structure of the report remains the same. To recognize the Agencies' achievements and successes in the last year, the report begins with a highlight of success stories for cabinet agencies, non-cabinet agencies, regent universities, and the Office of Information Technology Services (OITS). Additionally, the Executive Branch IT Framework and Objectives, a summary of objectives from this year's report, and each agency's 3-year plan are included.

Introduced in our 2022 3-year plan, agencies listed IT strategic actions and the objectives each action aims to accomplish. This year, the top four objectives across the Executive Branch are Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, and Cybersecurity.

Executive Branch IT is committed to ensuring quality customer service for our citizens, and these goals exemplify our commitment to optimize and deliver secure services quickly and efficiently.

On behalf of all the agencies represented in Executive Branch IT, I want to recognize the great work from the State agency IT offices. Your work makes a difference in the lives of 2.9 million Kansans each and every day, and I thank you for your commitment to serving the public good.

Jeff Maxon

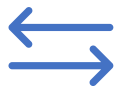
Jeff Maxon, MSIAC, CSSP, CISM
Executive Branch Chief Information Technology Officer

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CABINET SUCCESS STORIES

Kansas Department of Administration (DofA)



➤ **Application Modernization**

Migration to AWS – Successfully migrated PeopleSoft ERP instances (SHARP & SMART) from an on-premises datacenter to Amazon Web Services.

Patch/fix - DofA has continued to implement and maintain the most current releases patches/fixes and enhancements delivered by PeopleSoft.

➤ **Business Process Improvement**

Reporting - Successfully implemented an online mechanism for agencies to report fraud which includes a reporting checklist.

Automation - Continued adoption of electronic signature and business workflow automations (DocuSign). In 2023, DofA added an additional 13 use cases to production.

Staff Development - Built an Agency End User services team tasked with supporting the employees to access the server network and desktop systems. The End User Services team provides effective, efficient, and innovative technology support to the agencies' 400+ employees.

Training - Integration of LinkedIn Learning - Successfully integrated over 9,000 LinkedIn Learning courses in Kansas Learning and Performance Management (KLPM) system. The course catalogs are available to 28 State agencies, which includes over 10,000 employees. Also expanded statewide security awareness to more agencies within KLPM.

Kansas Department of Corrections (KDOC)



➤ **Zoom Use for Residents**

One of the uses KDOC has is to allow offenders to have court hearings from the facility instead of traveling to the hearing site. This not only saves money on travel but allows the agency's officers to remain in the facility.

Kansas Department of Labor (KDOL)



➤ **Staffing**

KDOL successfully staffed all open positions in 2023. This included 17 open positions as well as hiring FTEs to replace contract workers.

➤ **Project Management Office**

KDOL IT has fully implemented a Project Management Office and has begun creating standards for managing projects.

Kansas Department of Revenue (KDOR)



➤ **Modernization**

Implementation of a modernized audit management system for the taxation platform.

Modernization of multiple mainframe legacy tax types into a consolidated tax system.

Hardware replacement and software modernization of taxation database systems.

Kansas Department of Transportation (KDOT)



➤ **Kansas Open Records Request Application**

A web application that allows the public to submit requests for open records and tracks those requests through completion. This is important to the agency as it has a legal obligation to complete its open requests completion in a certain amount of time.

➤ **K-Hub Interfaces**

Work continues on the development of interfaces to the K-Hub system - the interfaces completed to date include Data Warehouse, Significant Work Zones, Maintenance Quality Assurance (MQA), Pavement Management System (PMS), HPMS Pavement Attribute, Highway Performance Monitoring System (HPMS), City Connecting Link, Pavement Sandwich, National Bridge Inspection (NBI), Mileage and Travel Report, Black Book Report, Pavement Layer Viewer, Road Analyzer.

➤ **Records & Workflow Conversion (RWM)**

RWM Team completed the conversion of the workflow software from K2 Blackpearl to FlowWright. This allowed the agency to convert electronic forms away from InfoPath and into web forms. Together, this provides a faster user experience and facilitated removing unsupported software.

Kansas Department of Wildlife & Parks (KDWP)



➤ **SAS Server Upgrade**

KDWP IT worked with a contractor to complete the SAS Server upgrade. During the upgrade the SAS software was upgraded along with reconfiguring the system on virtual machines to provide better resources and user experience.

➤ **Infrastructure Modernization**

KDWP IT worked with OITS and contractors on adding a backup fiber line to the Pratt Operations Office. This line has added the continuity needed for the Pratt Operations office and datacenter to benefit the department and the public. KDWP IT also took this opportunity to modernize equipment (switches, router, etc.) in the datacenter.

NON-CABINET SUCCESS STORIES

Abstracters' Board of Examiners (ABE)



- ABE obtained a State email instead of Gmail.

Kansas Behavioral Sciences Regulatory Board (BSRB)



- Since January 2021, the BSRB has successfully broadcast 124 Board and Advisory Committee meetings, which have been viewed over 4,300, times to the agency's YouTube channel without malicious interference or other technological disruption.
- In FY 2023, the BSRB received federal SPARK funding to purchase an OWL camera for hybrid meetings and to replace a boardroom projector.

Kansas Board of Emergency Medical Services (EMS)



- Firewall replaced, August 2022.
- New Education Module implemented in August 2022, improving education tracking.
- Licensure/ePCR data transfer fully implemented July 28th.
- All current Licensure applications are now submitted online.

Kansas Board of Nursing (KSBN)



- National Award August 2023 – The National Council of State Boards of Nursing (NCSBN) awarded the Kansas State Board of Nursing with the Regulatory Achievement Award that recognizes the member board or associate member that has made an identifiable, significant contribution to the mission and vision of NCSBN in promoting public policy related to the safe and effective practice of nursing in the interest of public welfare. KSBN's regulatory initiatives and advanced technology services were noted as leading factors for this prestigious national recognition. Award information can be found at <https://www.ncsbn.org/news/ncsbn-award-ceremony-honors-outstanding-nurse-regulators> and on KSBN's website at <https://ksbn.kansas.gov/>.

Kansas Board of Tax Appeals (BOTA)



➤ **Court Recordings**

In early 2022, the Board installed a new Zoom Room system in its Regular Division hearing room. This modernization has allowed the board to hold hearings remotely over video to the benefit of both taxpayers and counties. In addition, the modernization enhanced the existing audio capabilities, has largely replaced the legacy FTR audio recording solution, thus allowing for more accurate and more easily obtained hearing records.

In FY 2023, the Board replaced its legacy FTR system. The FTR system is the gold standard in court recording systems currently on the market, and the Board decided the use of the FTR system as its primary court recording device would best fulfill the Board's mandate to keep a clear and accurate record of its regular division hearings. The Board may continue to use the Zoom Room audio recording function as a backup to the newly installed FTR system.

➤ **2023 Successes**

- Updated the Board's website to include nightly automatic hearing calendar updates for Regular and Small Claims.
- Implemented O365 calendar integration with the Board's case management system.
- Acquired funding which will allow the Board to begin its modernization initiatives.
- Purchased Dell hardware to refresh the Board's computer equipment.
- The Board finalized plans to upgrade its secondary hearing room. Finalized plans to upgrade the FTR audio recording system in both hearing rooms.

➤ **2022 Successes**

- The Board worked with an outside vendor to install a long-overdue update to its case management system.

The Board worked with OITS to migrate a large subset of its data from a local server to the cloud based One Drive system offered through OITS.

The Board hired a full-time IT manager.

Kansas Board of Veterinary Examiners (KBVE)



- The agency worked very successfully to allow all employees to telework and the agency is blessed with an excellent staff. The team works together very efficiently and utilizes IT available to enhance each employees' job.
-

Kansas Commission on Veterans' Affairs Office (KCVAO)



- Updated all Kansas Veterans Cemetery find a grave kiosks. Allows for visitors to find the graves of their loved ones. They are now in operational status.
-

Kansas Corporation Commission (KCC)



- Major version upgrade to KCC agency website software updating page templates to support the most current version of the content manager.
 - The Pipeline Safety Database System utilized by the Utilities Pipeline Safety division has been modernized to resolve long standing issues with the legacy system.
 - The agency's non-RBDMS file shares have been successfully migrated to OpenText Content Server to provide an enhanced search capability, versioning, and retention schedules.
 - The agency's existing Active Directory (AD) environment has been successfully restructured to better facilitate integrated authentication with third-party applications, streamline work processes, ease the management of Group Policy, and to improve endpoint management and monitoring.
-

Kansas Division of the Budget (Budget)



- The Division placed its first order through OITS' Desktop as a Service program in July 2023 to replace all assigned agency laptops that were purchased at the beginning of the pandemic in March 2020.

Kansas Division of the Child Advocate (KDCA)



- Start-up story
- Website set-up

Kansas Human Rights Commission (KHRC)



- In July and August 2023, the Kansas Human Rights Commission transitioned from its own network servers to the OITS managed OneDrive environment. Work was completed in collaboration with and guidance from OITS.
- The Kansas Human Rights Commission continued to provide a hybrid environment to designated employees, thereby allowing employees focused telework time, while the agency continued to achieve its mission and was responsive to the public it serves.
- The Kansas Human Rights Commission successfully transitioned its in-person trainings to Microsoft Teams and Zoom virtual trainings during the coronavirus pandemic. Although offerings of in-person trainings resumed in FY 2023, some organizations continued to request virtual trainings due to being geographically distant from a KHRC office or requesting simultaneous training in different locations. In FY 2023, 25% of the individuals receiving training through KHRC presentations did so through a virtual format.
- The Kansas Human Rights Commission's Online Harassment Prevention Training continued in Fiscal Year 2023, with 9,510 individuals completing the training in the referenced period.

Kansas Judicial Council (KJC)



- The Kansas Judicial Council provided a portion of its employees the ability to telework, while still working to achieve its mission and being responsive to the public it serves in 2020 to present.
- In 2023, the Judicial Council successfully relocated offices within the Judicial Center to better serve board members' participation at meetings and with little to no disruption of services to the public.

- Upgraded software used for website development in fiscal year 2022.
 - In close partnership with OITS, successfully migrated into the OITS environment in 2021.
-

Kansas Office of the Governor (GOV)



- Replaced aging hardware.
-

Kansas Office of the State Bank Commissioner (OSBC)



- The OSBC recently completed an improved invoicing system for tracking and sending invoices for assessment fees to some of its regulated entities. This system has replaced what was primarily a manual process - creating a more long-term sustainable system and greatly reduced the margin for error.
 - The OSBC completed a second integration between the Nationwide Multistate Licensing System (NMLS) and the agency system. This integration allows the agency to import daily payment information into the state system automatically - removing manual data entry that can, during renewal season, be 100s or 1000s of entries a day. This automation has cleared up licensing analysts to focus on other projects and has improved data accuracy and tracking.
-

Kansas Sentencing Commission (KSSC)



- The KSSC has spent the last year developing software to digitize statewide criminal sentencing forms that it is statutorily required to maintain. A vendor was hired to develop the application with KSSC staff and integrate it with the Office of Judicial Administration's eFile system so that felony sentencing documents can be electronically filed with the district court. It is currently being piloted in two counties. The app will enable the KSSC to capture all data contained in the forms for analyses and output to the Governor, legislature, KDOC, the public and other partners.

Kansas State Board of Examiners in Optometry (KSSBEO)



- Board members all have state laptops and Office 365.

Kansas State Board of Indigents' Defense Services (SBIDS)



- BIDS IT has completed major network infrastructure upgrades to mitigate any potential security risks while providing staff with up-to-date technology, increasing performance and reliability.

Kansas State Board of Technical Professions (KSBTP)



- Plan to upgrade agency's website.
- Hardware refresh for staff and board.

Kansas State Fair Board (KSF)



- Completed a clean-up of the server and removed old equipment.

Kansas State Library (KSLIB)



- Implemented palace project that will allow for a single downloadable reader for digital books.

Office of State Long-Term Care Ombudsman (LTCO)



- The LTCO published its annual report for the 2022 year, covering October 1 – 2021-September 30, 2022. The publican can be viewed online at <https://ombudsman.ks.gov/resources/publications>.

REGENT SUCCESS STORIES

Emporia State University (ESU)



➤ **Implementation of Projects and Improving Information Security**

- Internal safety camera project
- Multi-factor authentication for students
- Disaster recovery site running authentication in a hot state.
- A strong culture of cross training and elimination of knowledge silos within the IT department.
- Centralized deployment of campus computers
- Moving to a Zero-Based Budget model
- Many of ESU's newer projects are focused on evaluating and improving campus' information security, which is supported by the University's recent pen test and upcoming NIST/CSF and PCI tests. The University is also implementing Duo Multifactor for Students after the successful implementation of Duo for Faculty/Staff accounts. The Duo for Students project included an update to Duo Universal Prompt as well. Security improvements go beyond just cybersecurity and includes adding and updating interior cameras in all campus buildings. Evaluating tools to implement that will increase student success, retention, and increase enrollment by adding a student success CRM (EAB Navigate), and an SEP (student education planner). Finally, the University is improving infrastructure and applications by evaluating current processes (i.e. phones on campus) and upgrading those options to cloud-based services (e.g. phones to WebX and Oracle Cloud).

Kansas State University (KSU)



➤ **Managing a Portfolio of 100+ Projects**

- K-State IT has managed a portfolio of 100+ projects while also managing a monthly ticket volume average of 4,000 requests, serving 200 departments, 10,000 employees, and 20,000 students.
- Partnered with campus stakeholders to select and launch a new digital signage app to provide better pricing and functionality for campus communications.
- Completed multiple regulatory upgrades in K-State's ERP systems, providing new functionality and more secure environments for critical K-State systems.
- Collaborated with KCCTO (Kansas Child Care Training Opportunities) to select and implement new technology to improve communications to 36k+ Kansas contacts, for almost 400 childcare facilities.
- Partnered with campus stakeholders to select and implement a digital badge solution to provide the structure and technology of sharing micro credentials for credit and non-credit courses with employers.
- Completed a Contract Lifecycle Management project in partnership with Financial Services to provide the technology that supports contract review workflows and a primary source of contracts that can be leveraged by K-State and other state employees.
- Refreshed multiple classrooms and conference spaces with new technology, providing a better student and employee experience.
- Implemented Duo (multi-factor authentication) for K-State student populations, providing increased digital security to the entire student population.

Pittsburg State University (PSU)



➤ **Student Financial Planning**

- The student financial planning implementation has met every milestone with great success. Both IT and Functional teams have worked diligently to bring a modern, reliable Financial Aid system to the forefront for PSU's students. The final milestone will be disbursement in the fall of 2023.
- The selection and signing of a contract for a new Student Information System to replace the legacy system with code from the 80's as well as the selection of implementation partner to assist in this implementation, are both huge achievements for PSU. Making these decisions, dedicating the time/funding, and re-engineering processes to put this system in place is a once in a career moment for many of the staff. This choice will remove obstacles that students now face and lead to a more seamless experience for students.

➤ **Campus Communications**

- Creating a new way to mass email the campus by migrating away from Bulk E to Outlook Lists has been a big shift for PSU. The goal was to communicate more effectively across campus by creating fewer but more meaningful mass messages.

➤ **Additional Successes**

- Data Center Upgrade
- Administrative System Upgrade
- Academic Affairs Data and Classification Reorganization
- MFA for all employees completed
- Implementation of new Physical Plant ticketing system
- Infrastructure update of campus fiber (from weakening tunnel system to buried conduit)
- Implementation of School of Nursing simulation hospital IT needs
- Transition from Google Suite to Outlook for students and emeritus employees
- Transition from Google Suite to personal email for alumni and former employees
- Wi-Fi upgrade

University of Kansas (KU)



➤ Learning Management System Transition

- After 20 years with Blackboard as its learning management system, KU transitioned to the Canvas LMS (Infrastructure). Blackboard announced in 2020 that it would no longer support self-hosted platforms, so the effort and disruption of migrating to a new platform was inevitable whether KU stayed with Blackboard or moved to another platform. With that knowledge, KU's Academic Systems Steering Committee (ASSC) assessed the options and unanimously recommended that KU adopt Canvas. KU and KU IT leadership supported the choice, and transition planning began. In December 2020, we signed a contract with Infrastructure. In spring of 2021, an early adopter group of KU instructors began using Canvas in live courses. From summer 2021 to fall 2022, all KU courses had both Blackboard and Canvas course shells created, and instructors had the choice of which LMS to use. Over that 18 months, KU IT's Ed Tech team provided both in-person and online training. The Spring 2023 semester was the first semester with all courses having only Canvas online shells created. Past Blackboard courses will not be available after September 30, 2023, when the contract with Blackboard ends. KU will continue to preserve Blackboard course archives for the five-year retention period required by university policy.

OFFICE OF INFORMATION TECHNOLOGY SERVICES (OITS) SUCCESS STORIES

➤ Legislation

During the 2023 legislative session, a law was passed that included mandatory reporting to the Kansas Information Security Office (KISO) for any Kansas public entities and government contractors that experience a significant cybersecurity incident. Mandatory reporting helps the KISO safeguard the State network and its systems while also providing help to public entities.



Additionally, legislation gave the Chief Information Security Officer the authority to set cybersecurity policies and standards for Executive Branch agencies. The KISO can now audit Executive Branch agencies for compliance with cybersecurity laws and policies as well.

The agency was also successful in legislatively changing the definition of a reportable IT project. The definition changed from a monetary threshold to a risk based definition that allows for the Kansas Information Technology Office (KITO) to have more insight into State IT projects.

➤ Cybersecurity Resources

In 2023, the Kansas Legislature increased funding and staffing for the KISO to provide enterprise cybersecurity services to Executive Branch agencies at no additional cost to the agencies.

➤ Generative Artificial Intelligence (AI) Policy

OITS implemented a Generative AI policy for Executive Branch agencies in the summer of 2023. The policy provides guardrails for how to use Generative AI safely and responsibly. Kansas was one of the first states to adopt such a policy and it has been reference as a guide for other states as they discuss how to address Generative AI.

➤ ARPA Funding

OITS was the recipient of ARPA funding from the State to support enterprise services.

- **Inaugural 2022 Kansas Public Sector Cybersecurity Summit**

The KISO hosted its first annual Kansas Public Sector Cybersecurity Summit in 2022 with 200 attendees from State and local governments, K-12, higher education, and other critical infrastructure partners to begin building a statewide cyber community. The second annual event was hosted in September 2023 with continued success.
- **Agency Migrations**

OITS successfully migrated 3 agencies into the OITS supported network. The efforts included migrating multiple end-user devices, IP phone lines, printers, and servers. Agencies migrated were the Kansas Adjutant General, Kansas Division of Emergency Management, and the Kansas Human Rights Division.
- **Optical Networking Services Refresh**

OITS successfully replaced end of life and unsupported Cisco Optical Network (ONS) equipment that connects the main OITS data center locations (LSOB, TODC, ESOB) together via a fiber optic network infrastructure. OITS replaced Cisco 15454 series ONS equipment with the recommended Cisco NCS 2000 replacement equipment at our three ONS sites (LSOB, TODC, and ESOB).
- **KANWIN Router Refresh**

OITS successfully replaced end of life and unsupported network routers that connect agency sites to the statewide network.
- **Mobile Device Management Platform**

To create consistency, standardize endpoint security, and empower technical staff and clients by giving them the ability to manage devices in alignment with our mission throughout the entire state of Kansas, OITS successfully implemented a device management solution for agency mobile phones. This included developing a framework for all agencies, the implementation of Intune UEM and enrollment of agency mobile phones.
- **KITO Approval and Reporting System (KARS)**

Implementation of a new application to facilitate the modernized KITO approval & reporting process: KITO Approval and Reporting System (KARS). This system is an implementation of the ServiceNow Strategic Portfolio Management (SPM) module. KARS is available not only for agency use for reportable projects, but also as an option for their primary project management tool.

➤ **Desktop as a Service (DTaaS)**

OITS successfully negotiated and implemented leasing program for laptops/desktops through Dell Financial Services to be used by all Executive Branch agencies.

➤ **Cyber Defense Magazine's Top Global CISO Two Years Running 2022 and 2023**

Jeff Maxon was named as a Top Global CISO in 2022 and 2023. Awarded to innovative CISOs with unparalleled success in communicating with their boards and senior level executives, detecting, and stopping breaches and data loss, complying with regulations, and building powerful risk reduction programs for their organizations.

➤ **National Association of State Chief Information Officers (NASCIO) 2023 State Technology Innovator Award**

The State's Chief Information Technology Architect, Alex Wong, received NASCIO's 2023 State Technology Innovator Award at NASCIO's annual conference in October 2023. The award honors outstanding individuals who have made contributions to advance state technology through the promotion of best practices, adoption of new technologies or advancements in service delivery. Recipients have an active role in the implementation or oversight of IT innovations.

➤ **Topeka's Top 20 Under 40**

Jeff Maxon is a 2023 recipient of Topeka's Top 20 Under 40 for his service in leading the state's information technology and cybersecurity efforts to ensure Kansas citizens have access to secure digital government resources. The award also honors his ongoing service in the Kansas Air National Guard and his volunteer work in the community as a volunteer in youth sports teams and with his church's youth group. The award recognizes members of the Topeka/Shawnee County Community for their commitment and contributions both professionally and personally.

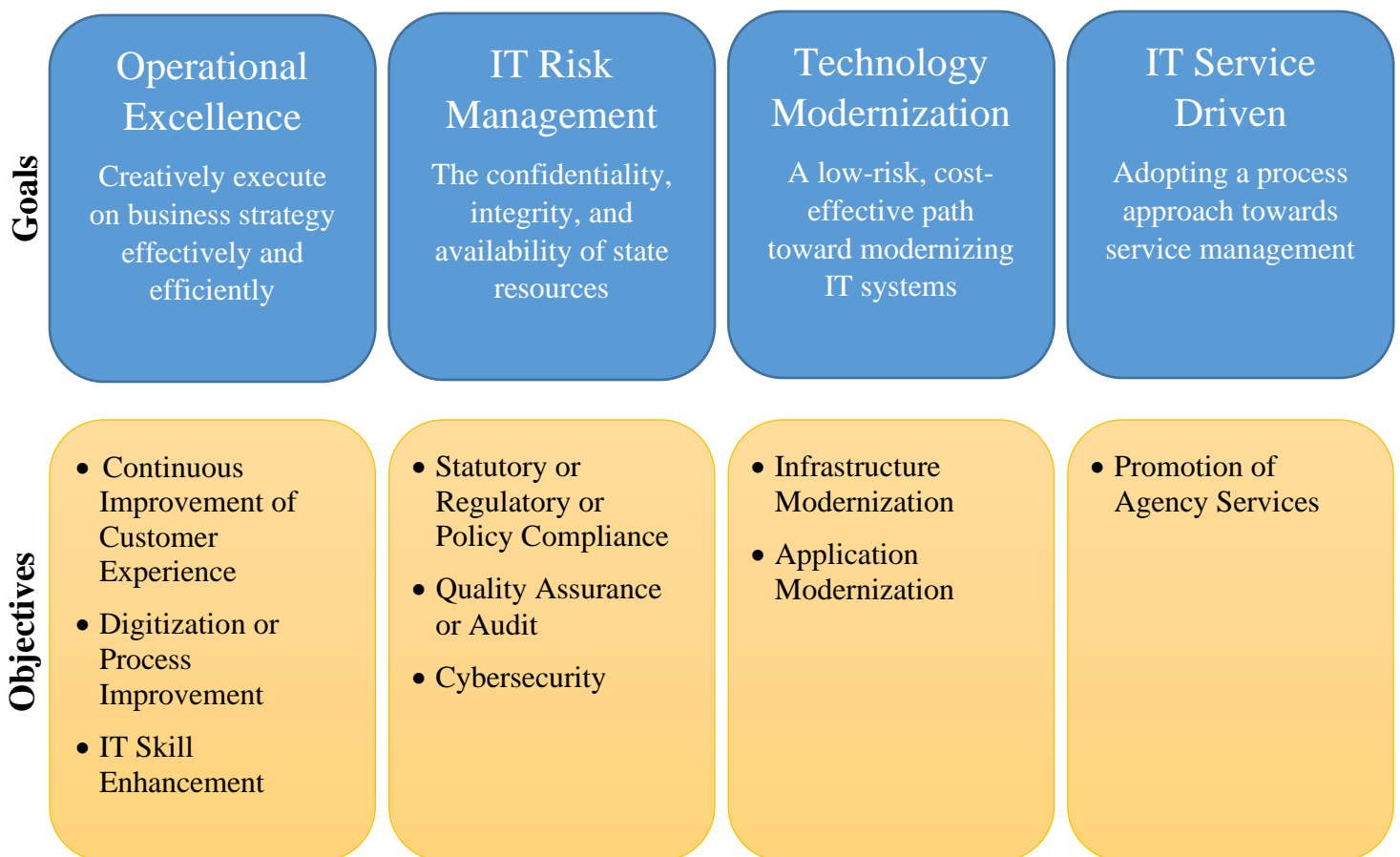
➤ **Women We Admire**

Tanya Rodriguez-Heffel, Chief Technology Officer, was named as one of the Top 50 Women Leaders in Technology for 2023, by Women We Admire. This honor goes to women in the technology space that have broken down barriers and shattered stereotypes.

EXECUTIVE BRANCH IT FRAMEWORK & OBJECTIVES

Executive Branch IT is in its third year utilizing the 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.

As more agencies align their projects to the Strategic Framework and the predetermined set of objectives that were introduced last year, there's more clarity on how each objective supports the Executive Branch IT Goals. The diagram below illustrates the relationship between these goals and objectives.

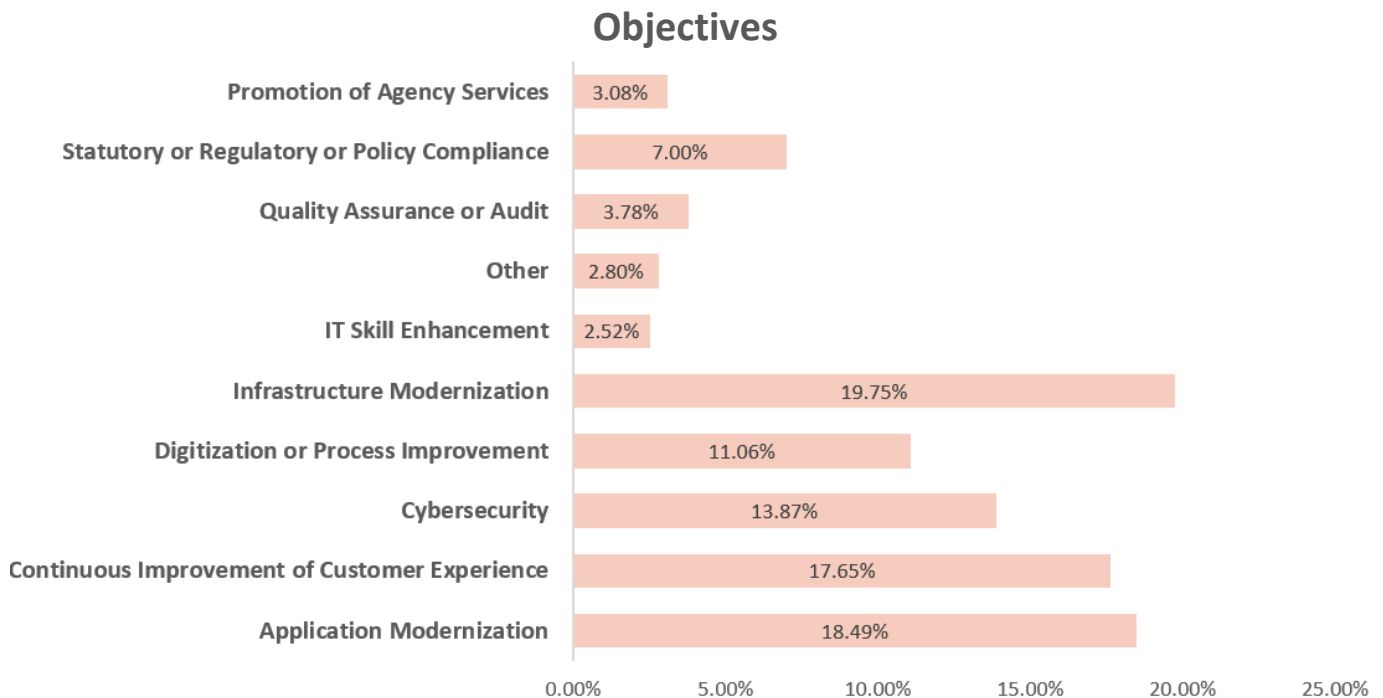


In this reporting period, a total of 438 IT strategy actions were submitted from all agencies in the Executive Branch.





Starting in 2022, we asked agencies to identify the objectives of the IT strategic actions as listed below:

- Statutory or Regulatory or Policy Compliance
- Continuous Improvement of Customer Experience
- Promotion of Agency Services
- Digitization or Process Improvement
- Quality Assurance or Audit
- Cybersecurity
- Infrastructure Modernization
- Application Modernization
- IT Skill Enhancement
- Other

Analyzing the results of the objectives identified by agencies allows us to understand what agencies aim to achieve in the next three years and provides us a better understanding of how resources are allocated. The table below shows the distribution of these objectives.



Top objectives:

-  20% – Infrastructure Modernization
-  18% – Application Modernization
-  18% – Continuous Improvement of Customer Experience
-  14% – 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.

OITS ENTERPRISE LEVEL	23
ADMINISTRATION	28
AGING AND DISABILITY	33
AGRICULTURE	39
CHILDREN AND FAMILIES	42
COMMERCE	48
CORRECTIONS	53
HEALTH AND ENVIRONMENT	58
HIGHWAY PATROL	62
LABOR	66
REVENUE	70
TRANSPORTATION	73
WILDLIFE AND PARKS	77

Office of Information Technology Services (OITS)

Agency/Organization Leadership:

Jeff Maxon

Chief Information Technology Officer (CITO)

Tanya Rodriguez-Heffel

Chief Technology Officer

Shelia Johnson

Chief Experience Officer

Jeff Maxon

Chief Information Security Officer

Alex Wong

Chief Information Technology Architect

Agency Information:

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

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

Budget: \$69,798,754

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

Goals and 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, and Security Services

Agency Number: 335

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

Number of Employees: 126

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This agency is supported by OITS.

Office of Information Technology Services



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Infrastructure Services	SoK Cloud Infrastructure	Infrastructure Modernization		[Bar spanning 2023, 2024, and 2025]		
Infrastructure Services	KanWin Optical Network Refresh	Infrastructure Modernization		[Bar in 2023]		
Infrastructure Services	KanWin Router Refresh	Infrastructure Modernization		[Bar in 2023]		
Infrastructure Services	KANWIN - Wi-Fi Network Modernization	Infrastructure Modernization	R&D: Funding KPI: User experience, Network Performance Coverage and Signal Strength	[Bar spanning 2023, 2024, and 2025]		
Infrastructure Services	Website Modernization Phase I	Infrastructure Modernization, Application Modernization	R&D: Staff & Agency Engagement	[Bar spanning 2023 and 2024]		

Office of Information Technology Services

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Road map		
				2023	2024	2025
Infrastructure Services	Managed Data Center as a Service Solution	Cybersecurity, Infrastructure Modernization, Continuous Improvement of Customer Experience	R&D: Staff & Agency Engagement KPI: Infrastructure Stability, Service Availability	[Blue bar spanning 2023, 2024, and 2025]		
Infrastructure Services, Security Services	KANWIN - Advanced Network Monitoring Modernization	Infrastructure Modernization, Cybersecurity	R&D: Funding	[Blue bar spanning 2023, 2024, and 2025]		
IT Project Monitoring & Reporting	KITO Modernization	Digitization or Process Improvement, Application Modernization	R&D: Agency Adoption & Engagement	[Blue bar in 2023]		
Professional Services	End Point Management	Cybersecurity	R&D: Agency Adoption	[Blue bar in 2023]		
Professional Services	Enterprise Licensing Platform	Digitization or Process Improvement, Application Modernization, Continuous Improvement of Customer Experience	R&D: Agency Adoption & Engagement KPI: Customer adoption, Accessibility and User Experience, Process Improvement and Efficiency, Reporting and Analytics, Security and Data Protection	[Blue bar spanning 2023, 2024, and 2025]		

Office of Information Technology Services

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Professional Services	IT Service Management: ServiceNow Expansion	Continuous Improvement of Customer Experience	R&D: Agency Adoption & Engagement KPI: Process improvement and efficiency, User Satisfaction, Reporting and Analytics	[Blue bar spanning 2023, 2024, and 2025]		
Security Services	Disaster Recovery and Business Continuity	Cybersecurity, Statutory or Regulatory or Policy Compliance	R&D: Agency Adoption & Engagement KPI: Communication Effectiveness, Resource Allocation Efficiency, Critical Process Identification	[Blue bar spanning 2023 and 2024]		
Security Services	Enterprise Disaster Recovery System Architecture	Cybersecurity, Infrastructure Modernization, Statutory or Regulatory or Policy Compliance	R&D: Agency Adoption & Engagement KPI: Incident Resolution and Response Time, Failover and Failback time, Recovery Time Objective (RTO) and Recovery Point Objective (RPO):	[Blue bar spanning 2023 and 2024]		
Security Services	End Point Detection and Response	Application Modernization, Cybersecurity	R&D: Agency Adoption & Engagement KPI: Agency Adoption, Deployment Rate, Threat Detection Rate	[Blue bar spanning 2023 and 2024]		
Security Services	Firewall Infrastructure Upgrade	Cybersecurity, Infrastructure Modernization	R&D: Staff & Agency Engagement	[Blue bar spanning 2023 and 2024]		

Office of Information Technology Services

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Security Services, Infrastructure Services	Identity & Access Management (IAM) - Phase 1	Cybersecurity, Application Modernization, Continuous Improvement of Customer Experience	R&D: Both implementation and operational funding KPI: Security and Incident Response, Compliance Adherence, Password Management			

Kansas Department of Administration (DOA)

Agency/Organization Leadership:

Adam Proffitt
Secretary

Kraig Knowlton
Deputy Secretary

Frank Burnam
Deputy Secretary

Samir Arif
Chief of Staff

Pat Doran
Chief Counsel

Josh White
Chief Information Officer (CIO)

Sherita Jackson
Director of Printing, Mailing & Surplus Property

Todd Herman
Director of Procurement and Contracts

Jennifer Flory
Director of State Employee Health Benefits Program

Tamara Emery
Director of Financial Management

Nancy Ruoff
Director of Accounts & Reports

Agency Information:

Vision: N/A

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

Budget: \$810,800,000

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

Goals and Objectives: N/A

Agency Business Units: Chief Counsel, Chief Financial Officer, Facilities and Property Management, Public Affairs, Personnel Services, Printing and Mailing, Procurement and Contracts, Surplus Property and Systems Management

Agency Number: 173

Agency Funding Mechanism(s): State General Fund (SGF), Assorted Fee funds

Number of Employees: 464

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: Enabling a future where analytical thinking powers innovation, effective communication fuels collaboration, efficient development propels progress, and dependable help paves the way for success.

Mission: Empowering Through Effective, Efficient, and Innovative Technology Solutions.

Budget: \$6,375,000

Number of Employees: 19

Kansas Department of Administration



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Enhancing Information Security Program	Statutory or Regulatory or Policy Compliance, Cybersecurity	R&D: Establish Information Security Program Uncovering Additional Costs KPI: Reduction in and Timely Reporting of Security Incidents Increase Application MFA Reduce # of Vulnerabilities	[Blue bar spanning 2023 and 2024]		
All Services	Agency Wide Document Management System	Continuous Improvement of Customer Experience	R&D: Legislative Change Requiring Re-Allocation of Resources KPI: Improved Document and Process Management	[Blue bar spanning 2024 and 2025]		
All Services	Business Application Modernization	Application Modernization	R&D: End-User Acceptance, Staff Development, Agency Resource Constraints KPI: Resilient, Scalable Applications Reduce Costs in Deployment and Storage Improved Business Automations and Workflow	[Blue bar spanning 2023, 2024, and 2025]		
Human Resources, Information Technology	Enhancing Learning and Performance Management System	Continuous Improvement of Customer Experience, Application Modernization	R&D: Agency Resources Constraints User Acceptance KPI: Improved Learning Opportunities and Performance Management Process	[Blue bar spanning 2023 and 2024]		
Information Technology	Implement Licensing Verification Portal	Statutory or Regulatory or Policy Compliance	R&D: End-User Acceptance Staff Development Agency Resource Constraints KPI: Customer Satisfaction Accurate and Faster Reporting	[Blue bar spanning 2023, 2024, and 2025]		

Kansas Department of Administration

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Road map		
				2023	2024	2025
Information Technology	Identity and Access Security Platform	Quality Assurance or Audit	R&D: End-User Acceptance Staff Development Agency Resource Constraints KPI: Access Analysis and Certifications Timely Provisioning Risk Quantifications Enhanced Activity Tracking	[Blue bar spanning 2023 and 2024]		
Information Technology	Cloud Maturity / Training	IT Skill Enhancement	R&D: Application Maturity End-User Acceptance Budgetary Constraints KPI: Reduce Application Costs Reduce DR and Backup Times Increase Mobility and Scalability	[Blue bar spanning 2023, 2024, and 2025]		
Information Technology	Streamlining IT Support of ERP	Other	R&D: Agency Resource Constraints KPI: Improved IT ERP Dev/Test Cycle Faster Detection and Resolution of Issues and Defects		[Blue bar spanning 2024 and 2025]	
Information Technology	Establish Hardware and Software Asset Inventory Process	Quality Assurance or Audit	R&D: Staff Development KPI: Accurate & Faster Reporting Improved Auditing Capabilities	[Blue bar in 2023]		
Information Technology Strategic Initiatives	Agency IT Project Management	IT Skill Enhancement	R&D: End-User Acceptance Staff Development Agency Resource Constraints KPI: Increased Focus on Project Tasks and Deliverables Reduce Project Resources and Timelines Faster Detection and Resolution of Issues	[Blue bar spanning 2023 and 2024]		

Kansas Department of Administration

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology, Facilities and Property Management	Modernize Capitol Complex Security System	Infrastructure Modernization	R&D: Agency Resource Constraints Supply Chain Constraints KPI: Improved Quality of Security Ecosystem	[Activity]		
Procurement, Financial Management, Accounts and Reports, Information Technology	Enhancing Procurement and E-Supplier Features	Continuous Improvement of Customer Experience, Promotion of Agency Services	R&D: Changes in Needs for Other Agencies KPI: Increased Bidder and Vendor Registrations Reduce Procurement to Pay Times		[Activity]	

Kansas Department of Aging and Disability Services (KDADS)

Agency/Organization Leadership:

Laura Howard
Secretary

Tom Pagano
Chief Information Officer (CIO)

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: The Kansas Department for Aging and Disability Services mission is to protect Kansans, promote recovery and support self-sufficiency.

Budget: \$2,302,423,752

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

Goals and 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 Number: 39

Agency Funding Mechanism(s): Federal Funds, State General Fund (SGF)

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, KDCF, the State Hospitals and the Citizens of Kansas.

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






Budget: \$8,231,023

Number of Employees: 36






Kansas Department for Children and Families & Department for Aging and Disability

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Data Governance	Statutory or Regulatory or Policy Compliance		[Bar spanning 2023 to 2025]		
Behavioral Health	BHS Data Collection	Digitization or Process Improvement		[Bar spanning 2023 to 2024]		
Child Support Services	Child Support Services Replatforming Modernization	Application Modernization, Infrastructure Modernization		[Bar spanning 2023 to 2025]		
Financial & Information Services Commission	KAMIS Analysis	Digitization or Process Improvement		[Bar spanning 2023 to 2024]		
Information Technology	SharePoint Upgrade	Continuous Improvement of Customer Experience		[Bar spanning 2023 to 2024]		

Kansas Department for Children and Families & Department for Aging and Disability

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology	Strengthen Cybersecurity Posture with KISO	Cybersecurity				
Information Technology	Identity and Access Management	Application Modernization, Cybersecurity				
Information Technology	Establish Enterprise Architecture strategy	Continuous Improvement of Customer Experience				
Information Technology	Improve Vendor Management Capability	Continuous Improvement of Customer Experience				
Information Technology	Microsoft Azure Training	IT Skill Enhancement	R&D: Staff Availability			

Kansas Department for Children and Families & Department for Aging and Disability

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology	Align PMO Activities with Agency's Strategy	Continuous Improvement of Customer Experience				
Information Technology	Azure Cloud Adoption	Infrastructure Modernization	R&D: OITS Resources, Staff Availability, Project Dependency			
Information Technology	Server Modernization	Infrastructure Modernization	R&D: Other Agency Competing Priorities			
Information Technology	Develop Service Offerings Catalog (Including Application Portfolio)	Continuous Improvement of Customer Experience				
Information Technology	Network Modernization	Infrastructure Modernization				

Kansas Department for Children and Families & Department for Aging and Disability

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Operations	Data Warehouse Services	Infrastructure Modernization	R&D: Agency & IT Staffing			
Prevention & Protection Services	Comprehensive Child Welfare Information System Update (CCWIS/PPS)	Continuous Improvement of Customer Experience	R&D: Partnership with Vendors & State Agencies			
Rehabilitation Services	Kansas Management Information System (KMIS) Planning	Application Modernization				
State Hospitals	State Hospital & SUD Electronic Health Record (EHR)	Application Modernization				

Kansas Department of Agriculture (KDA)

Agency/Organization Leadership:

Mike Beam
Secretary

Kelsey Olson
Deputy Secretary

Stephanie Kramer
Chief Counsel

Shawn Lane
Chief Information Officer (CIO)

George Blush
Director of Agribusiness Services Division

Agency Information:

Vision: Kansas will be 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, agribusiness and the consumers/customers they serve;
- Advocating for and promoting the agriculture industry, the state's largest industry, employer and economic contributor; while
- Supporting Kansas and its citizens by ensuring a safe and sustainable food supply, protecting public health and safety conserving water and other natural resources, protecting animal and plant health, and providing consumer protection to the best of our ability.

Budget: \$56,127,607

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

Goals and Objectives:

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

- Improving customer service and compliance education for all customers and licensees;
- Streamlining and automating internal and external systems and continuing to identify opportunities for program and agency efficiencies in daily business activities;
- Performing daily responsibilities effectively and efficiently with a focus on customers served and cross training when appropriate;
- Evaluating and adjusting program, division and agency structure to continually improve effectiveness and efficiency;
- Eliminating unnecessary and outdated regulations and/or agency activities;
- Enhancing internal communications and professional development opportunities for agency staff;
- Recruiting and retaining high quality employees - the right people, doing the right thing, with the right attitude

- Continuing to build upon a commonsense policy and regulatory agenda and influencing federal policy issues in accordance with industry needs and interests;
- Growing agriculture in the state, eliminating barriers to growth, developing workforce and building marketing activities in-state, out-of-state and globally;
- Developing strategic partnerships with Kansas State University and other potential partners to better serve Kansans and the agriculture industry; and
- Advocating for agriculture at all levels and providing industry outreach

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

Agency Number: 046

Agency Funding Mechanism(s):

- | | |
|--|--|
| <ul style="list-style-type: none"> ➤ Agricultural Preparedness (Homeland) ➤ Alternative Crop Research Fee Fund ➤ Animal Dealers Fee Fund ➤ Animal Disease Control Fee Fund ➤ Animal Feed Regulatory Program-Dairy ➤ Animal Feed Regulatory Program-Lab ➤ Chemigation Fee Fund ➤ Dairy Fee Fund ➤ FDA Enhanced Produce Safety ➤ FDA ISO/IEC Accreditation ➤ Feeding Stuffs Fee Fund ➤ FEMA CTP ➤ FEMA Dam Safety ➤ FEMA Floodplain ➤ Fertilizer Fee Fund ➤ Food Safety Fee Fund ➤ General Fee Fund ➤ Laboratory Equipment Fee Fund ➤ Laboratory Testing Services Fee Fund ➤ Legal Services Fees ➤ Livestock Brand Fee Fund ➤ Livestock Market Brand Inspection Fee Fund | <ul style="list-style-type: none"> ➤ Market Development ➤ Meat & Poultry Fee Fund ➤ Pesticide Use Fee Fund ➤ Petroleum Inspection Fee Fund ➤ Plant Protection Fee Fund ➤ State General Fund o 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: 2,940,000

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: 5

Kansas Department of Agriculture



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Agency-wide	File Server Reorganization	Continuous Improvement of Customer Experience				
Agency-wide	Migration to Azure Cloud	Infrastructure Modernization	R&D: Agency Funding			
Meat & Poultry	Meat & Poultry Inspection (MPI) Application	Application Modernization	R&D: Program Funding KPI: Improved Process Efficiency			
Pesticide & Fertilizer; Weights & Measures	Customer Service and Complaint Application Upgrade	Digitization or Process Improvement Continuous Improvement of Customer Experience	KPI: Faster Response Time			
Plant Protection & Weed Control; Dairy & Feed; Grain Warehouse; Meat & Poultry	Agriculture Information Management Service (AIMS) Modernization	Application Modernization, Digitization or Process Improvement	KPI: Improved Process Efficiency			

Kansas Department of Children and Families (DCF)

Agency/Organization Leadership:

Laura Howard
Secretary

Tom Pagano
Chief Information Officer (CIO)

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.

Budget: \$1,140,540,983

Website: <http://www.dcf.ks.gov/>

Goals and Objectives:

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

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

Agency Funding Mechanism(s): State General Fund (SGF), Mix of funds including Federal matching

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, KDCF, the State Hospitals and the Citizens of Kansas.

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

Budget: \$41,543,585

Number of Employees: 127






Kansas Department for Children and Families & Department for Aging and Disability

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Data Governance	Statutory or Regulatory or Policy Compliance		[Blue bar spanning 2023, 2024, and 2025]		
Behavioral Health	BHS Data Collection	Digitization or Process Improvement		[Blue bar spanning 2023 and 2024]		
Child Support Services	Child Support Services Replatforming Modernization	Application Modernization, Infrastructure Modernization		[Blue bar spanning 2023, 2024, and 2025]		
Financial & Information Services Commission	KAMIS Analysis	Digitization or Process Improvement		[Blue bar spanning 2023 and 2024]		
Information Technology	SharePoint Upgrade	Continuous Improvement of Customer Experience		[Blue bar spanning 2023 and 2024]		

Kansas Department for Children and Families & Department for Aging and Disability

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Road map		
				2023	2024	2025
Information Technology	Strengthen cybersecurity posture with KISO	Cybersecurity		[Bar spanning 2023 to mid-2024]		
Information Technology	Identity and Access Management	Application Modernization, Cybersecurity		[Bar spanning 2023 to 2025]		
Information Technology	Establish Enterprise Architecture strategy	Continuous Improvement of Customer Experience		[Bar in 2023]		
Information Technology	Improve Vendor Management capability	Continuous Improvement of Customer Experience		[Bar in 2023]		
Information Technology	Microsoft Azure Training	IT Skill Enhancement	R&D: Staff Availability	[Bar spanning 2023 to 2025]		

Kansas Department for Children and Families & Department for Aging and Disability

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology	Align PMO activities with Agency's strategy	Continuous Improvement of Customer Experience				
Information Technology	Azure Cloud Adoption	Infrastructure Modernization	R&D: OITS Resources, Staff Availability, Project Dependency			
Information Technology	Server Modernization	Infrastructure Modernization	R&D: Other Agency Competing Priorities			
Information Technology	Develop service offerings catalog (including application portfolio)	Continuous Improvement of Customer Experience				
Information Technology	Network Modernization	Infrastructure Modernization				

Kansas Department for Children and Families & Department for Aging and Disability

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Operations	Data Warehouse Services	Infrastructure Modernization	R&D: Agency & IT Staffing			
Prevention & Protection Services	Comprehensive Child Welfare Information System Update (CCWIS/PPS)	Continuous Improvement of Customer Experience	R&D: Partnership with Vendors & State Agencies			
Rehabilitation Services	Kansas Management Information System (KMIS) Planning	Application Modernization				
State Hospitals	State Hospital & SUD Electronic Health Record (EHR)	Application Modernization				

Kansas Department of Commerce (KDC)

Agency/Organization Leadership:

David Toland
Secretary

Mike Beene
Deputy Secretary

Abby Works
Chief of Staff

Robert North
Chief Counsel

Jim Haugh
Chief Information Officer (CIO)

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.

Budget: \$142,744,167

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

Goals and Objectives: To continue to rebuild and retool the Department of Commerce in an effort to return 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 Number: 300

Agency Funding Mechanism(s): State General Fund (SGF), Economic Development Initiatives Fund (EDIF), Assorted Funds

Number of Employees: 286

Number of Kansas Citizen Customers: 2,940,000

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: \$946,578

Number of Employees: 8

Kansas Department of Commerce



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology	Implement Document Management System	Application Modernization, Continuous Improvement of Customer Experience	R&D: Document Management: Agency User Buy-In			
Information Technology	File Server Refresh	Continuous Improvement of Customer Experience	R&D: Availability of agency resources to assist in data validation, cleanup, etc.			
Information Technology	Update COOP	Statutory or Regulatory or Policy Compliance	R&D: Hiring of new employee with COOP as their responsibility			
Information Technology	Improve Agency CRM	Application Modernization, Continuous Improvement of Customer Experience	R&D: Users adopting the new technology KPI: Improved Data Accuracy, Reduce Expired CRM Data, Increased Salesforce Usage			
Information Technology	Intranet Redesign	Promotion of Agency Services	R&D: Need approval of design from upper level			

Kansas Department of Corrections (KDOC)

Agency/Organization Leadership:

Jeff Zmuda
Secretary

Gloria Geither
Deputy Secretary

Cris Fanning
Executive Director

Randy Bowman
Chief of Staff

Natasha Carter
Chief Counsel

Melissa Mounts
Chief Information Officer (CIO)

Doug Woods
Director of Enforcement, Apprehension, and
Investigation

Janelle Amon
Director of Finance

Jonathan Ogletree
Prison Review Board Chairman

Megan Milner
Deputy Secretary

Keith Bradshaw
Executive Director

Agency Information:

Vision: Transforming Lives for the Safety of All

Mission: Partnering to Promote Safety and Responsibility Through Best Practices

Budget: \$554,600,000

Website: <http://www.doc.ks.gov>

Goals and 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 Business Units: N/A

Agency Number: 521

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

Number of Employees: 3,670

Number of Kansas Citizen Customers: 2,940,000

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: \$11,300,000

Number of Employees: 61

Kansas Department of Corrections



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Central Office	Central Office Access Control	Digitization or Process Improvement	R&D: Resource Availability KPI: Ease and Security of Entry			
Community and Field Services	Parole Offender Check In Process	Application Modernization	R&D: Cannot be on Same Network as Staff KPI: Staff Time Saved			
Facility Management	Automated Movement	Continuous Improvement of Customer Experience, Application Modernization	R&D: Wifi Project KPI: Accuracy of Resident Location			
Facility Management	Digital Signatures for Residents	Digitization or Process Improvement, Application Modernization	R&D: One to One Tablets for Residents Must be in Place as well as Resident Wifi KPI: Staff Time Saved			
Facility Management/Human Resources	Modernize Employee and Resident ID	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience	R&D: Integration with New OMS as It's being built KPI: Replaces Outdated Equipment			

Kansas Department of Corrections

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Road map		
				2023	2024	2025
Facility Management/KDOC	Phase 2 of Microsoft Dynamics Solution to Replace Antiquated Offender Management System	Application Modernization	R&D: Storage Needs KPI: Customer Satisfaction/Ease of Maintenance	■		
Facility Management/KDOC	Staff and Resident Wireless	Infrastructure Modernization	R&D: Availability of Switches KPI: Customer Satisfaction	■		
Facility Management/ReEntry/Resident Programs	Expand Resident Tablets	Continuous Improvement of Customer Experience	KPI: Availability of Tablets for Residents	■		
Human Resources	Scheduling Software for Employees (SchedulePro) Expansion to Other Locations	Digitization or Process Improvement	R&D: Retrieval of Leave Balances from Sharp KPI: Time Saved in Scheduling and Frequency of Overtime for Same Individual	■		
Information Technology	Firewall Upgrades	Cybersecurity, Infrastructure Modernization	R&D: Funding/Equipment Availability KPI: Effectiveness of Security Control	■		


Kansas Department of Corrections

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology	Expansion of API's to External Partners	Digitization or Process Improvement	R&D: Partner Willingness KPI: Staff Time Saved	█		
Information Technology	Leverage Composable Business to enable latest tools	Digitization or Process Improvement	R&D: Ongoing Strategic Action KPI: Customer Satisfaction	█		
Information Technology	IT Staff Training	IT Skill Enhancement	R&D: Funding KPI: Staff Satisfaction/Retention	█		
KDOC	Integration of Access Databases into Core Management System	Digitization or Process Improvement Application Modernization	R&D: Will be Reliant on Completion of Athena Project KPI: Less Duplication		█	
KDOC	Improve and/or Replace Document Repository	Infrastructure Modernization		█		

Kansas Department of Corrections

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
KDOC	Redevelop Internet and Intranet	Promotion of Agency Services, Continuous Improvement of Customer Experience	KPI: Ease of Maintenance by Staff and Customer Satisfaction	█		
Research/KDOC/IT	Deployment of Machine Learning and Artificial Intelligence (Microsoft Azure Cognitive Engine)	Digitization or Process Improvement	R&D: Will be Reliant on Completion of Athena Project to Get Maximum Usage	█	█	
Resident Programs	Expand Resident Educational and Work Resources	Continuous Improvement of Customer Experience	R&D: Resident Wifi Project KPI: Number of Additional Residents Receiving Additional Education	█		
Resident Programs	Software Vendor Led Education	Other, Continuous Improvement of Customer Experience	R&D: Vendor Network KPI: Number of Additional Residents Receiving Additional Education	█		
Staff Development	Virtual Employee Academy	IT Skill Enhancement, Continuous Improvement of Customer Experience	R&D: Network/Bandwidth Availablity KPI: Perception by Employees/Supervisors of Staff are More Prepared/Understanding of Processes	█		

Kansas Department of Corrections

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Victim Services	Enhancement to Victim Tracking System	Application Modernization	R&D: Integration with New OMS KPI: Efficiencies by Staff			

Kansas Department of Health & Environment (KDHE)

Agency/Organization Leadership:

Janet Stanek
Secretary

Ashley Goss
Deputy Secretary for the Dept. of Public Health

Leo Henning
Deputy Secretary for the Dept. of Environment

Christine Osterlund
Director of Healthcare Finance

Lisa Carlton
Human Resources Director

Dan Thimmesch
Chief Fiscal Officer

Brian Vasquez
General Counsel

Bob Doane
Chief Information Officer (CIO)

Agency Information:

Vision: Healthy Kansans living in safe and sustainable environments.

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

Budget: \$3,619,206,700

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

Goals and 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 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 Number: 264

Agency Funding Mechanism(s): State General Funds, State Water Plan Funds, Children’s Initiative Funds, Agency Fee Funds, Federal Funds, Agency & Trust Funds

Number of Employees: 1,588

Number of Kansas Citizen Customers: 2,940,000

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 to allow Kansans to live in healthy, safe, and sustainable environments.

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

Number of Employees: 37

Kansas Department of Health & Environment



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Environment	Kansas Environmental Information Management System (KEIMS) Implementation	Application Modernization, Digitization or Process Improvement, Continuous Improvement of Customer Experience	R&D: Schedule, Costs, Resources KPI: Agency Transparency, Regulated Community Satisfaction	[Blue bar spanning 2023, 2024, and 2025]		
Health Care Finance	Electronic Visit Verification Implementation	Continuous Improvement of Customer Experience, Digitization or Process Improvement	R&D: CMS Mandate for Home HealthCare Services Procured with Medicaid Funds Partnering with KDADS Risk - Finalization of Contract KPI: Satisfy CMS Requirements on Fraud Prevention	[Blue bar spanning 2023 and 2024]		
Health Care Finance	Kansas Eligibility Enforcement System (KEES) Re-Procurement	Application Modernization	R&D: Potential Multiple Vendor Engagement KPI: Successful Project Completion and Contract Execution While Meeting all Program Compliance requirements	[Blue bar spanning 2023 and 2024]		
Health Care Finance	Quality Tool To Support Medicaid Case Auditing By MEQC	Quality Assurance or Audit	R&D: Risks - Schedule and Resources KPI: CMS PERM (Payment Error Rate Measurement) Auditing, Accuracy in Determining Eligibility	[Blue bar in 2023]		
Information Technology	Upgrade VPN Tunnel Hardware	Cybersecurity	R&D: Financial and Staff resources KPI: Agency Cybersecurity	[Blue bar in 2023]		

Kansas Department of Health & Environment

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Public Health	Tableau Data Analytics and Display Technologies	Digitization or Process Improvement	R&D: Availability of Qualified Resources and Program Staff Engagement KPI: Data Visualization, Agency Transparency, and Implementation of Business Processes Where the Agency can Create, Maintain and Manage Dashboards Effectively			
Public Health	Child Care Licensing and Registration System To .NET (CLARIS)	Application Modernization, Digitization or Process Improvement	R&D: Internal Resource Availability KPI: Regulated Community Satisfaction, Agency Transparency			

Kansas Highway Patrol (KHP)

Agency/Organization Leadership:

Colonel Erik Smith
Superintendent

Tom Mai
Chief Information Officer (CIO)

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 sharing 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.

Budget: \$102,838,520

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

Goals and 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 and arrest impaired motorists through proven DUI countermeasures, such as selective enforcement efforts and sobriety check lanes.
- To vigorously pursue, apprehend, and prosecute those utilizing 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 Number: 280

Agency Funding Mechanism(s): Special Revenue

Number of Employees: 842

Number of Kansas Citizen Customers: 2,940,000

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

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology	Oracle Upgrade	Cybersecurity, Quality Assurance or Audit	R&D: Funding, IT Personnel Availability			
Information Technology	Data Center Migration	Infrastructure Modernization, Cybersecurity	R&D: IT Personnel Availability, Funding KPI: Reduction in network outages			
Law Enforcement	Agency Wide Wifi Implementation	Infrastructure Modernization	R&D: Funding, IT Personnel Availability KPI: Increase Productivity			
Law Enforcement, Legal, Public Safety	Body Camera Implementation	Digitization or Process Improvement	R&D: Funding, IT Personnel Availability KPI: Reduction in Community Complaints			
Law Enforcement, Legal, Public Safety	Capitol Physical Security Improvments	Digitization or Process Improvement Infrastructure Modernization	R&D: Funding, Vendor Selection, Facilities, IT Personnel Availability KPI: Improve on the Ability to Counter Civil Unrest.			

Kansas Highway Patrol

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Law Enforcement, Legal, Public Safety	CJIS Record Management Software Upgrade	Application Modernization, Digitization or Process Improvement	R&D: Funding, Application Development Resources for Troubleshooting, Interoperability with Other Agency Systems KPI: Improving Records Management Reduction in Trouble Tickets for CAD and RMS Shorter Traffic Stops			
Law Enforcement, Public Safety	Salina VOIP Upgrade	Infrastructure Modernization	R&D: Funding, IT Personnel Availability KPI: Increase Interoperability Within the Agency			
Law Enforcement, Public Safety	In Car Camera System Storage Upgrade	Infrastructure Modernization	R&D: Funding, IT Personnel Availability KPI: Increase Storage to Meet Demand			
Law Enforcement, Public Safety	Mobile Data Unit Refresh	Infrastructure Modernization	R&D: Funding, IT Personnel availability KPI: Increase productivity			

Kansas Department of Labor (KDOL)

Agency/Organization Leadership:

Amber Shultz
Secretary

Sandy Johnson
Deputy Secretary

Amy Selm
Deputy Secretary

Troy Bell
Director of UI

Jeffry Lewis
Chief Information Officer (CIO)

Martin Walter
Chief Counsel

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 who understand the value and importance of public service to their fellow KANSANS.

Budget: \$1,000,000,000

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

Goals and Objectives:

- Empower employee
 - Create Employee career paths within KDOL
 - Offer Professional Development to re-skill staff for change related to UI Modernization
 - Formalize the continuity process for each position across the agency
- Modernization
 - Complete UI Modernization project on-time and on-budget
 - Continue to improve legacy systems for UI where "makes business sense" to reduce load on UI staff
 - Ensure clean data migration from legacy systems
 - Collaborate with other Agencies and other organizations to ensure data "interfaces" continue to function as expected in the Modernized system

➤ 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 them about KDOL services

Agency Business Units: Unemployment Insurance, Worker’s Compensation, Labor Market Information Services and Industrial Safety and Health. Internal services include, Government Affairs, Communications, Legal, HR, Fiscal and Information Technology

Agency Number: 296

Agency Funding Mechanism(s): Federal and Fee funds

Number of Employees: 392

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: We are devoted to innovating and modernizing the Kansas Department of Labor's technology landscape with a customer-service-first mindset. Our mission extends beyond the deployment of leading-edge technologies; we are committed to delivering solutions that add real value to both the agency and the public. Through this approach, we aim to achieve operational excellence, manage costs effectively, and most importantly, elevate the quality of service we provide to Kansas citizens and businesses, ensuring a seamless and enriching experience for all.

Mission: Our purview encompasses a comprehensive range of technological functions. From day-to-day IT support to strategic oversight, we are responsible for managing and maintaining all computing services across KDOL, onboarding new employees with the necessary hardware and software, providing ongoing IT support for KDOL staff, ensuring the reliability and accessibility of mission-critical applications that reside on diverse platforms—ranging from legacy mainframes to web-based solutions. Additionally, we oversee the core IT infrastructure that sustains the agency’s operations. This includes client-server systems, networking solutions, and telecommunication services.

Budget: \$9,000,000

Number of Employees: 44

Kansas Department of Labor



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Administration & Support Services	Create Document Management Strategy	Statutory or Regulatory or Policy Compliance, Digitization or Process Improvement	R&D: Business Engagement & Vision KPI: Document Retrieval Time Time to Response to End Users	[Blue bar spanning 2023 and 2024]		
All Units	Agency-Wide Data Strategy Initiative	Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit, Cybersecurity	R&D: Agency Buy-in, SME Resources and Skillsets KPI: Business Processes and UI Change Management to Incorporate SOPs Around Data Management. Generally, clean data as demonstrated in Report and Analytics	[Blue bar spanning 2024 and 2025]		
Information Technology	Create and Test Phase 1 of Test/PROD in the Cloud	Infrastructure Modernization, Application Modernization	R&D: All: Staff Retention & Talent Acquisition KPI: Number of Non-Prod on DCaaS	[Blue bar spanning 2024 and 2025]		
Information Technology	Server Modernization	Statutory or Regulatory or Policy Compliance, Infrastructure Modernization	R&D: Unisys Resources KPI: Final Count of 2012 Servers	[Blue bar in 2023]		
Information Technology	Upgrade of Network Routers	Cybersecurity, Infrastructure Modernization	R&D: KITO & Staff Resources	[Blue bar spanning 2024 and 2025]		

Kansas Department of Labor

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology	Unified Analytics & Business Intelligence Reporting	Digitization or Process Improvement	R&D: Business Engagement & Vision			
Unemployment Insurance Services	Unemployment Insurance & Tax Modernization	Infrastructure Modernization, Application Modernization	R&D: Vendor Performance, Quality Assurance, Adherence to Project Timeline, Staff Skillset KPI: Turnaround Time of Claimants Payments and Call Center Statistics			

Kansas Department of Revenue (KDOR)

Agency/Organization Leadership:

Mark Burghart
Secretary

Andy Sandberg
Chief Information Officer (CIO)

Ted Smith
Chief Counsel

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: The Kansas Department of Revenue collects taxes and fees, administers Kansas tax laws, issues a variety of licenses, and provides assistance to Kansas citizens and units of government.

Budget: \$126,898,559

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

Goals and Objectives: N/A

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 Number: 565

Agency Funding Mechanism(s): State General Fund (SGF), VOF (transfer from the highway fund), Assorted Fee Funds

Number of Employees: 1,110

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

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






Mission: The 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: \$18,786,000

Number of Employees: 94

Kansas Department of Revenue



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology	Alcoholic Beverage Control - Replace POSSE System	Application Modernization, Infrastructure Modernization	R&D: Upgrade/Modernize Current System to a Web-based Platform KPI: Upgrade Current ABC System to a New Web-based Version with More Functionality and Customer Access.			
Information Technology	Property Valuation Assessment Connect	Application Modernization	R&D: INK Grant of \$2M to Start KPI: Update Property Valuation Tools for the Agency, Counties and the Public.			
Information Technology	Channel Processing Modernization	Infrastructure Modernization, Application Modernization	R&D: Replace Taxation Remittance and Paper Return Processing System KPI: Modernize Remittance and Paper Return Filing Systems and Equipment			
Information Technology	Law Base - iManage Cloud / Legal Services System Replacement	Application Modernization	R&D: Legal Case System KPI: Modernize how cases are tracked and inventoried in the Legal Services Division for the Agency.			
Taxation & Audit Services	Testing & Requirements Management Services (SDLC)	Application Modernization	R&D: 3 year cost - Managing Development and testing incidents KPI: Modernize incident tracking integration database			

Kansas Department of Revenue

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Taxation & Audit Services	Modernizing Into Consolidated Tax System (Off Mainframe)	Application Modernization	R&D: Developing Oracle Excise Taxes to remove from mainframe dependency KPI: Remove dependency off the Mainframe.			

Kansas Department of Transportation (KDOT)

Agency/Organization Leadership:

Calvin Reed
Secretary

Greg Schieber
Deputy Secretary and State Transportation
Engineer

Pam Anderson (Interim)
Senior Director

Vanessa Lamoreaux (Interim)
Senior Director

Gelene Savage
Chief Counsel

Shawn Brown
Chief Information Officer (CIO)

Agency Information:

Vision: Kansas will be a national transportation leader with a modern, efficient, 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.

Budget: \$2,155,780,834

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

Goals and Objectives:

- Safety and Security: Enhance the safety and security of the transportation system for all users and workers.
 - Objective #1: Use education, enforcement, and engineering to reduce the severity of crashes and reduce the number of travel-related deaths towards zero.
- Transportation System Management: Maximize performance of the existing system by investing in transportation choices and smart assets.
 - Objective #1: Provide the information, infrastructure, and services that keep people and goods moving.
 - Objective #2: Prepare for and reduce the impact of disruptive events to make the movement of people and good more reliable.
 - Objective #3: Enhance transportation choice for users of all modes throughout the state.

- **Asset Preservation:** Address risks and maintain assets through investments that provide high-value return and best utilize limited funds.
 - **Objective #1:** Provide cost-effective maintenance and rehabilitation to the state highway system using flexible, streamlined resources.
 - **Objective #2:** Strategically prioritize road and bridge preservation investments to ensure 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.
 - **Objective #1:** Reduce freight costs and support the economy by improving reliability.
- **Stewardship:** Continuously improve the quality of the transportation system and surrounding communities through strong partnerships and focused, lower cost and higher value improvements.
 - **Objective #1:** Address community problems and capture emerging opportunities through partnerships that provide input, collaboration and funding.
 - **Objective #2:** Utilize all agency resources to their maximum value.
 - **Objective #3:** Collect and maintain vital transportation data that is usable and accessible to transportation partners and the public.
- **Workforce:** Get the best from our workforce by attracting and retaining talent, modeling diversity, supporting professional development, and inspiring action.
 - **Objective #1:** Promote a pride in public service through roles that empower staff and work that calls for innovation, flexibility, and stewardship.
 - **Objective #2:** Build diversity through recruitment and processes that seek, engage and value different opinions.
 - **Objective #3:** Foster a culture and environment that makes safe decisions the first, easiest and most rewarding option.
 - **Objective #4:** Enhance the values and performance of our workforce by contracting diverse and experienced vendors.

Agency Business Units: Administration, Aviation, Communications, Engineering and Design, Field Operations, Fiscal and Asset Management, Information Technology Services, Multimodal Transportation and innovation, Performance Management, Planning and Development, Policy, Program and Project Management, Project Delivery, Safety

Agency Number: 276

Agency Funding Mechanism(s): State funding (Kansas Legislature, State Highway Funds, and other fund categories) and Federal

Number of Employees: 2,173

Number of Kansas Citizen Customers: 2,940,000

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: \$24,945,678

Number of Employees: 84

Kansas Department of Transportation



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Asset Preservation, Stewardship, Safety & Security	Reinforced Concrete Box (RCB)	Quality Assurance or Audit, Application Modernization	R&D: Staff Availability KPI: Successful Transition from Current to New System	[Bar spanning 2023 and 2024]		
Asset Preservation, Stewardship, Safety & Security	Bridge Management Systems (Bridge Office Management System, Electronic Bridge Inspection, Bridge Inspection Portal)	Quality Assurance or Audit, Application Modernization	R&D: Staff Availability, Interfaces to Other Applications KPI: Successful Transition from Current to New Systems, Customer Satisfaction	[Bar spanning 2023, 2024, and 2025]		
Economic Vitality, Safety & Security	KC Scout ONS	Infrastructure Modernization	R&D: Staff Availability, Contractor Availability, Supply Chain Lead Times KPI: Equipment Installed on Time, Customer Satisfaction	[Bar spanning 2023 and 2024]		
Economic Vitality, Safety & Security, Workforce	Website Redesign	Application Modernization, Cybersecurity	R&D: Staff Availability, Staff Retention KPI: Customer Satisfaction, Successful Transition from Current to New System	[Bar spanning 2023 and 2024]		
Safety & Security	IT Security Infrastructure Enhancements (replacement of VPN & Firewalls)	Statutory or Regulatory or Policy Compliance, Cybersecurity, Infrastructure Modernization	R&D: Staff Availability, Funding Approvals, Specs & Equipment Alignment with OITS KPI: Equipment Installed on Time, Performance Improvements	[Bar spanning 2024 and 2025]		

Kansas Department of Transportation

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Safety & Security, Asset Preservation	KS Crash Data System Replacement	Statutory or Regulatory or Policy Compliance, Application Modernization	R&D: Staff Retention, Interagency Cooperation KPI: Customer Satisfaction			
Transportation System Management	EMS & Capital Inventory	Application Modernization, Digitization or Process Improvement	R&D: Staff Retention, Interfaces to Other Applications KPI: Successful Transition from Current to New System			
Transportation System Management, Asset Preservation, Safety & Security	Pavement Management System	Quality Assurance or Audit, Infrastructure Modernization, Application Modernization	R&D: Staff Availability KPI: Successful Transition from Current to New System			
Transportation System Management, Asset Preservation, Safety & Security	Enhanced Priority Formula System (EPFS) Upgrade	Application Modernization, Digitization or Process Improvement	R&D: Staff Availability, Interfaces to Other Applications KPI: Successful Transition from Current to New System			

Kansas Department of Wildlife & Parks (KDWP)

Agency/Organization Leadership:

Brad Loveless
Secretary

Stuart Schrag
Deputy Secretary

Dan Riley
Chief Counsel

Jason Dickson
Chief Information Officer (CIO)

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, historical, cultural, and natural advantages of the state and its facilities.

Mission: To conserve and enhance Kansas wildlife and its habitats, ensuring current and future generations appreciate and enjoy these living resources and associated recreation while informing the public of the status of Kansas's natural resources, gaining understanding and support in achieving this mission.

Budget: \$112,869,008

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

Goals and 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.
- 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.

- Executive Services Division. This division seeks to establish effective management at all levels. This goal is accomplished through the following objectives:
 - Implement quality management principles.
 - Provide technical fisheries and wildlife input,
 - propose land use and development projects, and
 - assess the probable effects of such activities on the state's fish and wildlife resources.
 - Administer the agency's permitting authority.
 - Investigate pollution events affecting fish and wildlife resources comprehensively and rapidly and prevent destruction of habitats and/or populations.
 - Process employee personnel transactions within 30 days of receipt.
 - Complete 75.0 percent of engineering projects by the original completion date.
- Information Services Division. The goal is to coordinate information dissemination that successfully presents the benefits that the department has to offer. This goal is accomplished through the following objectives:
 - Provide accurate, timely information to the public on outdoor recreation opportunities, laws and regulations governing those recreational pursuits, and resource management activities of the Department.
 - Provide public relations counsel and public information support to internal and external stakeholders.
 - Provide necessary information technology services for the Department.
- Law Enforcement. The department provides oversight and protection of the state's natural resource areas. The following are objectives of this program:
 - Maintain a compliance rate for wildlife laws and regulations at 90.0 percent or higher.
 - Perform 900 wildlife license and permit checks per Natural Resources Officer annually.
- State Parks. The department's goal is to manage and protect all state parks effectively to provide a variety of recreational experiences. This goal is accomplished through the following objectives:
 - Evaluate funding opportunities to augment financial support for the state park system
 - Maintain and enhance park infrastructure to meet the industry standards and enhance customer satisfaction
 - Position Kansas state parks as an integral component of Kansas tourism,
- Fisheries and Wildlife Program. The goals are to protect, enhance, and manage the fisheries and wildlife resources in Kansas and to plan and implement a system of recreational use opportunities. The objectives are as follows:
 - Provide the number, size, and species of fish requested by users for statewide stocking, while maintaining adequate stocks of forage and brood fish
 - Maintain the continuity of fisheries and wildlife population databases and user performance surveys
 - Enhance the status and habitats of nongame species with emphasis 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 wildliferelated issues
 - Protect and enhance
- 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 Number: 710

Agency Funding Mechanism(s): Fee-funded

Number of Employees: 462

Number of Kansas Citizen Customers: 2,940,000

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: \$120,740

Number of Employees: 8

Kansas Department of Wildlife & Parks



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Phone System Upgrade	Infrastructure Modernization, Continuous Improvement of Customer Experience	R&D: Public and staff perception KPI: Customer Satisfaction	█		
All Services	Endpoint Security Upgrades	Cybersecurity	R&D: Resource Availability	█	█	
All Services	Continuing Infrastructure Modernization	Cybersecurity, Infrastructure Modernization	R&D: Resource Availability, Funding	█	█	█
Information Technology	Disaster Recovery Upgrade	Cybersecurity, Infrastructure Modernization	R&D: Resource Availability, Funding KPI: Staff Satisfaction	█	█	█
Information Technology	Migration to ServiceNow	Digitization or Process Improvement, Continuous Improvement of Customer Experience	R&D: Resource Availability		█	

Kansas Department of Wildlife & Parks

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Law Enforcement, Public Lands and State Park law enforcement procedures	CJIS Record Management Project	Digitization or Process Improvement, Application Modernization	R&D: Federal Funding KPI: Improved, Faster Reporting and better officer safety			
Public Perception	Public website and Marketing of the Agency	Promotion of Agency Services, Continuous Improvement of Customer Experience	R&D: Public perception, Resource Availability KPI: 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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Abstracters' Board of Examiners (ABE)

Agency/Organization Leadership:

Shawn Herrick
Executive Director

Agency Information:

Mission: The Abstracters' Board of Examiners licenses abstracters to protect the public in land transactions. Individuals who are appointed shall currently be, and for five years prior to appointment, actively engaged in 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.

Budget: \$25,723

Agency Number: 16

Agency Funding Mechanism(s): Fee funded

Number of Employees: 1

Number of Kansas Citizen Customers: 175

Agency IT Information:

N/A

Abstracters' Board of Examiners

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
No IT plans scheduled for 2023-2025						

Kansas Board of Accountancy (KBOA)

Agency/Organization Leadership:

Susan Somers
Executive Director

Agency Information:

Vision: N/A

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.

Budget: \$507,385

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

Goals and Objectives: N/A

Agency Business Units: Board of Accountancy

Agency Number: 28

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 3

Number of Kansas Citizen Customers: 3,850

Agency IT Information:

This agency is supported by OITS.

Kansas Board of Accountancy



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Licensing Service	Licensing Platform Database conversion for online renewal and search capability	Continuous Improvement of Customer Experience, Application Modernization	R&D: Timing of conversion KPI: Customer satisfaction			

Office of Administrative Hearings (OAH)

Agency/Organization Leadership:

Loren Snell
Executive Director

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 resolving other disputes lawfully referred to OAH by government agencies.

Budget: \$1,891,653

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

Goals and Objectives: N/A

Agency Business Units: N/A

Agency Number: 178

Agency Funding Mechanism(s): Fee Fund




Number of Employees: 13

Agency IT Information:

This agency is supported by OITS.

Office of Administrative Hearings



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All agencies served, Case Management Services	Partial redesign of the OAH website: Create a user-friendly system of completing frequently used forms, as well as Frequently Asked Questions section.	Continuous Improvement of Customer Experience, Application Modernization	R&D: Funding, Resource availability KPI: Customer satisfaction			
All agencies served, Case Management Services	Partial redesign of the OAH website: Complete a section of video tutorials explaining the processes and procedures of OAH.	Continuous Improvement of Customer Experience, Application Modernization	R&D: Funding, Resource availability KPI: Customer satisfaction			
All agencies served, Case Management Services	Improve the accesibility of the OAH website for those individuals with disabilities or impariments.	Statutory or Regulatory or Policy Compliance, Continuous Improvement of Customer Experience, Application Modernization	R&D: Funding, Resource availability, legal concerns KPI: Customer satisfaction			

Office of the State Bank Commissioner (OSBC)

Agency/Organization Leadership:

David L. Herndon
Bank Commissioner

Tim Kemp
Deputy Bank Commissioner

Mike Enzbrenner
Deputy Consumer & Mortgage Lending
Commissioner

Brock Roehler
General Counsel

Matt Hodges
Director of IT

Barbara Albright
Director of Finance and Administration

Agency Information:

Vision: The OSBC reaffirms its philosophy of maintaining the highest ethical and professional standards and understands 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.

Budget: \$12,700,000

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

Goals and Objectives:

- Recruit, hire, and retain a qualified staff and 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
- Actively participate in local, regional, and national events focused on financial industry regulation

Agency Business Units: Banking and Trust, Consumer and Mortgage Lending (CML), Administration, Legal, Information Technology

Agency Number: 94

Agency Funding Mechanism(s): Fee Funded

Number of Employees: 108

Agency IT Information:

Vision: N/A

Mission: The IT mission supports 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

Office of the State Bank Commissioner



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology, Administration	Continue to Improve Incident Response Preparedness & training	Cybersecurity, Quality Assurance or Audit, Digitization or Process Improvement, IT Skill Enhancement	R&D: Internal staff resource availability KPI: Improved internal skills in the IR process; Cybersecurity awareness			
Information Technology, Administration	Improve sensitive data lifecycle management to minimize amount of data maintained	Statutory or Regulatory or Policy Compliance, Continuous Improvement of Customer Experience, Digitization or Process Improvement, Quality Assurance or Audit, Cybersecurity	R&D: Internal staff resource availability, cross-department coordination KPI: Decreased storage needs; improved data lifecycle internal audit results; annual report on data retention compliance			

Kansas Board of Barbering (KBOB)

Agency/Organization Leadership:

Cassiopeia Capps
Administrative Officer

Jeri Bryant
Inspector/Office Specialist

Agency Information:

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

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

Budget: N/A

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

Goals and Objectives:

- Objective #1: Protect public health and safety by ensuring all barbers, shop owners, barber colleges, and barber students meet the sanitation standards established by the Kansas Department of Health and Environment.
- Objective #2: Implement the mandated licensing mobile platform for verification of licensure.
 - Begin the implementation and determine the level of necessity for mandated electronic online licensing mobility platform software.
 - Determine the potential for collecting data from the platform to improve agency operations.
- Objective #3: Improve barber licensure examinee success rate.

Agency Business Units: N/A

Agency Number: 100

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 2


Number of Kansas Citizen Customers: 1,590

Agency IT Information:

This agency is supported by OITS.

Kansas Board of Barbering



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Agency Licensing Service	Build and create a new electronic Licensing database.	Application Modernization, Statutory or Regulatory or Policy Compliance, Continuous Improvement of Customer Experience	R&D: Finances			

Kansas Behavioral Sciences Regulatory Board (BSRB)

Agency/Organization Leadership:

David B. Fye, JD
Executive Director

Leslie Allen
Assistant Director

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 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.

Budget: \$1,173,036

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

Goals and Objectives: N/A

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

Agency Number: 102

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 12

Number of Kansas Citizen Customers: 15,200

Agency IT Information:

This agency is supported by OITS.

Kansas Behavioral Sciences Regulatory Board



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Agency Licensing	Transitioning licensure renewals to processing through the agency's website.	Continuous Improvement of Customer Experience, Digitization or Process Improvement, Application Modernization	R&D: Licensees transitioning to online renewal system KPI: Increased ratio of electronic renewals to paper	[Blue bar spanning 2023 and 2024]		
Agency Licensing	Enable initial licensure requests to be submitted electronically	Continuous Improvement of Customer Experience, Digitization or Process Improvement, Application Modernization	R&D: Dependence on MLO and eGov; Licensing system and support contract with KSBHA; Resource Availability KPI: Unknown	[Blue bar spanning 2024 and 2025]		
All Services	Go paperless move records digital	Digitization or Process Improvement	R&D: Off-site document retention policies for storage/backups; Funding KPI: Unknown	[Blue bar spanning 2023 and 2024]		
All Services	Replace aging hardware	Infrastructure Modernization	R&D: Funding and performance of existing technology KPI: Unknown	[Blue bar spanning 2023 and 2024]		
All Services	Continue mandating cybersecurity training for all staff members.	Cybersecurity, IT Skill Enhancement, Statutory or Regulatory or Policy Compliance	R&D: Dependant on training being offered KPI: All staff will complete annually	[Blue bar spanning 2023, 2024, and 2025]		

Division of the Budget (Budget)

Agency/Organization Leadership:

Adam Proffitt
Director

Julie Thomas
Deputy Executive Director

Agency Information:

Vision: N/A

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 legislative staff and committees while the Governor's proposals are being considered for adoption.

Budget: \$2,145,075

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

Goals and Objectives: N/A

Agency Business Units: N/A

Agency Number: 173

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

Number of Employees: 14


Number of Kansas Citizen Customers: 93

Agency IT Information:

This agency is supported by OITS.

Division of the Budget



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All services	Hardware replacement	Infrastructure Modernization	R&D: N/A KPI: Devices replaced			

Citizens Utility Ratepayer Board (CURB)

Agency/Organization Leadership:

David W. Nickel, Consumer Counsel
Executive Director

Agency Information:

Vision: To protect Kansas residential and small commercial utility ratepayers by promoting the delivery of optimal utility services that are safe, reliable, 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.

Budget: \$1,270,984

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

Goals and 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 that 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 concerning utility services and consumer rights

Agency Number: 122

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 8

Number of Kansas Citizen Customers: 1,300,000

Agency IT Information:

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

Citizens Utility Ratepayer Board



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Retention schedule for digital records	Statutory or Regulatory or Policy Compliance, Digitization or Process Improvement	R&D: Resource Availability KPI: 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			
All Services	Update the COOP Disaster Recovery IT Contingency Planning	Digitization or Process Improvement	R&D: Resource Availability KPI: Have an effective COOP plan in place in the event a natural disaster, accident, or a technical or attack-related emergency should occur			

Kansas Corporation Commission (KCC)

Agency/Organization Leadership:

Susan Duffy
Commissioner (Chair)

Dwight Keen
Commissioner

Andrew French
Commissioner

Lynn Retz
Executive Director

Todd Reinert
Chief Information Officer (CIO) or IT Head

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.

Budget: \$35,093,238

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

Goals and Objectives:

- The Administrative Division includes the Office of the Commission and various supporting functions. These are:
 - legal
 - public affairs and consumer protection
 - human resources
 - information technology
 - docket management
 - 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 intending to protect 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, and 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 Number: 143

Agency Funding Mechanism(s): Fee Fund, Federal Fund

Number of Employees: 205

Number of Kansas Citizen Customers: 2,940,000

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: 13

Kansas Corporation Commission



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Operating System and End-User Software Modernization	Application Modernization, Cybersecurity	R&D: Competing priorities KPI: Improved process efficiency, solution security, customer experience	[Blue bar spanning 2023, 2024, and 2025]		
All Services	Switch Upgrades	Infrastructure Modernization	R&D: Funding KPI: Improved solution security	[Blue bar spanning 2023]		
All Services	Infrastructure Refresh	Infrastructure Modernization, Cybersecurity	R&D: Funding, Scope, Competing priorities KPI: Improved process efficiency, solution security, customer experience	[Blue bar spanning 2023, 2024, and 2025]		
Conservation Services	RBDMS Assessment and Modernization	Application Modernization	R&D: Funding, Scope KPI: Improved process efficiency, solution security, customer experience	[Blue bar spanning 2023, 2024, and 2025]		
Conservation Services, Transportation Services, Fiscal Services, Human Resources, and Public Affairs Services	Legacy Oracle Forms and Reports Program Modernization	Application Modernization	R&D: Resource allocation, Competing priorities KPI: Improved process efficiency, solution security, customer experience	[Blue bar spanning 2023]		

Kansas Corporation Commission

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Docket Room Services, Fiscal Services, Litigation Services	Docket System Replacement	Statutory or Regulatory or Policy Compliance, Continuous Improvement of Customer Experience, Application Modernization	R&D: Funding, Transforming business workflows KPI: Improved process efficiency, solution security, customer experience			
Utilities Services	Pipeline Safety Database System - Admin Tools	Application Modernization, Continuous Improvement of Customer Experience	R&D: Resource allocation, Competing priorities KPI: Improved process efficiency, solution security, customer experience			

Kansas Board of Cosmetology (KBOC)

Agency/Organization Leadership:

Benjamin Foster
Executive Director

Aubrie Pryer
Assistant Director

Kassiah Martin
Director of Licensing

Alexis Henderson
Director of Enforcement

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.

Budget: \$1,263,851

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

Goals and 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 Number: 149

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 15




Number of Kansas Citizen Customers: 34,787

Agency IT Information:

This agency is supported by OITS.

Kansas Board of Cosmetology



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Agency Licensing Service	Ongoing data migration requires continuous hosting of MLO server at BOHA until production environment is live in Big Picture.	Other	R&D: Minimum functionality of MLO/Mobile KPI: N/A			
Agency Licensing Service	Implement Big Picture Software for Licensing.	Application Modernization	R&D: Funding, information security, service accessibility KPI: N/A			
Agency Licensing Service	Ongoing data migration requires maintenance of MLO server with System Automation due to outdated software that BOHA cannot service (until production environment is live in Big Picture).	Other	R&D: Maintenance of any issues in MLO/Mobile KPI: N/A			

Division of the Child Advocate (KDCA)

Agency/Organization Leadership:

Kerrie Lonard
Child Advocate

Agency Information:

Vision: Every Kansas child deserves to feel safe and cherished.

Mission: The mission of the Division of the Child Advocate is to safeguard the right that all Kansas children have to be cherished, the opportunity to thrive, and are safe from abuse, neglect, and harm.

KDCA carries out this mission by providing independent oversight and increased accountability of our State child welfare services, improving delivery and deepening confidence in the child welfare system. KDCA completes an impartial, independent review of Kansas child welfare policies, procedures, and practices, including an independent investigation and evaluation of concerns voice by children, families, and other individuals.

KDCA is committed to independence, transparency, accountability, voice, and impactful change. KDCA will act according to the highest standards of ethics, honesty, respect, and dignity. KDCA will operate in a thorough, competent, and efficient manner to effectuate change.

Website: <https://childadvocate.ks.gov/>

Goals and Objectives: N/A

Agency Business Units: N/A

Agency Number: 173

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

Number of Employees: 5

Number of Kansas Citizen Customers: 2,940,000

Division of the Child Advocate

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Fax application directly to email, eliminating need for physical machine	Digitization or Process Improvement	R&D: Ensuring all staff, including remote have fax capabilities KPI: Improved security and protecting citizen data	[Blue bar spanning 2023, 2024, and 2025]		
All Services	Cybersecurity	Cybersecurity	R&D: Accessing other agency both State & private contractor/grantee databases KPI: Improved security and protecting citizen data	[Blue bar spanning 2023, 2024, and 2025]		
All Services	iSight/CaseIQ (case management system)	Digitization or Process Improvement, Application Modernization	R&D: Integrate with outlook (email & calendar) KPI: Improved productivity, efficiency, and reporting	[Blue bar in 2023]		
All Services	Remote workforce enablement	Other	R&D: Ensuring remote workforce capacity and productivity KPI: Statewide presence; qualified & diverse staff; improved workforce satisfaction/retention; fiscal responsibility	[Blue bar spanning 2023, 2024, and 2025]		
All Services	Coop Plan	Statutory or Regulatory or Policy Compliance, Cybersecurity	R&D: N/A KPI: Improved security of citizen data; ensuring continued productivity	[Blue bar in 2023]		

Division of the Child Advocate

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Road map		
				2023	2024	2025
All Services	Increase team and community collaboration	Other	R&D: Ensure team community/collaboration in a secure and productive manner KPI: Improved productivity, efficiency, and reporting; improve workforce satisfaction & retention			
All Services	Marketing Material	Cybersecurity, Promotion of Agency Services	R&D: i.e. Organizational CANVA account addressing cybersecurity KPI: Reporting			
All Services	Research software for data collection, analysis, and reporting	IT Skill Enhancement	R&D: Advanced reporting capability KPI: Improved productivity, efficiency, and advanced reporting capability for key stakeholders and consumers			
All Services	State Archive - Retention Plan	Statutory or Regulatory or Policy Compliance				
KDCA	Website Upgrade	Continuous Improvement of Customer Experience, Promotion of Agency Services	R&D: Public perception, accessibility, resources KPI: Optimize user experience			

Kansas Department of Credit Unions (KDCU)

Agency/Organization Leadership:

Julie Allen-Murray
Executive Director

Agency Information:

Vision: N/A

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

Budget: \$1,092,602

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

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

Agency Business Units: N/A

Agency Number: 159

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 12

Number of Kansas Citizen Customers: 1,100,000

Agency IT Information:

This agency is supported by OITS.

Kansas Department of Credit Unions



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025

No IT plans scheduled for 2023-2025

Kansas Council on Developmental Disabilities (KCDD)

Agency/Organization Leadership:

Sara Hart Weir
Secretary

Agency Information:

Vision: All people with intellectual and developmental disabilities live, learn, work, play, belong, and thrive in the community they choose.

Mission: Empower individuals with intellectual and developmental disabilities and their families to lead systems change, build capacity, and advocate for inclusive, integrated, accessible communities where everyone belongs and thrives.

Budget: \$630,000

Website: <https://kcdd.org/>

Goals and Objectives: The Kansas Council on Developmental Disabilities Five-Year State Plan was developed by relying on extensive public input and the expertise of Council members, staff, and allied state agencies and nonprofit organizations. The 2022-2026 Goals and Objectives include advocacy and leadership development as well as systems change and were submitted to the Administration on Intellectual and Developmental Disabilities (AIDD) to be approved and adopted by the Council.

Agency Business Units: N/A

Agency Funding Mechanism(s): Admin on Community Living

Number of Employees: 5

Number of Kansas Citizen Customers: 15,000

Agency IT Information:

This agency is supported by OITS.

Kansas Council on Developmental Disabilities



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025

No IT plans scheduled for 2023-2025

Kansas Dental Board (Dental)

Agency/Organization Leadership:

Lane Hemsley
Executive Director

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.

Budget: \$500,000

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

Goals and Objectives: N/A

Agency Business Units: N/A

Agency Number: 167

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 3

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This agency is supported by OITS.

Kansas Dental Board

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Agency Licensing	Ready to deploy software licensing options.	Continuous Improvement of Customer Experience, Application Modernization	R&D: Funding KPI: Customer satisfaction	[Blue bar spanning 2023 and 2024]		

Kansas Board of Emergency Medical Services (KSBEMS)

Agency/Organization Leadership:

David W. Nickel, Consumer Counsel
Executive Director

Agency Information:

Vision: Kansas Emergency Medical Services (EMS) shall be an out-of-hospital, acute healthcare system providing an established standard of care through utilizing 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.

Budget: \$2,626,416

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

Goals and 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 Number: 206

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 14

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: N/A

Mission: N/A

Number of Employees: 1

Kansas Board of Emergency Medical Services



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Agency Licensing	Development/Improvement of Licensure System	Continuous Improvement of Customer Experience, Digitization or Process Improvement, Application Modernization	KPI: User usage and Customer Service	[Blue bar spanning 2023 and 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	KPI: User usage and Customer Service	[Blue bar spanning 2023 and 2024]		
All Services	Website Optimization	Continuous Improvement of Customer Experience, Promotion of Agency Services	KPI: User usage and Customer Service	[Blue bar spanning 2023 and 2024]		
All Services	Update all Windows Desktop and Notebook computers to Windows 11 capable appliances	Infrastructure Modernization	R&D: Windows 11 compatability	[Blue bar spanning 2023, 2024, and 2025]		
All Services	Implement firewall HA Pair to be managed by KISO	Infrastructure Modernization	R&D: Aquisition of paired firewall. Implementation of paired firewalls by KISO. KPI: KISO taking over management of firewall HA pair.	[Blue bar in 2023]		

Kansas Board of Emergency Medical Services

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	IT Security	Cybersecurity				

Kansas Governmental Ethics Commission (KGEC)

Agency/Organization Leadership:

Mark Skoglund
Executive Director

Brett Berry
Chief Counsel

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, the GEC renders advisory opinions and can adopt rules and regulations under a less comprehensive conflict of interests 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 GEC forms with the Secretary of State, a separate state agency and the public repository for such forms.

Budget: \$800,000

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

Agency Number: 247

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

Number of Employees: 9

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This agency is supported by OITS.

Kansas Governmental Ethics Commission



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025

No IT plans scheduled for 2023-2025

Kansas State Fair (KSF)

Agency/Organization Leadership:

Bryan Schulz
Executive Director

Janene Starks
Chief Information Officer (CIO)

Agency Information:

Vision: N/A

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

Goals and Objectives: The Kansas State Fair has three major goals.

- Invite and motivate Kansans to attend, view, and participate in their fair.
- 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 Business Units: N/A

Agency Number: 373

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

Number of Employees: 27





Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This agency is supported by OITS.

Kansas State Fair



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All services	Update all content programs	Continuous Improvement of Customer Experience, Promotion of Agency Services	R&D: To continue to move forward with State Fair planning KPI: Customer satisfaction			
All services	Upgrade equipment per lease agreement	Infrastructure Modernization	R&D: Funding KPI: Customer satisfaction			
All Services	Relocate server room to a larger office area	Other	R&D: N/A KPI: N/A			
INA Alert, Mutual Telecommunication Company	Work in conjunction with agencies for cameras on grounds	IT Skill Enhancement	R&D: N/A KPI: Customer Satisfaction			

Office of the State Fire Marshal (OSFM)

Agency/Organization Leadership:

Doug Jorgensen
State Fire Marshal

Jared Smith
Chief Counsel

Michele Wertzberger
Information Technology Manager

Wally Roberts
Chief of Investigations

Brenda McNorton
Chief of Prevention

Gregg Bollella
Chief of Emergency Response

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: The agency's mission is to reduce the deaths, injuries, and property losses of Kansans through:

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

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

Goals and 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 Response and Administration

Agency Number: 234

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 74

Number of Kansas Citizen Customers: 2,940,000

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: \$343,550

Number of Employees: 3

Office of the State Fire Marshal



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Provide tools to track training/permits for Search and Rescue/Hazmat (SAR/HAZmat) division.	Infrastructure Modernization	R&D: Funding KPI: Agency proficiency			
All Services	Refresh core IT equipment. Includes three host servers housing 20 VM in the main office, and three host servers in the disaster recovery site. The storage appliances with 40TB storage will also be refreshed in each location	Infrastructure Modernization	R&D: Funding KPI: Agency proficiency			
All Services	Provide tools to track training/permits for Investigation division.	Infrastructure Modernization	R&D: Funding KPI: Agency proficiency			
All Services	Hardware refresh for disaster recovery infrastructure	Infrastructure Modernization	R&D: Funding KPI: Agency proficiency			
All Services	Move Firehouse Database to the Cloud	Infrastructure Modernization	R&D: Funding KPI: Agency proficiency			

Office of the Governor (GOV)

Agency/Organization Leadership:

Laura Kelly
Governor

David Toland
Office of Lieutenant Governor

Will Lawrence
Chief of Staff

Ryan Wright
Deputy Chief of Staff

Juliene Maska
Office of Governor Grants

Stacey Knoell
Kansas African American Affairs

Carla Rivas-D'Amico
Kansas Hispanic & Latino American Affairs

Jancita Warrington
Kansas Native American Affairs

Martha Gabehart
Kansas Commission on Disability Concerns

Andrea Clark
Office Of Recovery

Agency Information:

Vision: N/A

Mission: N/A

Budget: \$56,216,179

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

Goals and Objectives: N/A

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 Number: 252

Agency Funding Mechanism(s): State General Fund and Federal Grant

Number of Employees: 65

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This agency is supported by OITS.



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Update Continuity of Operations Plan (Coop)	Statutory or Regulatory or Policy Compliance	R&D: Resourcing and assistance from KISO and KDEM KPI: Fulfilling state requirements			
All Services	Complete Kansas Security Awareness Training and Summits	Cybersecurity, IT Skill Enhancement	R&D: KISO training module available KPI: Annual completion to comply with ITEC 7230a policy. Increase security posture.			
All Services	Website Platform Upgrade for Office of Governor Grants Kansas African American Affairs Kansas Hispanic and Latino American Affairs Kansas Native American Affairs Kansas Commission on Disability Concerns	Continuous Improvement of Customer Experience, Application Modernization	R&D: Funding restrictions, KPI: Site usage/page visits			
All Services	Replace Aging Information Technology Hardware - Audio/Video Conference Rooms and laptops	Infrastructure Modernization	R&D: Funding restrictions, supply availability KPI: Equipment upgraded			
Constituent Services and Appointments	Researching new Constituents and Appointments platform	Continuous Improvement of Customer Experience, Application Modernization	R&D: Funding restrictions, limited market KPI: Increased functionality to better serve constituents			

Kansas State Board of Healing Arts (KSBHA)

Agency/Organization Leadership:

Susan Gile
Executive Director

Courtney Cyzman
Chief Counsel

Larry Bowles
Chief Information Officer (CIO)

Agency Information:

Vision: The Kansas State Board of Healing Arts, created in 1957, is the licensing and regulatory Board for many healthcare providers in Kansas. The Board is comprised of 15 members including 5 Medical Doctors (M.D.), 3 Osteopathic Doctors (D.O.), 3 Chiropractic Doctors (D.C.), 1 Podiatric Doctor (D.P.M.), and 3 public members. Professional Councils were established by statute for each of the allied healthcare 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.

Budget: \$6,793,599

Website: <http://www.ksbha.org>

Goals and 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 healthcare professions.

Those health care professions include:

- Athletic Trainers (A.T.)
- Doctors of Chiropractic (D.C.)
- Doctors of Osteopathic Medicine & Surgery (D.O.)
- Doctors of Podiatric Medicine (D.P.M.)
- Radiologic Technologists (L.R.T.)
- Doctors of Medicine & Surgery (M.D.)
- Naturopathic Doctors (N.D.)
- Occupational Therapists (O.T.)
- Occupational Therapy Assistants (O.T.A.)
- Physician Assistants (P.A.)
- Physical Therapists (P.T.)
- Physical Therapist Assistants (P.T.A.)
- Respiratory Therapists (R.T.)
- Acupuncturists (L.Ac.)
- Independent Certified Nurse Midwives (CNM-I)
- 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/investigations, Legal/General Counsel, Licensing, Litigation

Agency Number: 105

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 62

Number of Kansas Citizen Customers: 32,990

Agency IT Information:

Vision: N/A

Mission: N/A

Budget: \$77,395

Number of Employees: 5

Kansas State Board of Healing Arts



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025

No IT plans scheduled for 2023-2025

Kansas Board of Hearing Aid Examiners (KBHAE)

Agency/Organization Leadership:

Mark Shaver
Executive Director

Charles Macheers
Chief Counsel

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.

Budget: \$34,072

Website: <https://kbhae.com>

Agency Number: 266

Agency Funding Mechanism(s): Fees Funded

Number of Kansas Citizen Customers: 350

Kansas Board of Hearing Aid Examiners



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025

No IT plans scheduled for 2023-2025

Kansas State Historical Society (KSHS)

Agency/Organization Leadership:

Patrick Zollner
Executive Director

Matthew J. Chappell
Chief Information Officer (CIO)

Matthew J. Chappell
Director of Administration

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.

Budget: \$8,735,636

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

Goals and Objectives: N/A

Agency Business Units: Kansas State Historical Society

Agency Number: 288

Agency Funding Mechanism(s): State General Fund(SGF); Federal Fund; Fee Fund; Private Fund

Number of Employees: 77

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

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

Mission: To continuously update and advance technology utilization across the agency and public by continued modernization of equipment, program development, and enhanced security.

Budget: \$530,637

Number of Employees: 4

Kansas State Historical Society



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Archive Services	Allow material to be included in Archives Catalog online	Continuous Improvement of Customer Experience, Application Modernization	R&D: Funding, Staff, Resources KPI: Customer Satisfaction	[Active]		
Archive Services	Review international standards and software specifications	Statutory or Regulatory or Policy Compliance	R&D: Staff KPI: Divisional Satisfaction	[Active]		
Archive Services	Using specialized commercial software that meets archival standards capture	Statutory or Regulatory or Policy Compliance, Application Modernization	R&D: Funding, Staff, Resources KPI: Customer Satisfaction	[Active]		
Archive Services	Make appropriate state records accessible to the public	Continuous Improvement of Customer Experience, Application Modernization	R&D: Funding, Staff, Resources KPI: Customer Satisfaction	[Active]		
Archive Services	Integrate Kansaspedia and Kansas Memory information	Continuous Improvement of Customer Experience, Application Modernization	R&D: Funding, Staff, Resources KPI: Employee and Customer Satisfaction	[Active]		

Kansas State Historical Society

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Road map		
				2023	2024	2025
Archive, Education/Museum Services	Build archive and artifact collections	Application Modernization	R&D: Funding, Staff, Resources	[Blue bar spanning 2023, 2024, and 2025]		
Archive, Education/Museum Services	Develop all new exhibits for the Kansas Museum of History	Other	R&D: Funding, Staff, Resources KPI: Customer Satisfaction	[Blue bar spanning 2023 and 2024]		
Archive, Education/Museum, Cultural Resources Services	Answer specific inquires from the public on a weekly basis.	Continuous Improvement of Customer Experience, Application Modernization	R&D: Staff, Resources KPI: Customer Satisfaction	[Blue bar spanning 2023, 2024, and 2025]		
Archive, Education/Museum, Cultural Resources Services	Provide access to training and knowledge	Statutory or Regulatory or Policy Compliance, Continuous Improvement of Customer Experience, Promotion of Agency Services	R&D: Funding, Staff, Resources KPI: Customer Satisfaction	[Blue bar spanning 2023, 2024, and 2025]		
Archive, Education/Museum, Cultural Resources Services	Create continuing internet presence	Continuous Improvement of Customer Experience, Promotion of Agency Services	R&D: Funding, Staff, Resources KPI: Customer Satisfaction	[Blue bar spanning 2023, 2024, and 2025]		

Kansas State Historical Society

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Archive, Education/Museum, Cultural Resources, Public Information Services	Enhance agency access to targeted audiences through social media.	Continuous Improvement of Customer Experience, Promotion of Agency Services	R&D: Funding, Staff, Resources KPI: Customer Satisfaction	[Blue bar spanning 2023, 2024, and 2025]		
Archive, Education/Museum, Cultural Resources, Public Information Services	Launch an updated agency website	Continuous Improvement of Customer Experience, Promotion of Agency Services	R&D: Funding, Staff, Resources KPI: Customer Satisfaction	[Blue bar in 2023]		
Education/Museum Services	Train agency information technology (IT) staff and others to maintain any exhibit features that contain IT components before opening new exhibits. .	Statutory or Regulatory or Policy Compliance, IT Skill Enhancement	R&D: Funding, Staff KPI: Customer Satisfaction	[Blue bar in 2023]		
Education/Museum Services	Create a webinar prototype to train teachers	Continuous Improvement of Customer Experience	R&D: Funding, Staff, Resources KPI: Customer Satisfaction	[Blue bar in 2023]		
Information Technology Services	Launch and update Kansas memory	Infrastructure Modernization	R&D: Funding, Staff, Resources KPI: Employee and Customer Satisfaction	[Blue bar in 2023]	[Blue bar in 2024]	

Kansas State Historical Society

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology Services	Migrate our virtual machines to hypervisor servers	Infrastructure Modernization	R&D: Staff, Resources KPI: Employee and Customer Satisfaction	[Blue bar spanning 2023, 2024, and 2025]		
Information Technology, Archive, Education/Museum, Cultural Resources, Public Information Services	Implemented process for establishing information technology (IT) project priorities	Digitization or Process Improvement	R&D: Funding, Staff	[Blue bar spanning 2023, 2024, and 2025]		
Public Information Services	Create digital stories	Continuous Improvement of Customer Experience	R&D: Staff KPI: Customer Satisfaction	[Blue bar spanning 2023 and 2024]		

Kansas Human Rights Commission (KHRC)

Agency/Organization Leadership:

Ruth Glover
Executive Director

Robert Easterling
Assistant Director

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 to assure equal opportunities in places of public accommodations and housing. The agency's 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.

Budget: \$1,500,000

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

Goals and Objectives:

- Provides prompt, professional, and appropriate services to all citizens who contact the agency for assistance, and maintains 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, 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 Number: 58

Agency Funding Mechanism(s): State General Fund (SGF), Fee Fund, Federal Fund

Number of Employees: 16

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This agency is supported by OITS.

Kansas Human Rights Commission



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Refresh the KHRC website	Continuous Improvement of Customer Experience, Promotion of Agency Services, Infrastructure Modernization	R&D: Must be able to complete the same functions and provide same or better access, efficiency, and information as the current website			
All Services	Determine if the Equal Employment Opportunity Commission (EEOC) database can be used to replace the KHRC Access Databases. If it can, proceed with using the EEOC database for Contact and Intake functions.	Continuous Improvement of Customer Experience, Application Modernization	R&D: 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 KPI: Customer Satisfaction			
All Services	Update the KHRC's Online Harassment Prevention Training	Continuous Improvement of Customer Experience, Application Modernization	R&D: Must be compatible with the State of Kansas Learning Management System; Funding KPI: Customer Satisfaction			
All Services	Implement softphones	Continuous Improvement of Customer Experience	KPI: Customer Satisfaction			
All Services	Develop COOP Plan	Quality Assurance or Audit, Cybersecurity, Statutory or Regulatory or Policy Compliance	R&D: Need expertise in writing COOP plans and familiarity with agency operations			

Kansas Human Rights Commission

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Hardware and Software Refreshes	Continuous Improvement of Customer Experience, Infrastructure Modernization, Application Modernization	KPI: Customer Satisfaction			

State Board of Indigents' Defense Services (SBIDS)

Agency/Organization Leadership:

Heather Cessna
Executive Director

Kim Mason
Assistant Director

Brandon Barrett
Chief Counsel

Michael Troxell
Lead Information Technology Specialist

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.

Budget: \$55,963,255

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

Goals and 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 Number: 328

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

Number of Employees: 292

Agency IT Information:

Number of Employees: 4

State Board of Indigents' Defense Services








Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Open a New Public Defender Office in Douglas County with necessary IT Infrastructure	Continuous Improvement of Customer Experience	R&D: N/A KPI: Increased efficiency and productivity	█		
All Services	Upgrade Phone Systems	Infrastructure Modernization	R&D: N/A KPI: Improved Customer Satisfaction	██████████		
All Services	Upgrade Bandwidth/Connectivity	Infrastructure Modernization	R&D: Partially achieved; additional funding constraints KPI: Increased efficiency and productivity	██████		
All services	Open a New Public Defender Office in the 11th Judicial District (Crawford, Labette, Cherokee counties) with necessary IT Infrastructure	Continuous Improvement of Customer Experience	R&D: TBD KPI: Increased efficiency and productivity	██		
All services	Expand Olathe Office into New Space	Continuous Improvement of Customer Experience	R&D: N/A KPI: Increased efficiency and productivity	██████		

State Board of Indigents' Defense Services

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Open DPDU Office	Continuous Improvement of Customer Experience	R&D: N/A KPI: Increased efficiency and productivity	█		
All services	Open a New Public Defender Office in Wyandotte County with necessary IT Infrastructure	Continuous Improvement of Customer Experience	R&D: TBD KPI: Increased efficiency and productivity			
Board of Indigents' Defense Services	Upgrade Field Office Switches	Infrastructure Modernization, Cybersecurity	R&D: N/A KPI: Provide the most advanced security/cybersecurity possible for the agency	█		
Board of Indigents' Defense Services	Upgrade Exchange Mail Server	Application Modernization, Cybersecurity	R&D: R&D: N/A KPI: KPI: Provide the most advanced security/cybersecurity possible	█		
Board of Indigents' Defense Services	Upgrade Firewalls	Infrastructure Modernization, Cybersecurity	R&D: N/A KPI: Provide the most advanced security/cybersecurity possible for the agency	█		

State Board of Indigents' Defense Services

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Board of Indigents' Defense Services	Upgrade Secondary Domain Controller	Infrastructure Modernization, Cybersecurity	R&D: N/A KPI: Provide the most advanced security/cybersecurity possible for the agency			
Board of Indigents' Defense Services	Upgrade Desktop User Computers	Infrastructure Modernization	R&D: N/A KPI: Increased efficiency and productivity			
Board of Indigents' Defense Services	Upgrade Primary Domain Controller	Infrastructure Modernization, Cybersecurity	R&D: N/A KPI: Provide the most advanced security/cybersecurity possible for the agency			
Board of Indigents' Defense Services	Upgrade Primary Application Server	Infrastructure Modernization, Cybersecurity	R&D: N/A KPI: Provide the most advanced security/cybersecurity possible for the agency			
Board of Indigents' Defense Services	Upgrade Primary File Server	Infrastructure Modernization, Cybersecurity	R&D: N/A KPI: Provide the most advanced security/cybersecurity possible for the agency			

State Board of Indigents' Defense Services

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Board of Indigents' Defense Services	Statewide Case Management System	Application Modernization	R&D: R&D: Vendor selection in progress; Lack of staffing; Extensive implementation of the project KPI: KPI: Increased efficiency and productivity			
Board of Indigents' Defense Services	Install additional wall & door security	Other	R&D: Partially achieved; additional funding & logistical constraints KPI: Provide the most advanced security possible for the agency			

Kansas Bureau of Investigation (KBI)

Agency/Organization Leadership:

Tony Mattivi
Executive Director

Robert Jacobs
Deputy Executive Director

Bryan Ross
Chief Counsel

Joe Mandala
Chief Information Officer (CIO)

Agency Information:

Vision: N/A

Mission: The Kansas Bureau of Investigation is dedicated to providing professional investigative, laboratory and criminal justice information services to criminal justice agencies for the purpose of promoting public safety and preventing crime in Kansas.

Budget: N/A

Website: <https://www.kansas.gov/kbi/>

Goals and Objectives:

- (Public Safety Role) The Kansas Bureau of Investigation, in recognition our leadership role in public safety matters, shall commit available resources, initiate appropriate programs, collaborate with public and private entities, provide direct services to the criminal justice community, implement statewide strategies, advocate for statutory enhancements and take direct enforcement action with the ultimate goal of preventing and controlling crime and preventing the victimization of our citizens.
- (Customer Service – External) The Kansas Bureau of Investigation shall identify and provide to the Kansas Criminal Justice Community, those essential services that directly support their efforts to maintain safe environments for their citizens to live, work and raise families. The KBI shall provide those services in a timely and professional manner, at the highest quality level possible.
- (Professional Work Environment – Internal) The Kansas Bureau shall create and maintain a professional work environment that stresses respect for all, employee integrity, employee accountability, exceptional work product, fiscal responsibility, efficiency of operations, mutual support, employee safety, pride in personal appearance and pride in our facilities.

Agency Business Units: Field Investigations Division, Special Operations Division, Forensic Laboratory Division, Information Services Division, Information Technology

Agency Number: 83

Agency Funding Mechanism(s): SGF, Special Funds, Grants

Number of Employees: 383

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: KBI Information Technology will be recognized as a high-performance team improving public safety in the State of Kansas.

Mission: KBI Information Technology provides secure, reliable, flexible, high-quality technology solutions in alignment with the KBI Mission, while being a leader in customer service.

Number of Employees: 39

Kansas Bureau of Investigation



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Data Discovery, File Auditing, and Classification	Cybersecurity		[Bar spanning 2023 to 2024]		
All Services	Privileged Account Management (PAM)	Cybersecurity, Application Modernization		[Bar spanning 2023 to 2024]		
All Services	Automated Fingerprint Information System (AFIS) Replacement	Application Modernization		[Bar in 2023]		
All Services	Master Data Management	Application Modernization		[Bar spanning 2023 to 2024]		
Forensic Laboratory Division	Laboratory Information Management System (LIMS) replacement	Application Modernization			[Bar spanning 2024 to 2025]	

Kansas Bureau of Investigation

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Services Division; KCJIS	Kansas Incident Based Reporting System (KIBRS) Replacement	Application Modernization		[Blue bar spanning 2023 and 2024]		
KCJIS	KCJIS Central Message Switch Replacement	Application Modernization			[Blue bar spanning 2024 and 2025]	

Kansas Judicial Council (KJC)

Agency/Organization Leadership:

Nancy Strouse
Executive Director

Agency Information:

Mission: It shall be the mission of the Judicial Council to study the administration of justice in Kansas and make recommendations for improvements therefor. KSA 20-2203

Website: <http://www.kansasjudicialcouncil.org>

Goals and Objectives: N/A

Agency Business Units: Judicial Council

Agency Number: 349

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

Number of Employees: 5


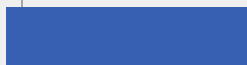
Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This agency is supported by OITS.

Kansas Judicial Council



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Enter agreement with OITS/Dell to transition from agency-owned desktops and laptops to DTaaS	Infrastructure Modernization, Cybersecurity	KPI: Reliability of equipment			
All Services	Upgrade Access Database	Digitization or Process Improvement				

Kansas Public Employees Retirement System (KPERs)

Agency/Organization Leadership:

Alan Conroy
Executive Director

Laurie McKinnon
Chief Counsel

John Cahill
Chief Information Officer (CIO)

Mary Beth Green
Chief Benefits Officer

Bruce Fink
Chief Investment Officer (Interim)

Judy McNeal
Chief Fiscal Officer

Jarod Waltner
Planning and Research Officer

Susan Hancock
Chief Project Manager Officer

Arlen Zentner
Communications Officer

Julie Baker
Human Resources Director

Janette Martin
Internal Auditor

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.

Budget: \$67,000,000

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

Goals and 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 Number: 365

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 Employees Retirement System



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
KPERS Pension Administration	Modernize the current Pension administration System (KITS)	Continuous Improvement of Customer Experience, Application Modernization	R&D: Resource availability; Vendor Resource availability KPI: Prod Costs/Plan Costs User satisfaction surveys, Project costs to budget, EV/PV, EV/AC, % complete to Budget		[Bar spanning 2024 and 2025]	
KPERS Pension Administration	Implmentation of LexisNexus Dynamic Decision Platform -- Including Emailage, Bank Account Verification, TrueID, CIID, FlexID, Phone Finder, OTP	Cybersecurity	R&D: Resource availability; Vendor Resource availability	[Bar in 2023]		
KPERS Pension Administration	Data Cleaning and Preparation	Quality Assurance or Audit	R&D: Resource availability; Vendor Resource availability,	[Bar spanning 2023, 2024, and 2025]		
KPERS Pension Administration	Implmentation of LexisNexus Decisioning	Cybersecurity	R&D: Resource availability; Vendor Resource availability	[Bar in 2023]		
KPERS Pension Administration	Data Governance	Application Modernization, Other, Digitization or Process Improvement	R&D: Resource availability and organizational change KPI: Data accuracy	[Bar spanning 2023, 2024, and 2025]		

Kansas Public Employees Retirement System

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
KPERS Pension Administration, Member Portal, Employer Portal, External Website	Cybersecurity Enhancements - Adoption of NIST standards for IT and Identity	Cybersecurity	R&D: Resource availability KPI: # of automated test; application block rate; # of security incidents; Mean Time to Detect (MTTD) Level of preparedness; Mean Time to Resolve (MTTR); Mean Time to Contain (MTTC)			

Office of State Long-Term Care Ombudsman (LTCO)

Agency/Organization Leadership:

Camille Russell
State Long Term Ombudsman

Agency Information:

Vision: Quality of Care and Quality of Life as defined by the person for all individuals residing in long-term care.

Mission: Promote and Protect Health, Welfare , Safety and Rights of Residents

Budget: \$1,000,000

Website: <https://ombudsman.ks.gov/>

Agency Business Units: Statewide Program

Agency Number: 173

Agency Funding Mechanism(s): Older Americans Act, Medicaid Administrative, SGF

Number of Employees: 11

Number of Kansas Citizen Customers: 31,000

Agency IT Information:

This agency is supported by OITS.

Office of State Long-Term Care Ombudsman



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025

No IT plans scheduled for 2023-2025

Kansas Lottery

Agency/Organization Leadership:

Stephen Durrell
Executive Director

Craig Paschang Deputy
Executive Director

Darren Dreier
Chief Information Officer (CIO)

Agency Information:

Vision: N/A

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.

Budget: N/A

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

Goals and Objectives: N/A

Agency Business Units: N/A

Agency Number: 450

Agency Funding Mechanism(s): N/A

Number of Employees: 94

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: N/A

Mission: N/A

Budget: \$900,000

Number of Employees: 7

Kansas Lottery



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Upgrade Servers	Infrastructure Modernization		[Bar spanning 2023 to 2024]		
All Services	Disaster Recovery	Infrastructure Modernization	KPI: Able to perform tests of backup strategy	[Bar spanning 2023 to 2024]		
All Services	PC upgrades	Continuous Improvement of Customer Experience, Infrastructure Modernization		[Bar spanning 2023 to 2024]		
All Services	Firewall Upgrades	Infrastructure Modernization, Cybersecurity		[Bar spanning 2023 to 2024]		
All Services	Virtualize Desktops	Infrastructure Modernization	KPI: Continuity of work in a disaster	[Bar spanning 2023 to 2024]		

Kansas Lottery

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Application Development Projects	Continuous Improvement of Customer Experience, Application Modernization	KPI: Customer Satisfaction	[Blue bar spanning 2023 and 2024]		
All Services	Security Monitoring Solution	Cybersecurity			[Blue bar spanning 2024 and 2025]	
All Services	Penetration Testing	Quality Assurance or Audit			[Blue bar spanning 2024 and 2025]	
Web Services	Website Update	Continuous Improvement of Customer Experience	KPI: Customer Satisfaction		[Blue bar spanning 2024 and 2025]	

Kansas Board of Mortuary Arts (BOMA)

Agency/Organization Leadership:

J.W. Carey
Executive Secretary

Agency Information:

Vision: N/A

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

Goals and Objectives: N/A

Agency Business Units: N/A

Agency Number: 204

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 3

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This agency is supported by OITS.

Kansas Board of Mortuary Arts

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Migrate paper files to digital files, store on OneDrive.	Digitization or Process Improvement	R&D: Funding and Resource Availability. KPI: Customer and Licensee Satisfaction.			

Board of Nursing (KSBN)

Agency/Organization Leadership:

Carol Moreland
Executive Director

Adrian R. Guerrero
Chief Information Officer (CIO) or IT Head

Adrian R. Guerrero
Director of Operations

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.

Budget: \$4,006,524

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

Goals and Objectives:

- 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 Number: 482

Agency Funding Mechanism(s): Fee Funded

Number of Employees: 27

Number of Kansas Citizen Customers: 71,200

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.

Budget: \$4,006,524

Number of Employees: 3

Board of Nursing



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Administration, Finance, Operations/IT	Monitor funding for K-Tracs	Other, Statutory or Regulatory or Policy Compliance, Digitization or Process Improvement, Continuous Improvement of Customer Experience	R&D: Continuous impact to overall budget to assist in funding for K-Tracs system. KPI: Promote patient safety and healthy communities through prevention of prescription drug misuse, abuse and diversion.	[Blue bar spanning 2023, 2024, and 2025]		
Administration, Investigative and Discipline, Operations/IT	Business Application Modernization – Phase 2: Coordinated Licensure Information System - Infrastructure Upgrade	Digitization or Process Improvement, Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Other, Cybersecurity, IT Skill Enhancement	R&D: Potential multiple vendors; Internal Resources; Training Funding, Funding KPI: Centralized repository for investigative and discipline cases; Deployment of mobile responsive online services; Case Management and MyLicense verifications.		[Blue bar spanning 2024 and 2025]	
Administration, Licensing, Operations/IT	Maintain Quality Customer Service – Audit accuracy and timeframes	Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	R&D: Internal Resource Availability, Funding KPI: application submission to full licensure efficiency	[Blue bar spanning 2023, 2024, and 2025]		
All Services	Infrastructure Modernization - Maintain infrastructure.	Infrastructure Modernization	R&D: Potential multiple vendors, Internal Resources, Training Funding, Funding KPI: Speed of change to technology infrastructure	[Blue bar spanning 2023, 2024, and 2025]		
All Services	Hybrid Work Structures & Deploy and update any technologies where needed. (Laptops, MFA, Cell Phones, etc.)	Other, Statutory or Regulatory or Policy Compliance, Digitization or Process Improvement, Cybersecurity, Infrastructure Modernization, IT Skill Enhancement	R&D: Schedule, Internal Resources, Funding, State Policy Reviews KPI: Laptops Deployed	[Blue bar spanning 2023 and 2024]		

Board of Nursing

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Road map		
				2023	2024	2025
All Services	Upgrade Document Management System (DMS)	Statutory or Regulatory or Policy Compliance, Continuous Improvement of Customer Experience, Digitization or Process Improvement, Quality Assurance or Audit, Infrastructure Modernization	R&D: Funding and User Acceptance KPI: Upgrade software version; import the digital storage of agency records.	[Blue bar spanning 2023, 2024, and 2025]		
All Services	Business Application Modernization – Phase 1: Coordinated Licensure Information System - Infrastructure Upgrade (CLIS-IU)	Application Modernization, Digitization or Process Improvement	R&D: Potential multiple vendors, Internal Resources, Training Funding, Funding KPI: MyLicense System Upgrade, data visualization and improving online services and user experiences.	[Blue bar in 2023]		
All Services	Paper-to-Digital Initiative	Statutory or Regulatory or Policy Compliance, Continuous Improvement of Customer Experience, Digitization or Process Improvement, Quality Assurance or Audit, Other	R&D: Funding; BTCO's Staffing & Storage Availability; User Acceptance. KPI: Digitization of Investigative & Disciplinary records; 1.42 million pages representing appx. 27,100 records converted to electronic files.	[Blue bar spanning 2023 and 2024]		
All Services	Monitor fiscal impact of Nurse Licensure Compact (NLC) implementation.	Quality Assurance or Audit, Statutory or Regulatory or Policy Compliance	R&D: Agency budget potentially impacted by reduction in active Kansas nurse licenses KPI: Increase in available nurses from the mutual license recognition could increase supply to KS healthcare entities	[Blue bar spanning 2023, 2024, and 2025]		
All Services	KSBN Information Security Program - Continue the review and update of KSBN's Information Security Posture and Policies with the goal of aligning with the KISO "Whole-of-State" approach where relevant.	Cybersecurity, IT Skill Enhancement, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	R&D: Schedule, Internal Resources, State Policy Reviews, KISO Staffing Retention and Expertise KPI: Updated KSBN Information Security Posture and Policies; align with the KISO "Whole-of-State" approach	[Blue bar spanning 2023, 2024, and 2025]		

Board of Nursing

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Road map		
				2023	2024	2025
Board Meetings	Upgrade KSBN board meeting technology (BMT) video cameras & board member laptops	Digitization or Process Improvement, Continuous Improvement of Customer Experience, Other	R&D: Schedule, Internal Resources; State Meeting Rooms Network and AV Limitations KPI: Laptops Procured			

Kansas Board of Examiners in Optometry (KSSBEO)

Agency/Organization Leadership:

Jan Murray
Executive Director

Agency Information:

Vision: N/A

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.

Budget: \$190,000

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

Goals and Objectives: N/A

Agency Business Units: KS Board Of Examiners of Optometry

Agency Number: 488

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 1




Number of Kansas Citizen Customers: 728

Agency IT Information:

This agency is supported by OITS.

Kansas Board of Examiners in Optometry



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Administration	Website Updates	Application Modernization	R&D: Resources making information available to the public KPI: Site uses			
Administration	COOP	Statutory or Regulatory or Policy Compliance	R&D: N/A KPI: N/A			
Licensing	Researching online licensing applications that are compatible with existing database	Application Modernization	R&D: Must be compatible with current licensing program KPI: Application processing time for application materials to license issuance			

Kansas Board of Examiners in Optometry

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Licensing	Plan and initiate going paperless	Digitization or Process Improvement, Application Modernization	R&D: N/A KPI: N/A			

Kansas Commission on Peace Officers' Standards and Training (KSCPOST)

Agency/Organization Leadership:

Douglas Schroeder
Executive Director

Michelle Meier
Chief Counsel

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.

Budget: \$910,000

Website: <http://www.kscpost.org>

Goals and Objectives: N/A

Agency Business Units: N/A

Agency Number: 529

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 8

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

The agency IT support is contracted with a vendor.

Kansas Commission on Peace Officers' Standards and Training



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Central Registry Services	Provide continued upgrades and support for Central Registry Database	Application Modernization	KPI: Law Enforcement agency compliance			

Kansas Board of Pharmacy (KBOP)

Agency/Organization Leadership:

Alexandra Blasi, JD, MBA
Executive Director

Jackie Yingling
Assistant Director

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.

Budget: \$4,053,300

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

Goals and 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 regulation 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 Number: 531

Agency Funding Mechanism(s): Fee Fund, K-TRACS Fund; Federal Grant

Number of Employees: 20

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This agency is supported by OITS.

Kansas Board of Pharmacy



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Agency Licensing	HB 2066 Compliance	Statutory or Regulatory or Policy Compliance	R&D: Staff time and resources; Application volume KPI: Days to completion	[Blue bar spanning 2023, 2024, and 2025]		
All Services	Review and Update Information Security Posture	Cybersecurity	R&D: Attorney Review KPI: Annual review	[Blue bar spanning 2023 and 2024]		
All Services	Snack and Scan - digitize documents (Paperless)	Digitization or Process Improvement	R&D: Staff time KPI: Weekly scanning 26 wks/yr; remove 2 file cabinets by 12/31/22	[Blue bar spanning 2023, 2024, and 2025]		
All Services	Web accessibility update	Continuous Improvement of Customer Experience, Application Modernization	R&D: Sitefinity Support through OITS KPI: AMP; twice per year	[Blue bar spanning 2023 and 2024]		
All Services	Complete KISO training	Cybersecurity, IT Skill Enhancement	R&D: KISO Training Module; Board and Committee member willingness to participate KPI: Annual completion for all staff, Board members, Committee members	[Blue bar spanning 2023, 2024, and 2025]		

Kansas Racing and Gaming Commission (KRGC)

Agency/Organization Leadership:

Don Brownlee
Executive Director

Judy Taylor
Chief Counsel

Roger Bailey
Director of Security

Dennis Bachman
Director of IT and Cybersecurity

Brandi White
Director of Audit/Finance/Administration

Rochel Towle
Director of Human Resources

Dominic Lopez
Director of Wagering

Dennis Bachman
Chief Information Officer (CIO)

Randy Evans
Government Relations Manager

Agency Information:

Vision: N/A

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.

Budget: \$9,200,000

Website: <http://www.krgc.ks.gov>

Goals and Objectives:

- 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.
- Promote responsible gambling in the state of Kansas.

Agency Number: 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 and Gaming Commission








Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Upgrade satellite property equipment	Infrastructure Modernization	R&D: Funding KPI: Customer Satisfaction, Vulnerability Scores	[Blue bar spanning 2023, 2024, and 2025]		
All Services	Implement SASE and eliminate the need for property to property infrastructure	Infrastructure Modernization, Cybersecurity	R&D: Project nearing completion, staff training, equipment availability (supply chain) to upgrade infrastructure. KPI: Customer Satisfaction, Vulnerability Scores	[Blue bar spanning 2023]		
All services	Upgrade firewall	Cybersecurity, Infrastructure Modernization	R&D: Funding KPI: Customer Satisfaction	[Blue bar spanning 2023 and 2024]		
All Services	Upgrade of Desktop computer with monitors	Cybersecurity, Modernization	R&D: Funding, Supply chain problems, Status of HHR and Wagering KPI: Customer Satisfaction	[Blue bar spanning 2023 and 2024]		
All Services	Upgrade servers (Remove all 2012 server systems)	Cybersecurity, Infrastructure Modernization	R&D: Funding KPI: Customer Satisfaction	[Blue bar spanning 2023]		

Kansas Racing and Gaming Commission

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Road map		
				2023	2024	2025
All Services	Change and upgrade End-Point security program	Cybersecurity, Infrastructure Modernization, Quality Assurance or Audit	R&D: Project completed KPI: Customer Satisfaction, Vulnerability Scores			
All Services	System-wide vulnerability scanner	Cybersecurity, IT Skill Enhancement, Quality Assurance or Audit	R&D: Project completed KPI: Customer Satisfaction, Vulnerability Scores			
All Services	System-wide monitoring an intrusion detection system	Cybersecurity, IT Skill Enhancement, Quality Assurance or Audit	R&D: Project completed KPI: Customer Satisfaction, Vulnerability Scores			
All Services	SQL Server upgrade	Infrastructure Modernization	R&D: Funding has been provided, KPI: Customer Satisfaction			
All Services	Upgrade firewalls to include Artificial Intelligence, Intrusion Prevention and Intrusion Detection abilities (IPS & IDS),	Infrastructure Modernization, Cybersecurity	R&D: Project completed KPI: Customer Satisfaction, Vulnerability Scores			

Kansas Racing and Gaming Commission

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Hardware Upgrade laptops and monitors	Cybersecurity, Infrastructure Modernization	R&D: Funding, Supply chain problems KPI: Customer Satisfaction			
Backgrounding	Upgrade 25 Desktop computers	Cybersecurity, Digitization or Process Improvement	R&D: Project completed KPI: Customer Satisfaction, Vulnerability Scores			
Backgrounding	Upgrade Commission background firewall and licensing	Infrastructure Modernization, Cybersecurity	R&D: Funding has been provided, KPI: Customer Satisfaction, Vulnerability Scores			
COOP and DRP	Laptop and Desktops for Executive Staff for DRP	Infrastructure Modernization, Cybersecurity	R&D: Funding KPI: Customer Satisfaction, Vulnerability Scores			
Historical Horse Racing, Wagering	Purchase new cell phones and car booster with Hot spot feature	Continuous Improvement of Customer Experience, Digitization or Process Improvement	R&D: Funding KPI: Customer Satisfaction			

Kansas Racing and Gaming Commission

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
IT and Cybersecurity	OFF LINE SERVER for testing, and backup of full system	Quality Assurance or Audit	R&D: Funding has been provided, KPI: Customer Satisfaction, Vulnerability Scores			

Kansas Real Estate Appraisal Board (KREAB)

Agency/Organization Leadership:

Sally Pritchett
Executive Director

Carroll Pessagno
Administrative Executive

Agency Information:

Vision: The Kansas Real Estate Appraisal Board regulates real estate appraiser's licenses, provides access to appraisers' education resources and informs appraisers of industry news. We also register appraisal management companies to do business in Kansas and approve or deny all education for appraisers. Disciplines and reviews complaints against both appraisers and appraisal management companies.

Mission: N/A

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

Goals and Objectives: N/A

Budget: \$366,000

Agency Number: 543

Agency Business Units: N/A

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 2



Number of Kansas Citizen Customers: 2,000

Agency IT Information:

This agency is supported by OITS.

Kansas Real Estate Appraisal Board



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Agency Licensing Service	Implement new licensing platform	Agency Licensing Service	R&D: Unknown we were losing current system Access anyway and had no support.			
All Services	Update Website	Continuous Improvement of Customer Experience, Promotion of Agency Services				

Kansas Real Estate Commission (KREC)

Agency/Organization Leadership:

Erik Wisner
Executive Director

Wendy Alkire
Deputy Director

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.

Budget: \$1,442,508

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

Goals and 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;
 - Thoroughly review applications for licensure to ensure they meet statutory requirements.
 - Contract with 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 licenses 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;
 - 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.
 - 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 Business Units: N/A

Agency Number: 549

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 12


Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This agency is supported by OITS.

Kansas Real Estate Commission



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Agency Licensing	Automating initial license application	Statutory or Regulatory or Policy Compliance, Continuous Improvement of Customer Experience, Application Modernization, Digitization or Process Improvement, Cybersecurity	R&D: Project past deadline. Data migration. KPI: Processing time for application materials to license issuance.			
Agency Licensing and Compliance Services	Automated Case Management System	Statutory or Regulatory or Policy Compliance, Digitization or Process Improvement, Application Modernization, Cybersecurity	R&D: Project past deadline. Data migration. KPI: Processing times to complete complaint and compliance reviews.			
All Services	ITEC Policy 5310 - Business Contingency Planning Implementation	Statutory or Regulatory or Policy Compliance, Digitization or Process Improvement, Quality Assurance or Audit, Cybersecurity	R&D: Resourcing and assistance from CISO and KDEM KPI: Fulfill all requirements of COOP			
All Services	Website Platform Upgrade	Continuous Improvement of Customer Experience, Promotion of Agency Services	R&D: Inability for information to go to public, consumers, licensees. KPI: Site usage/page visits			

Kansas Board of Regents (KBOR)

Agency/Organization Leadership:

Blake Flanders
Executive Director

John Yeary
Chief Counsel

Steve Funk
Director of Information Technology

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.

Budget: \$304,997,096

Website: <https://kansasregents.org>

Goals and Objectives:

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

Agency Number: 561

Agency Funding Mechanism(s): State appropriations, federal grants, private grants, fees

Number of Employees: 58

Number of Kansas Citizen Customers: 212,839

Agency IT Information:

Number of Employees: 3

Kansas Board of Regents



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Improve disaster recovery time	Digitization or Process Improvement	R&D: Relies on Microsoft Cloud services. Misconfiguration could reduce performance or inappropriately increase risk	[Blue bar spanning 2023, 2024, and 2025]		
Student Financial Aid, Adult Education	Add student focused website	Continuous Improvement of Customer Experience	R&D: Staff resources KPI: Website analytics	[Blue bar spanning 2023 and 2024]		

Kansas Sentencing Commission (KSSC)

Agency/Organization Leadership:

Scott Schultz
Executive Director

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 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 concerning 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.

Budget: \$9,800,000

Website: <https://Sentencing.ks.gov>

Goals and 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 educating 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 Business Units: Kansas Sentencing Commission

Agency Number: 626

Agency Funding Mechanism(s): State General Fund, Federal Grants


Number of Employees: 13

Kansas Sentencing Commission



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Vulnerability management reassesemnt	Cybersecurity	R&D: Vendor Licensing KPI: Minimization of vulnerabilities present in the enviornment, and improved visiblity for KISO. Confirm with KISO licensure and ensure operations	[Blue bar spanning 2023 and 2024]		
All Services	Upgrade Microsoft Operating System	Application Modernization	R&D: Resources KPI: Continued supportability	[Blue bar in 2023]		
All Services	Update Prison Population Projections statistical model with new product	Application Modernization	R&D: Funding KPI: Compare current modeling software with outcomes of new software and actual prison admission numbers to determine accuracy of the product		[Blue bar in 2024]	
All Services	COOP	Statutory or Regulatory or Policy Compliance	R&D: Resources KPI: Update per Executive Order	[Blue bar in 2023]		
All Services	Statewide digitization of paper felony journal entry forms	Digitization or Process Improvement, Infrastructure Modernization, Continuous Improvement of Customer Experience	R&D: Funding KPI: Reduction in agency cost. Stream line of processes for entry and processing. Improved reporting through validation at the ernty point.	[Blue bar spanning 2023, 2024, and 2025]		

Kansas Sentencing Commission

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Integrate felony journal entry application with Ofc of Jud Admin's eFile System	Digitization or Process Improvement	R&D: OJA cooperation, Funding, and Resources KPI: Further automation of statewide eJE project			
All Services	Migrate Firewall Management to KISO	Cybersecurity, Infrastructure Modernization	R&D: KISO approval and reinitialization of support KPI: Improved agency resiliency, connection and supportability			
All Services	Upgrade statistical software	Infrastructure Modernization, Application Modernization	R&D: Funding KPI: Continued supportability			
All Services	BIA	Statutory or Regulatory or Policy Compliance	R&D: Resources KPI: Update per Executive Order			

Kansas State Gaming Agency (KSGA)

Agency/Organization Leadership:

Kala Loomis
Executive Director

Rodney Tibbits
Chief Information Officer (CIO)

Agency Information:

Vision: N/A

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

Budget: \$1,506,000

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

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

Agency Business Units: N/A

Agency Number: 553

Agency Funding Mechanism(s): State General Fund (SGF), Tribal Gaming Fund

Number of Employees: 14

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Budget: \$66,921

Number of Employees: 13

Kansas State Gaming Agency



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Upgrade security software	Cybersecurity, Application Modernization		[Blue bar spanning 2023, 2024, and 2025]		
All Services	Desktop Deployment	Infrastructure Modernization		[Blue bar spanning 2023, 2024, and 2025]		
All Services	Staff security training	Cybersecurity, IT Skill Enhancement		[Blue bar spanning 2023, 2024, and 2025]		
All Services	Keep hardware under warranty	Infrastructure Modernization		[Blue bar spanning 2023, 2024, and 2025]		

Kansas State Library (KSSL)

Agency/Organization Leadership:

Ray Walling
State Librarian

Laura Burrell
Technical Support Consultant

Sarah Tenfelde-Dubois
Director of Reference Division

Andy Schafer
Director of Statewide Services & Resources Division

Michael Lang
Director of Talking Books Services Division

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.

Budget: \$5,952,735

Website: <https://kslib.info>

Goals and Objectives:

- Provide the resources and services needed by state employees and elected officials in the course of their work.
 - Realize a 5% annual usage increase of the reference division databases through promotion, training, and support services.
 - Build a collection of government resources that is responsive to state government needs.
- Be an authoritative source for Kansans to ask questions regarding state government, the legislative process, legislator contact information, and other research topics.
 - Increase awareness of services provided to Kansans by the reference division, realizing an increase of 5% each year.

- Develop and promote a repository that collects, preserves, and makes state government information accessible.
 - Increase the number of items available through and preserved by Kansas Government Information (KGI) Online by 3,000 additional items annually.
 - Increase the usage of KGI resources by 5% annually through promotion, training, and support services.
 - Prioritize digitization efforts based on perceived interest and need of government information.
- Provide library and information services for persons with a print disability.
 - Increase awareness of the TBS division to expand the user base of BARD by 4% and all Talking Books Services by 1% annually.
 - Engage existing users to expand circulation by 1% and BARD downloads by 4% annually.
 - Upload 30 titles annually to BARD
- Raise awareness of print disabilities and accessibility needs of the print disabled.
Objective 1: Reach 750 new people over 3 years
- Support tangible resource sharing between all Kansas libraries.
Objective 1: Increase the number of libraries participating in KICNET by 2% each year.
 - Subsidize between 20% and 25% of the cost of the Kansas Library Express courier program each year to provide cost efficient resource sharing.
- Develop, promote, and support digital resources that foster Kansans' personal, educational, and professional growth.
 - Realize a 5% increase of database usage each year.
 - Realize a 5% increase in user accounts and 7% increase of downloads/views each year from the digital book collections.
 - Increase awareness of continuing education resources that support Kansans' life-long-learning needs, as seen by a 5% increase of usage and accounts each year.
- Raise awareness of agency resources and services through strategic outreach and marketing initiatives.
 - Increase awareness of SLK and its resources by 5%

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

Agency Number: 434

Agency Funding Mechanism(s): State General Fund, Federal LSTA Grant

Number of Employees: 25

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Number of Employees: 1

Kansas State Library



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology	Decommission unneeded agency servers	Infrastructure Modernization, Cybersecurity, Quality Assurance or Audit	R&D: services that need to be rolled off first, leave ourselves open for cyber attack KPI: LPA auditors satisfaction	[Bar spanning 2023 and 2024]		
Information Technology	Improve server access between state library locations	Infrastructure Modernization	R&D: Difficulty getting servers communicating KPI: Employee satisfaction	[Bar spanning 2023 and 2024]		
Information Technology	Security Maintenance & Enhancement based	Cybersecurity, Quality Assurance or Audit	R&D: leaving ourselves open for cyber attack if not implemented correctly KPI: LPA auditors satisfaction	[Bar spanning 2023 and 2024]		
User Resources	Transition to a new website CMS, creating a new website, migrating important content, and archiving historical content	Promotion of Agency Services	R&D: Not being able to access the website KPI: Customer satisfaction	[Bar spanning 2023 and 2024]		
User Resources	Improve state employee access to library electronic resources through registering inclusive IP ranges and taking advantage of state employee SSO system	Application Modernization, Continuous Improvement of Customer Experience	R&D: Ability to get updated IP addresses for all state offices, implementation schedule of SSO KPI: Customer satisfaction	[Bar spanning 2023, 2024, and 2025]		

Kansas State Library

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
User Resources	Transition to a new database for maintaining patron login and password information for authentication purposes	Other	R&D: new vendor will not be able to do the authentication piece KPI: Customer satisfaction			

Kansas Board of Tax Appeals (BOTA)

Agency/Organization Leadership:

Kristen D. Wheeler
Board Chair

Joelene R. Allen
Executive Director

Gabriel W. Bullard
Chief Information Officer (CIO)

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.

Budget: \$2,100,000

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

Goals and 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 a timelier fashion.

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

Agency Funding Mechanism(s): Filing Fee Fund, State General Fund

Number of Employees: 16

Number of Kansas Citizen Customers: 2,940,000

Kansas Board of Tax Appeals



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	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	R&D: Funding, Security, Reliance Upon Third-Party Software KPI: Customer Satisfaction, Administrative Efficiency	[Blue bar spanning 2023, 2024, and 2025]		
All Services	Disaster Recovery - Establish and validate DR strategy	Statutory or Regulatory or Policy Compliance, Cybersecurity, Infrastructure Modernization Digitization or Process Improvement	R&D: Funding, Security KPI: N/A		[Blue bar spanning 2023 and 2024]	
All Services	Disaster Recovery - Establish offsite DR location	Statutory or Regulatory or Policy Compliance, Infrastructure Modernization, Cybersecurity	R&D: Funding, Security KPI: N/A		[Blue bar spanning 2023 and 2024]	
All Services	Review applicability of existing legacy applications and how they can fit into our 3-Year IT strategy. Identify any shortfalls in existing technology stacks and toolsets, to assist in developing solutions to augment or replace existing legacy systems.	Digitization or Process Improvement, Application Modernization	R&D: Funding, Security, Utilization of one or more Third-Party Vendors KPI: Customer Satisfaction, Asset Utilization, Administrative Efficiency	[Blue bar spanning 2023, 2024, and 2025]		
Case Management, O365	Integrate the Board's case management calendar with Microsoft O365 Outlook calendar	Digitization or Process Improvement, Application Modernization	R&D: Compatibility of LawBase and O365 KPI: Administrative Efficiency	[Blue bar in 2023]		

Kansas Board of Tax Appeals

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Road map		
				2023	2024	2025
Case, Content Management Services	Migrate Line-of-Business applications to the OITS-Unisys hosted servers & datacenters	Infrastructure Modernization, Application Modernization	R&D: Funding, Security KPI: Continuity of Operations, Improved Security Compliance	[Blue bar spanning 2023 and 2024]		
Content Management	Replace end-of-life content management system	Application Modernization, Infrastructure Modernization, Cybersecurity	R&D: Funding, Security KPI: Customer Satisfaction, System Uptime, Administrative Efficiency	[Blue bar spanning 2023 and 2024]		
Content Management, Website	Implement an automated digital signature capture, and publication solution.	Digitization or Process Improvement, Application Modernization, Statutory or Regulatory or Policy Compliance	R&D: Funding, Utilization of Third-Party Contractor KPI: Customer Satisfaction, Administrative Efficiency, Statutory Compliance	[Blue bar spanning 2023 and 2024]		
Content Management, Website	Implement a public portal for publication of decisions rendered by the Board.	Continuous Improvement of Customer Experience, Digitization or Process Improvement, Application Modernization, Statutory or Regulatory or Policy Compliance	R&D: Funding, Utilization of Third-Party Contractor KPI: Customer Satisfaction, Statutory Compliance	[Blue bar spanning 2023 and 2024]		
Content Management, Records Management	Implement data retention policies within line-of-business applications which comply with all statutory, regulatory, or policy obligations of the Board.	Statutory Digitizaion or Process Improvement, Application Modernization, Statutory or Regulatory or Policy Compliance	R&D: Funding, Security KPI: Customer Satisfaction	[Blue bar spanning 2023 and 2024]		

Kansas Board of Tax Appeals

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Filing	Implement an e-filing system with payment processing capabilities	Continuous Improvement of Customer Experience, Application Modernization	R&D: Funding, Reliance on Third-Party Vendor, Compatibility with State Accounting Systems KPI: Customer Satisfaction, Administrative Efficiency	[Blue bar spanning 2023, 2024, and 2025]		
Hardware	Server hardware upgrades	Infrastructure Modernization	R&D: Funding, Security KPI: Lifecycle Management		[Blue bar spanning 2024 and 2025]	
Hardware	Replace end-of-life computer hardware.	Infrastructure Modernization	R&D: Funding, Security KPI: Lifecycle Management	[Blue bar spanning 2023 and 2024]		
Hearing Recordings	Upgrade FTR Court Recording system to latest version in both hearing rooms	Application Modernization, Infrastructure Modernization, Digitization or Process Improvement, Cybersecurity	R&D: Funding, Security KPI: Customer Satisfaction, Statutory Compliance		[Blue bar spanning 2024 and 2025]	
Regular Division	Implement a secondary hearing room with remote hearing , recording capabilities.	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience	R&D: Funding KPI: Customer Satisfaction, Administrative Efficiency		[Blue bar spanning 2024 and 2025]	

Kansas Board of Tax Appeals

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Website	Agency Website Redesign	Continuous Improvement of Customer Experience, Application Modernization, Statutory or Regulatory or Policy Compliance	R&D: Funding, Utilization of Third-Party Contractor KPI: Customer Satisfaction			

Kansas State Board of Technical Professions (KSBTP)

Agency/Organization Leadership:

Larry Karns
Executive Director

Agency Information:

Vision: N/A

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.

Budget: \$805,500

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

Goals and Objectives: N/A

Agency Business Units: N/A

Agency Number: 663

Agency Funding Mechanism(s): Fee Fund

Number of Employees: 5

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This agency is supported by OITS.

Kansas State Board of Technical Professions



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Hardware refresh for staff and board	Promotion of Agency Services	R&D: If not replaced must rely on outdated computers KPI: Increased performance	■		
Website	Moving website to new platform	Application Modernization	R&D: If agency has necessary resources KPI: Improved communications	■		

Kansas Commission On Veterans' Affairs Office (KCVAO)

Agency/Organization Leadership:

Bill Turner
Director

Eric Rohleder
Deputy Director

Robert Hutchison
Chief Counsel

Jeremy Miller
Chief Information Officer (CIO)

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.

Budget: \$36,070,703

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

Goals and 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 Number: 694

Agency Funding Mechanism(s): State General Fund (SGF), Federal Periem, Lottery (Scratch Lotto), Medicare, Medicaid, VA Plot Allowance, Donations

Number of Employees: 368

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: N/A

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.

Budget: \$658,078

Number of Employees: 5

Kansas Commission On Veterans' Affairs Office



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Central Office Administration	Upgrade Central Office network to include greater storage capacity for back up storage	Infrastructure Modernization, Digitization or Process Improvement, Cybersecurity, Application Modernization	R&D: Agency risks network failure by not upgrading and improving technology infrastructure KPI: N/A			
Kansas Soldiers Home	Replace existing outdated wireless doorlock system with a more stable wired doorlock system	Infrastructure Modernization, Other	R&D: Agency risks safety and security of the residents of the Kansas Soldiers Home KPI: N/A			
Kansas Soldiers Home	Kansas Soldiers Home Infrastructure upgrade	Infrastructure Modernization	R&D: Network failure by not upgrading and improving technology infrastructure KPI: New fiber optic & network cables; Increase backup storage space; Increase size of network video recorder, replace outdated computers; Replace phone system			
Kansas Veterans Home Kansas Soldiers Home	Working with OITS to include both of the Kansas Veteran Nursing Home employees with Office 365 accounts to take the place of our aging email exchange servers.	Infrastructure Modernization	R&D: Agency risks network failure by not upgrading and improving technology infrastructure KPI: N/A			

Kansas Board of Veterinary Examiners (KBVE)

Agency/Organization Leadership:

Mark Olson
Executive Director

**Forbes and Frieden-Randy Forbes or Kevin
Fowler**
Chief Counsel

Jessica Wrosch
Administrative Specialist

Agency Information:

Vision: Public protection.

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

Budget: \$363,270

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

Goals and 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 Number: 700

Agency Funding Mechanism(s): Fee funded

Number of Employees: 4

Number of Kansas Citizen Customers: 2,940,000

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 agency's demands.

Budget: N/A

Number of Employees: Utilize the services of EBIT- OITS for IT issues and the services their team provides. None in the KBVE agency.

Kansas Board of Veterinary Examiners



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Agency Licensing	Funding for Licensing Database replacement	Continuous Improvement of Customer Experience, Application Modernization	R&D: Funding KPI: Consumer and customer satisfaction	[Blue bar spanning 2023, 2024, and 2025]		
Agency Licensing	Researching Licensing Database replacement software system	Continuous Improvement of Customer Experience, Application Modernization	R&D: Funding KPI: Consumer and customer satisfaction	[Blue bar in 2023]		
Agency Licensing	Implementing - Replacement for Licensing Database	Continuous Improvement of Customer Experience, Application Modernization	R&D: Funding KPI: Consumer and customer satisfaction		[Blue bar spanning 2024 and 2025]	

Kansas Water Office (KWO)

Agency/Organization Leadership:

Connie Owen
Director

Matt Unruh
Assistant Director

Debra Jones Chief
Fiscal Officer

Agency Information:

Vision: N/A

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

Goals and 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; and
- Shall establish guidelines as to when conditions indicative of drought exist.

Agency Business Units: N/A

Agency Number: 709

Number of Employees: 17

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: N/A

Mission: N/A

Kansas Water Office



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Rollout Softphones	Continuous Improvement of Customer Experience, Application Modernization	R&D: N/A KPI: N/A	[Blue bar spanning 2023 and 2024]		
All Services	Replace/Upgrade Computers Conference Room	Infrastructure Modernization	R&D: N/A KPI: N/A	[Blue bar in 2023]		
All Services	Replace/Upgrade Computers Staff	Infrastructure Modernization	R&D: N/A KPI: N/A	[Blue bar spanning 2023, 2024, and 2025]		
All Services	Create Disaster Recovery Strategy	Digitization or Process Improvement	R&D: N/A KPI: N/A		[Blue bar spanning 2024 and 2025]	

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:

Ken Hush
University President

Brent Thomas
Provost

Cory Falldine
Chief of Staff/COO

Steve Lovett
Chief Counsel

Doug Polston
Chief Information Officer (CIO)

Agency Information:

Vision: Changing lives for the common good.

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

Budget: \$9,500,000

Website: <https://emporia.edu>

Goals and Objectives:

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

Agency Number: 379

Agency Funding Mechanism(s): State of Kansas, Tuition/fees and Alumni donations

Number of Employees: 629

Number of Kansas Citizen Customers: 3,947

Agency IT Information:

Vision: We will provide Emporia State University with technology vision, leadership, and partnership.

Mission: ESU IT is committed to technology leadership, awareness, and support for Emporia State University's students, alumni, faculty and staff by identifying innovative solutions and providing the highest quality service and support.

Budget: \$7,000,000

Number of Employees: 43



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
All Services	Enhancing Information Security Program	Statutory or Regulatory or Policy Compliance, Cybersecurity	R&D: Establish Information Security Program Uncovering Additional Costs KPI: Reduction in and timely reporting of Security Incidents Increase application MFA Reduce # of vulnerabilities	[Bar spanning 2023 to mid-2024]		
All Services	Agency Wide Document Management System	Continuous Improvement of Customer Experience	R&D: Legislative change requiring re-allocation of resources KPI: Improved document and process management	[Bar spanning mid-2024 to end-2024]		
All Services	Business Application Modernization	Application Modernization	R&D: End-user acceptance, staff development, agency resource constraints KPI: resilient, scalable applications reduce costs in deployment and storage improved business automations and workflow	[Bar spanning late 2023 to end-2024]		
Human Resources, Information Technology	Enhancing Learning and Performance Management System	Continuous Improvement of Customer Experience, Application Modernization	R&D: Agency Resources Constraints User acceptance KPI: Improved Learning opportunities and performance management process	[Bar spanning early 2023 to mid-2023]		
Information Technology	Implement Licensing Verification Portal	Statutory or Regulatory or Policy Compliance	R&D: End-user acceptance staff development agency resource constraints KPI: Customer satisfaction Accurate and faster reporting	[Bar spanning late 2023 to end-2024]		

Emporia State University

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Road map		
				2023	2024	2025
Information Technology	Identity and Access security Platform	Quality Assurance or Audit	R&D: End-user acceptance staff development agency resource constraints KPI: access analysis and certifications timely provisioning risk quantifications enhanced activity tracking	[Bar spanning 2023 to 2024]		
Information Technology	Cloud Maturity / Training	IT Skill Enhancement	R&D: Application maturity End-user acceptance Budgetary constraints KPI: Reduce application costs Reduce DR and backup times Increase mobility and scalability	[Bar spanning 2023 to 2025]		
Information Technology	Streamlining IT Support of ERP	Other	R&D: agency resource constraints KPI: Improved IT ERP Dev/Test Cycle Faster detection and resolution of issues and defects		[Bar in 2024]	
Information Technology	Establish hardware and software asset inventory process	Quality Assurance or Audit	R&D: Staff Development KPI: Accurate & Faster Reporting Improved auditing capabilities	[Bar in 2023]		
Information Technology Strategic Initiatives	Agency IT Project Management	IT Skill Enhancement	R&D: End-user acceptance staff development agency resource constraints KPI: Increased focus on project tasks and deliverables Reduce project resources and timelines Faster detection and resolution of issues	[Bar spanning 2023 to 2024]		

Emporia State University

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology, Facilities and Property Management	Modernize Capitol Complex Security System	Infrastructure Modernization	R&D: Agency resource constraints Supply chain constraints KPI: Improved quality of security ecosystem			
Procurement, Financial Management, Accounts and Reports, Information Technology	Enhancing Procurement and E-Supplier Features	Continuous Improvement of Customer Experience, Promotion of Agency Services	R&D: Changes in needs for other agencies KPI: Increased Bidder and Vendor registrations Reduce procurement to pay times			

Fort Hays State University (FHSU)

Agency/Organization Leadership:

Dr. Tisa Mason
University President

Dr. Jill Arensdorf
Provost

Joseph Bain
Chief Counsel

Mark Griffin
Chief Information Officer (CIO)

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.

Budget: \$143,314,540

Website: <https://fhsu.edu>

Goals and Objectives:

- 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 Business Units: N/A

Agency Number: 246

Agency Funding Mechanism(s): Tuition, SGF

Number of Employees: 2,600

Number of Kansas Citizen Customers: 8,500

Agency IT Information:






Vision: N/A

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



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Financial Aid Office	Implementation of Workday Financial Aid module	Application Modernization, Digitization or Process Improvement	R&D: funding KPI: Customer Satisfaction			
Information Technology	Upgrade existing Firewall and add 2nd for redundancy	Infrastructure Modernization	R&D: funding			
Information Technology	Replace Sharepoint Workflow Forms with Workday Extend Applications	Continuous Improvement of Customer Experience, Infrastructure Modernization	R&D: funding, acquiring new skillsets KPI: Customer Satisfaction			
Information Technology	Upgrade wifi in Gross Memorial Coliseum	Infrastructure Modernization	R&D: Funding KPI: Customer Satisfaction			
Information Technology	Add 2nd KanREN node to our campus	Infrastructure Modernization	R&D: funding			

Fort Hays State University

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology	Extend fiber infrastructure to Univ. Farm and athletic fields West of Highway 40 bypass	Infrastructure Modernization	R&D: Funding KPI: Customer Satisfaction	[Blue bar spanning 2023 and 2024]		
Information Technology	Updating Security Posture	Cybersecurity, IT Skill Enhancement	R&D: Funding, Staffing	[Blue bar spanning 2023, 2024, and 2025]		
Information Technology	A/V Upgrades of campus conference rooms	Infrastructure Modernization, Application Modernization	R&D: Funding KPI: Customer Satisfaction	[Blue bar in 2023]		

Kansas State University (KSU)

Agency/Organization Leadership:

Dr. Richard Linton
University President

Dr. Charles Taber
Provost

Grant Hill
Chief of Staff

Shari Crittendon
Chief Counsel

Chad Currier
Chief Information Officer (CIO)

Adam Petrea
Director of PMO

Agency Information:

Vision: N/A

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.

Budget: \$591,696,042

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

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

Agency Number: 367

Agency Funding Mechanism(s): General Funds (SGF)

Number of Employees: 9,359

Number of Kansas Citizen Customers: 20,229

Agency IT Information:

Vision: One IT community: Enabling through technology. We are dedicated to the success of students, faculty, and staff at Kansas State University. We will operate as a unified IT community to deliver seamless and secure IT services that enable institutional excellence in student success, research, service, and engagement. We will leverage a modern, scalable network and computing infrastructure, use transparent management and decision-making processes, and work in an integrative and collaborative manner. As stewards of IT resources, we will intentionally measure and continuously improve IT performance and capacity, and take strategic risks to foster innovation. We will invest in the growth and development of IT professionals across the university. The trusted partnership between One IT and our stakeholders is grounded in the land grant mission.

Budget: \$16,000,000

Number of Employees: 120



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Finance, Payroll, Procurement	Establish and execute enterprise resource planning (ERP) upgrade strategy	Application Modernization	R&D: Ongoing effort, maintenance and upgrades KPI: Number of PUMs and patches applied, based on what Oracle is releasing.	[Active in 2023, 2024, 2025]		
Information Technology	Modernize the data center	Infrastructure Modernization	R&D: Migrating active workloads after project close out KPI: Workload migration to new equipment	[Active in 2023]		
Information Technology	Upgrade the university network	Infrastructure Modernization	R&D: On going efforts KPI: Data capacity numbers for wired and wireless infrastructure.	[Active in 2023, 2024, 2025]		
Information Technology	Adopt end-user profile standards	Digitization or Process Improvement	R&D: Initial Assessment KPI: TBD	[Active in 2023, 2024, 2025]		
Information Technology	Improve IT Assistance	Continuous Improvement of Customer Experience, Digitization or Process Improvement	R&D: Continuous improvement KPI: First call resolution, aging ticket reports, client satisfaction numbers.	[Active in 2023, 2024, 2025]		

Kansas State University

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Road map		
				2023	2024	2025
Information Technology	Develop a comprehensive communications program	Digitization or Process Improvement	R&D: Aligning priorities KPI: Communication service metrics.	[Blue bar spanning 2023, 2024, and 2025]		
Information Technology	Improve enterprise IT security	Cybersecurity	R&D: Ongoing project	[Blue bar spanning 2023, 2024, and 2025]		
Information Technology	Unify IT organizational structures	Other	R&D: Changing organizational structure KPI: Ongoing organizational changes to improve efficiency.	[Blue bar spanning 2023 and 2024]		
Information Technology	Establish cybersecurity awareness & risk management program	Cybersecurity	R&D: Awareness training KPI: Training completion metrics.	[Blue bar spanning 2023, 2024, and 2025]		
Information Technology	Design comprehensive & unified IT governance model	Other, Digitization or Process Improvement	R&D: Changing organizational structure KPI: Consolidation of services and strategic alignment of projects/resources metrics.	[Blue bar spanning 2023 and 2024]		

Kansas State University

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology	Define IT portfolio management processes	Digitization or Process Improvement	R&D: Changes in organization and governance KPI: Project meta data, reporting			
Institution-Wide	Define & implement enterprise CRM strategy	Application Modernization, Continuous Improvement of Customer Experience	R&D: Ongoing efforts KPI: Reduction in disparate CRMs and Access as a critical database platform.			
Research	Develop strategy that enables and supports a broad range of research activity	Digitization or Process Improvement	R&D: Ongoing projects KPI: Measure against NIST 800-171 controls			
Research	Develop & execute high-performance computing strategy	Infrastructure Modernization	R&D: Prioritization			

Pittsburg State University (PSU)

Agency/Organization Leadership:

Dr. Dan Shipp
University President

Dr. Howard W. Smith
Provost & Executive Vice President

Jaime Dalton
Executive Director of University Affairs

Jamie Brooksher
General Counsel

Angela Neria
Associate Vice President of Technology/CIO

Lucretia Haraughty
Director of IT Process and Project Management

Agency Information:

Vision: To educate and prepare students to make positive contributions to their chosen professions and future communities. We accomplish this by:

- providing access to quality educational programs and experiences for students.
- working to ensure students achieve their educational goals.
- embracing a historic commitment to learning by doing.
- creating an inclusive educational and work environment where everyone feels valued.
- connecting Kansas to the world and the world to Kansas.
- driving regional economic prosperity and competitiveness through education, research and creative activity, arts and culture, and community engagement.
- engaging with diverse communities and organizations to develop innovative solutions to critical social, technical, cultural, and environmental issues.

Mission: To make life better through education.

Budget: \$118,781,442

Website: <https://pittstate.edu>

Goals and Objectives:

- Valuable Education Experience
- Student Achievement
- Access, Inclusion, and Belonging
- Organizational Culture
- Scholarship, Research, and Creative Activity
- Economic Development
- Community Engagement and Partnerships
- Continuous Improvement
- Sustainability and Stewardship
- Health, Wellness, and Safety

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

Agency Number: 385

Agency Funding Mechanism(s): State Funding, Tuition/Revenue, Private Donations

Number of Employees: 1,572

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: \$4,389,154

Number of Employees: 39






Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Academic Affairs Unit	Implement A Student CRM	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Infrastructure Modernization	R&D: Scope creep, Data from Legacy SIS, IT/Vendor expertise and support			
Academic Affairs Unit	Remove Drop Student Process	Continuous Improvement of Customer Experience	R&D: Scope creep, changing processes, IT and Academic Affairs expertise, and removing obstacles			
Academic Affairs Unit	Student Information System Implementation	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Infrastructure Modernization	R&D: Scope creep, learning curve for campus, changing processes, IT and FA expertise, implementation partner			
Academic Affairs Unit	Employment Data Collection	Continuous Improvement of Customer Experience, Promotion of Agency Services	R&D: Scope creep, changing processes, IT and Career Services expertise, and ease of use			
Academic Affairs Unit	Replace Online Scholarship Application	Application Modernization, Infrastructure Modernization	R&D: Scope creep, changing processes, IT and Academic Affairs expertise			

Pittsburg State University

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Academic Affairs Unit	Select a Student Implementation Partner	Application Modernization, Continuous Improvement of Customer Experience, Infrastructure Modernization	R&D: Scope creep, expertise and support			
Academic Affairs Unit	KBOR General Education Requirement Changes	Promotion of Agency Services	R&D: Re-engineering processes and change management. D: IT, Advancement, and Academic Affairs expertise.			
Academic Affairs: Financial Aid	Financial Assistance System Implementation	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Infrastructure Modernization	R&D: Scope creep, learning curve for IT, changing processes, expertise, and ease of use			
Information Technology	CBORD Upgrade	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Infrastructure Modernization	R&D: Changing processes, IT and vendor expertise			
Information Technology	Multi Factor Authentication for Student Population	Cybersecurity	R&D: Educating campus, changing processes, extending use of products, ease of use, IT and vendor expertise			

Pittsburg State University

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Road map		
				2023	2024	2025
Information Technology	New Mass Email Solution	Application Modernization, Continuous Improvement of Customer Experience, Promotion of Agency Services	R&D: Educating campus, new definitions and processes, extending Microsoft products, and ease of use			
Information Technology	Replace Current Phone System with a Smaller System and Soft Phones	Infrastructure Modernization, Continuous Improvement of Customer Experience	R&D: Gathering data, supply chain delays, communication, IT and vendor expertise			
President's Office	Implement A University Wide Strategic Planning System	Application Modernization, Continuous Improvement of Customer Experience	R&D: Early stages and strategic plan			

University of Kansas (KU)

Agency/Organization Leadership:

Douglas A. Girod
University President

Barbara A. Bichelmeyer, Ph.D.
Provost

Julie Murray
Chief of Staff

Kimberly M. Grunewald
Chief Counsel

Ed Hudson
Interim Chief Information Officer (CIO)

John Rinnert
Director of Academic Technology

Ed Hudson
Chief Information Security Officer

Tom Johnson
Director of Support Services

Agency Information:

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

Mission: We educate leaders,, build healthy communities, and make discoveries that change the world.

Budget: \$693,143,724

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

Goals and Objectives:

- Student Success:
 - Increase Enrollment
 - Assure retention and completion through student engagement and satisfaction
 - Support student long-term success by improving placement and 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

Website: <https://jayhawksrising.ku.edu/>

Agency Business Units: University of Kansas

Agency Number: 682

Agency Funding Mechanism(s): State funding, tuition, grants, contracts, fellowships, gifts/donations

Number of Employees: 8,845

Number of Kansas Citizen Customers: 14,046

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: \$34,201,666

Number of Employees: 286



Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Communication and Collaboration	Migrating Voice from Skype to Microsoft Teams	Application Modernization	R&D: Key Dependencies: Funding; Ability to pair functionality for contact centers, 911, etc.; Risks: Rollout planning, training, and adoption strategy; KPI: End users/endpoints using Skype vs. Teams;	[Blue bar spanning 2023 and 2024]		
Infrastructure	Research File Storage Replacement	Infrastructure Modernization	R&D: Key dependencies: Staff resources; Supply chain; Risks: Funding; KPI: Successful migration of all shares to the new service;	[Blue bar in 2023]		
IT Communications	Improve communications and outreach to campus	Continuous Improvement of Customer Experience, Promotion of Agency Services	R&D: Key Dependencies: Migration of associated CMS sites; Adoption of enterprise email campaign solution; Risk: Funding; KPI: 8 completed website migrations; 24 monthly newsletters/updates to campus stakeholders, provided each year; EmmaHQ implemented by Aug. 1, 2023;	[Blue bar spanning 2023 and 2024]		
IT Service Management	IT Governance	Digitization or Process Improvement	R&D: Key Dependencies: KU Procurement Office and IT Stakeholders; Staff availability; Risk: Upcoming/pending changes to KITO process; KPI: In development	[Blue bar spanning 2023 and 2024]		
Teaching and Learning	School of Pharmacy Audio-Visual (A/V) Refresh	Infrastructure Modernization	R&D: Key dependencies: Staff resources; Risks: Funding; KPI: Successful migration to new A/V platform in all classrooms;	[Blue bar spanning 2023 and 2024]		

University of Kansas

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Teaching and Learning	School of Business Audio-Visual (A/V) Refresh	Infrastructure Modernization	R&D: Key dependencies: Staff resources; Risks: Funding; KPI: Successful migration to new A/V platform in all classrooms;			

University of Kansas Medical Center (KUMC)

Agency/Organization Leadership:

Robert Simari, M.D.
University President

Chris Harper
Chief Information Officer (CIO)

Steve Selaya
Deputy Chief Information Officer

Jeremy Pennington
Chief Information Security Officer

Sean Roberts
Chief Technology Officer

Agency Information:

Vision: To improve lives and communities in Kansas and beyond through innovation in education, research, and health care.

Mission: To educate leaders, build healthy communities, and make discoveries that change the world.

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

Goals and Objectives: N/A

Agency Business Units: N/A

Agency Number: 683

Agency Funding Mechanism(s): N/A

Agency IT Information:

Vision: N/A

Mission: N/A

Number of Employees: 123

University of Kansas Medical Center








Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology	Improved managed MAC/iOS device Support on-premise and in Office365	Continuous Improvement of Customer Experience	R&D: Team Training KPI: Improved Customer Access to Resources and better customer experience	█		
Information Technology	Standardized Disaster Recovery Framework	Cybersecurity, Statutory or Regulatory or Policy Compliance	R&D: FTE Resources, Community support KPI: Number of system Classified based on the framework, outcomes from table top exercises, live failovers	█	█	█
Information Technology	Secondary/Disaster Recovery DataCenter	Continuous Improvement of Customer Experience	R&D: Funding, Supply chain KPI: Availability of services during an outage	█	█	█
Information Technology	Data Center UPS Replacement	Infrastructure Modernization	R&D: Funding KPI: Continuous Uptime	█		
Information Technology	Health System and Medical Center ITSM integration	Continuous Improvement of Customer Experience	R&D: Funding, Data migration strategy, pre-work to document and align UKHS/KUMC business processes KPI: Customer Experience, ServiceDesk Surveys and reporting metrics		█	█

University of Kansas Medical Center

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Road map		
				2023	2024	2025
Information Technology	IT Risk Management Program	Cybersecurity	R&D: Funding, FTE Resources, Campus Support KPI: Review times, Compliance against ITEC Policies, IT risk reduction	[Bar spanning 2023 and 2024]		
Information Technology	Wireless Access Point Replacement	Infrastructure Modernization	R&D: Funding, Supply Chain KPI: Customer Experience	[Bar spanning 2023 and 2024]		
Information Technology	Reduction of Privileged Access	Statutory or Regulatory or Policy Compliance	R&D: FTE Resources, Community support, KPI: Present reduction of privileged access for primary accounts, Customer Experience	[Bar spanning 2023, 2024, and 2025]		
Information Technology	Primary and Secondary Storage Replacement	Infrastructure Modernization	R&D: Funding, Team Training KPI: Additional storage and ability to be encrypted as needed	[Bar spanning 2023]		
Information Technology	Network Distribution Switch Replacement	Infrastructure Modernization	R&D: Funding, Supply chain KPI: Continuous availability of network resources	[Bar spanning 2024 and 2025]		

University of Kansas Medical Center

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology	On-Premise SharePoint migration to Microsoft 365	Application Modernization	R&D: Team Resources KPI: Access and current or improved functionality after migration			
Information Technology	Cloud Access Security Broker Replacement	Cybersecurity	R&D: Funding, Team Training, FTE Resources KPI: Customer Feedback, Ability to share non-restricted data as appropriate, Average time to remediate incidents			
Information Technology	Privileged Access Management	Cybersecurity	R&D: Understanding scope for privileged accounts KPI: Customer Experience, IT risk reduction, use of the solution			
Information Technology	Firewall Replacement	Infrastructure Modernization	R&D: Funding, FTE Resources, Community support, Vendor Support KPI: Reduction of hardware, Number of modem rules, Uptime			
Information Technology	24/7 Security Operations Center	Cybersecurity	R&D: Funding KPI: 24/7 coverage for security events			

University of Kansas Medical Center

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology	Enhanced Email Security	Cybersecurity	R&D: Funding, FTE Resources, Community support, Vendor Support KPI: Percent of emails sent in a compliant method, Number of malicious emails delivered, Customer Experience	[Bar chart showing activity from 2023 to mid-2024]		
Information Technology	ITEC 7230A Compliance	Statutory or Regulatory or Policy Compliance, Cybersecurity		[Bar chart showing activity from 2023 to end of 2025]		
Information Technology	SIEM Replacement	Cybersecurity	R&D: Funding, Team Training KPI: Number of activity log sources, Reduction in investigation times	[Bar chart showing activity in early 2023]		
Information Technology	Wireless Security Appliance Upgrade	Infrastructure Modernization	R&D: Funding KPI: Customer Experience	[Bar chart showing activity in early 2023]		

Wichita State University (WSU)

Agency/Organization Leadership:

Dr. Richard Muma, Ph.D.
University President

Dr. Shirley Lefever, Ph.D.
Provost

Zach Gearhart
Chief of Staff

Stacia Boden
Chief Counsel

Ken Harmon
Chief Information Officer (CIO)

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.

Budget: \$606,300,000

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

Goals and Objectives: N/A

Agency Business Units: N/A

Agency Number: 715

Agency Funding Mechanism(s): State general fund (53.3%), Tuition (46.7%)

Agency IT Information:






Vision: N/A

Mission: N/A

Budget: \$11,593,358

Number of Employees: 70



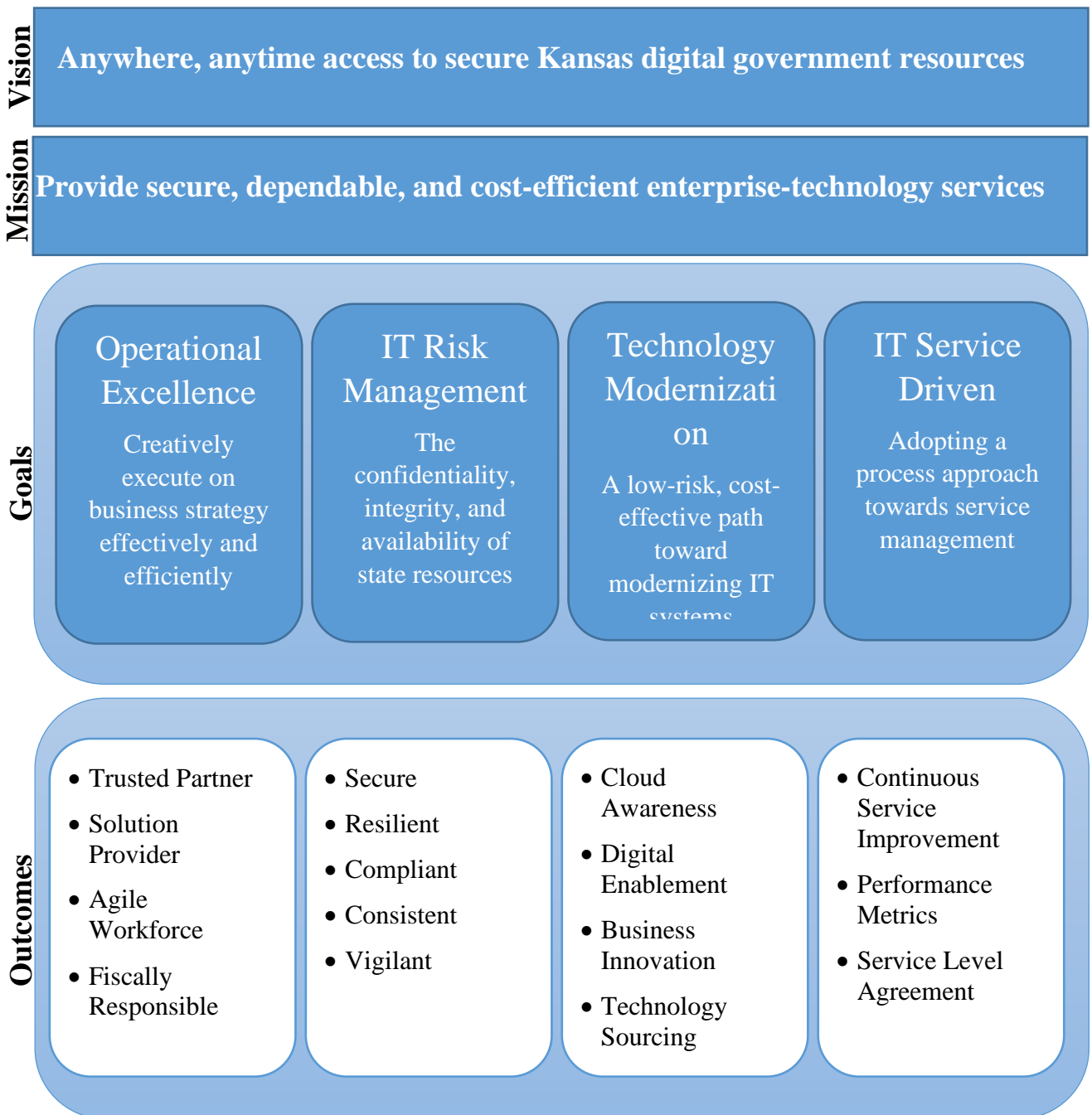
Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology	Enterprise Backup System	Infrastructure Modernization	R&D: Equipment availability (dependency), Competing project priorities. KPI: On-time, on-budget completion of project, initial requirements met.			
Information Technology	Expansion of Loaner Laptop Pools for students with financial need	Continuous Improvement of Customer Experience	R&D: Availability of hardware, adequately scoping student needs by program, short timeline KPI: Student populations identified and each student has appropriate loaner device.			
Information Technology	Improve Demonstrable Compliance with all relevant IT security statutes	Statutory or Regulatory or Policy Compliance, Cybersecurity	KPI: Adherence to regulations and frameworks, audit results.			
Information Technology	Support expansion and changes to the Innovation Campus (Business school, NIRDT, and other infrastructure)	Other	R&D: Schedule will be determined by agreements with current and future industry partners. KPI: On-time, on-budget completion of projects.			
Information Technology	Automated workflow improvements	Digitization or Process Improvement	R&D: Department (end-user) engagement, competing project priorities. KPI: Before & after process times and labor requirements.			

Wichita State University

Agency Service(s)	IT Strategic Action(s)	Objective(s)	Risk and Dependencies KPI and Metrics	3-Year Strategic Roadmap		
				2023	2024	2025
Information Technology	Communications Platform Revisoning (web site and internal web portal upgrades)	Continuous Improvement of Customer Experience	R&D: Project scoping, user engagement KPI: On-time, on-budget completion of projects, initial requirements met.			

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.