

Executive Branch 3-Year IT Plan Update

2024



Office of Information Technology Services



Submitted by Jeff Maxon
Executive Branch CITO
November 1, 2024

CITO'S MESSAGE



I am pleased to present the State of Kansas' 3-Year IT Plan, a critical framework to guide our efforts under KSA 75-7209 (c). This plan reflects our shared vision of providing "Anywhere, anytime access to secure Kansas digital resources" and represents our continued commitment to improving the services we deliver to Kansans through the strategic and effective use of technology.

This year marks an important milestone in collaboration between the Executive, Judicial, and Legislative branches of Kansas. For the first time, all three branches have worked together to submit their respective 3-Year IT Plans. While each branch's plan remains distinct, we have aligned our reporting standards and formatting, ensuring a more unified and consistent approach to IT planning across state government.

With 486 IT strategy actions submitted from agencies across the Executive Branch, this plan is a collective effort to address key objectives such as customer experience improvement, application and infrastructure modernization, and bolstering our cybersecurity. These initiatives will ensure that we remain agile and responsive to the evolving needs of our citizens and internal stakeholders.

Across the Executive Branch, we have seen significant achievements that speak to our dedication to IT excellence. For example, several agencies have successfully upgraded their legacy systems, leading to more efficient operations and better service delivery. In other instances, departments have modernized their infrastructure, resulting in enhanced connectivity and improved access to critical services. Various cybersecurity initiatives have also been launched, further securing our systems and protecting sensitive data.

I want to take a moment to express my sincere appreciation to all of you in Executive Branch IT. Your dedication and hard work make these achievements possible. Through your efforts, we are laying the groundwork for the future of IT in Kansas.

As we look ahead, I am confident that together, we will continue to innovate and improve how we deliver services to Kansans.

A handwritten signature in black ink that reads "Jeff Maxon". The script is fluid and cursive.

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

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CABINET SUCCESS STORIES

Kansas Department of Administration (DofA)



➤ **Application Modernization**

The Department of Administration (DofA) successfully migrated the Kansas Debt Resolution System (KDRS) and the Kansas Treasury Offset Program (KTOP) from the State Treasurer's Office to DofA while also establishing in-house support for both projects.

PeopleSoft Upgrade – DofA seamlessly upgrade the SMART and SHARP systems through both a PUM and PeopleTools upgrade.

➤ **Business Process Improvement**

In accordance with Senate Bill 66, DofA developed and launched a unified licensing verification portal to streamline the verification and reporting of professional license statuses.

DofA continued its adoption of electronic signature and business workflow automations using DocuSign. In 2024, the agency added an additional 37 cases to production, generating the usage of over 6,000 envelopes.

Kansas Department of Corrections (KDOC)



➤ **Connectivity**

In Fiscal Year 2024, the Department of Corrections (KDOC) installed a Wi-Fi system within each correctional facility for residents that is completely segregated from the staff Wi-Fi. This gives residents the ability to complete programming and take college courses from within their cells on approved tablets with whitelists that only allow access to approved sites.

Kansas Department of Transportation (KDOT)



➤ **Upgrades, Enhancements, and Modernization**

The Kansas Department of Transportation (KDOT) successfully completed multiple projects throughout over the last year:

IT Security Infrastructure Enhancements (replacement of VPN and Firewalls).

KC Scout Optical Networking Services Backbone Modernization.

Expanded the DWDM communication backbone along the US-169 corridor between Garnett and Lenexa.

Implemented Enhanced Priority Formula (EPFS) upgrades. EPFS is a valuable tool for analyzing priorities based on several factors such as traffic volume, roadway and bridge characteristics and condition, geographic distribution, and other factors deemed appropriate. The EPFS provides the flexibility to evaluate various categories such as interstate, non-interstate, and priority bridge. It is an essential tool in the process of selecting and prioritizing projects.

Implemented a new, fully integrated capital inventory and equipment management system which allows KDOT to efficiently meet current and future business requirements. This new system affords opportunities for automation of forms and business processes which reduces overhead associated with manual data entry.

Implemented a new Electronic Bridge Inspection (EBI) system which helps to automate the bridge inspection data collection process and to provide higher quality data to KDOT Headquarters for National Bridge Inspection (NBI) data submittal to the Federal Highway Administration (FHWA). The new system will improve the accuracy and consistency of data.

Kansas Department of Wildlife & Parks (KDWP)



➤ **Phone System Upgrade**

KDWP implemented soft phones at its Pratt Operations office and the Wichita/Great Plains Nature Center. In doing so, KDWP upgraded network infrastructure to handle the new setup and ability for soft phones. This has helped with receiving communication from the public and other agency staff as KDWP has been able to easily direct people to the correct location using the auto receptionist setup. KDWP also has been able to group staff in call queues, so calls are now directed to a group to answer instead of one individual.

➤ **CJIS Record Management Project**

KDWP implemented its first phase into the CJIS Record Management Project. On August 18, 2024, KDWP implemented electronic tickets, warnings and boating accidents. The new system will allow for better reporting to the public and legislature. KDWP continues to add to the system, looking to complete the project in December 2024.

NON-CABINET SUCCESS STORIES

Division of the Budget (Budget)



- During Fiscal Year 2024, the Division of the Budget (DOB) began posting agency budget narratives on the DOB website, beginning with the Fiscal Year 2025 budget cycle. This will continue in the future and past budgets will be posted, as time permits.

Kansas Behavioral Sciences Regulatory Board (BSRB)



- By implementing changes to the agency's document retention schedule, BSRB has been able to archive over 30 file-cabinets of paper records, allowing an increase in space for staff members.
- In Fiscal Year 2024, the BSRB successfully changed websites to a new platform hosted by Granicus.

Kansas Board of Healing Arts (KSBHA)



- Agency firewall replacements, which were previously identified as the primary longer-term goal on the Strategic Plan (scheduled for 2026), were completed at the end of Fiscal Year 2024. The switchover to new firewalls occurred 5/22/2024.

Kansas Board of Nursing (KSBN)



- Paper-to-Digital Initiative - KSBN received a generous financial grant from the State of Kansas Digital Imaging Program Fund to assist with the Paper-to-Digital conversion project. KSBN engaged the services of BTCO via the State Use Program (K.S.A. 75-3321) in March 2021 to convert state licensing records from paper to electronic. This project, consisting of over 400,000 pages of licensing records, resulted in the delivery of 50,000 electronic files. Due to project efficiencies captured by both KSBN and BTCO, there were funds remaining. KSBN chose to use those funds to initiate the conversion of the agency's paper Investigative and Disciplinary records as well as the KSBN Board meeting historical information. These files represent a much larger library of vital records, approximately 541 standard-size banker boxes. At its conclusion, it's estimated there will be 2 million pages representing 40,000+ independent case file and meeting records being converted to electronic files. In support of the KSBN mission, BTCO provides continuous access to its records through a secure, preauthorized request process. Once received, these records are imported into the imaging system for indexing via our coordinated licensure information systems. As a result of this project, KSBN was able to let the office records storage lease expire in the Mills State Office Building resulting in savings to the agency of over \$6000 per year.

Kansas Board of Pharmacy (KBOP)



- All staff 2024 Kansas Information Security Office training completed by 3/31/24.

Kansas Board of Tax Appeals (BOTA)



- In 2024, the Board officialized its first Continuity of Operations Plan.
- In 2024, the Board began holding Zoom hearings in Small Claims and Expedited Hearings Division. The partial roll-out of these services to Small Claims has improved the end user hearing experience, delivered efficiency gains, and has provided our Hearing Officers improved control over hearing proceedings.
- In 2024, the Board rolled out an evidence anti-virus screening process for external storage media.
- In 2024, the Board completed a security upgrade, providing additional functionality and patching critical vulnerabilities
- In 2024 the Board completed the deployment of a security tool, conforming with the KISO recommended product standard.

Kansas Board of Veterinary Examiners (KBVE)



- The KBVE has worked with OITS in great conversation and with the support of the Kansas legislature to be approved for the new Enterprise Licensing Platform and the upcoming implementation of the new Accela software program. It is very exciting as the present system is very outdated and more difficult to operate. Several steps in the process for the new software have been completed and KBVE looks forward to this great opportunity to improve efficiency for its operations.

Kansas Human Rights Commission (KHRC)



- In January 2024, KHRC implemented changes to use a database provided by the U.S. Equal Employment Opportunity Commission (EEOC) for some KHRC intake work that previously used an Access database. KHRC staff developed training materials, trained staffed, and implemented necessary forms to be used.

Kansas Judicial Council (KJC)



- The Kansas Judicial Council has been able to provide a portion of its employees the ability to telework, while still working to achieve its mission and being responsive to the public.

Kansas Lottery (Lottery)



- Completed upgrade of the firewalls. All migrations were performed by the Kansas Lottery. No loss of services was experienced due to the change in firewalls.
 - Performed yearly computer rotation schedule for computers and servers.
-

Kansas Real Estate Commission (KREC)



- Development of agency website.
 - Participated in the bid process for a statewide enterprise licensing contract (Accela).
-

Kansas Sentencing Commission (KSSC)



- Executive Director Scott Schultz recognized with the 2024 Ovation Award for Most Innovative Business App.
-

Kansas State Library (KSLIB)



- By transitioning the file storage from on-premise to a cloud-based solution, the library can share and collaborate more effectively with other State agencies and external partners. This also allows library staff to access information regardless of location and time.
-

Office of the Child Advocate (OCA)



- OCA worked with OITS and Granicus to successfully launch its new updated website on July 31, 2024.

REGENT SUCCESS STORIES

Emporia State University (ESU)



➤ Implementation of Projects and Improving Security

- ESU successfully implemented Centralized Deployment PC Installation across all of campus. This will ensure consistency in setup, improve efficiency, and reduce the time and effort required for individual PC installations. FY24 savings were estimated at \$100,000.
- ESU successfully implemented migrating the Banner systems to the Cloud. This allows for improved performance and reliability as well as advanced security features and compliance.
- ESU successfully completed the Interior Camera Project across campus to enhance security and safety, providing a safe learning and living environment for students.
- ESU successfully implemented Duo Multifactor for Students + Gmail 2-factor Authentication, adding an extra layer of security beyond just a password. This significantly reduces the risk of phishing attacks.
- ESU successfully implemented the initial phase of the Campus Digital Door Enhancement Project, which aimed to provide at least one electronic door access entry for each building across campus.
- ESU successfully installed a new generator for Cremer Hall, which houses the campus data center and IT offices.

Fort Hays State University (FHSU)



➤ Financial Aid Updates

- Implemented Workday Financial Aid module, replacing PowerFaids. Reducing the number of systems supported by FHSU, simplified financial aid process (despite bungled rollout of new FAFSA program), and brought more of the overall student data into one place.

➤ Campus Fiber

- Extended campus fiber across highway to the University Farm and other Athletic venues. It provides better network access to users in that area that are not on the main campus and has also eliminated the need to purchase separate internet access for that area.

➤ Network Monitoring

- Implemented a managed detection and response system for 24x7 network monitoring. This has improved the network security tremendously. It has helped identify some security shortcomings we had and notified us of nefarious bad actors infiltrating our systems immediately as the intrusion was occurring!

Kansas State University (KSU)



➤ **Managed a Portfolio of Multiple Projects**

- Implemented and delivered a streamlined ERP graduation application process (that affect all graduating students out of K-State) using PeopleSoft, removing manual intervention and multiple systems used.
- Applied new regulatory updates and patches for core PeopleSoft systems, HR, Student, and Finance.
- Completed the undergraduate application for admissions implementation, Slate, for enrollment management.
- Implemented Salesforce for the KCCTO (Kansas Child Car Training Opportunities) to improve training communication and organization across the state.
- Implemented the modernized Fluid Course Search (removed custom development) that supports public searching for K-State courses, improving the user experience.
- Completed over a dozen classroom and conference room hardware refreshes with new equipment.
- Modernized and standardized emergency contact numbers and emails to be shared with the University's emergency management communication system, moving from a 25% opt-in to a 100% mandatory position.
- Recovered 100s of systems, servers, and processes from a cyber incident.
- Completed the Snowflake Enterprise Data Warehouse implementation.
- Modernized the University's SSO process, making it more accessible and user friendly.
- Implemented a pilot book/materials process for immediate access to course materials.
- Removed custom processes and code by implementing cloud and vendor supported solutions for transfer review and evaluation.
- Modernized FWS and FAFSA processing to comply with Department of Education regulations.
- Developed a more secure and authenticated version of directory search for campus (students, faculty, staff).

Pittsburg State University (PSU)



➤ Implementation of New Systems

- New Student Financial System Implemented -Streamlined financial aid processes for students and Financial Assistance staff.
- New Student Success CRM System Implemented - Enhanced communication and support for student success initiatives.
- New Asset Management System Developed - Improved tracking and management of university IT assets.
- New Student Information System - Launched initial steps towards replacing the current legacy student information system to better serve the university community.

➤ Communications

- Implementation of a New Phone System - Transitioned from a legacy system over 30 years old to a modern phone system.

➤ Upgrades

- Major Network and Security Upgrades
 - Transitioned all students to multifactor authentication (employees were already using this).
 - Installed new edge switches and distribution layering technology.
 - Deployed new firewalls for enhanced security.
- Upgrade to the PSU Mobile App – Introduced significant enhancements to improve user experience and functionality.

OFFICE OF INFORMATION TECHNOLOGY SERVICES (OITS) SUCCESS STORIES

➤ Operational Technology Training for Water and Wastewater Operators

In July 2023, the Kansas Information Security Office (KISO), the Kansas Department of Health and Environment (KDHE), and the Cybersecurity & Infrastructure Security Agency (CISA) partnered to combat cybersecurity challenges to public water systems.

The effort launched in January 2024 with educational awareness and training sessions for water operators held throughout Kansas. The project continues to provide support through ongoing workshops, formulating incident response plans, and testing plans.

In recognition of the innovative approach Kansas has taken, the project team was invited to present to the National Governor's Association in September 2024.

The project has also been the recipient of multiple awards:

- 2024 StateScoop 50 Award: State IT Innovator of the Year
- 2024 GovTech State Government Experience (GovX) Project Award Winner



➤ Website Migration: Transforming Digital Services for Kansans

Responsible for managing and supporting 26 websites, the OITS Web Services team embarked on a website migration project aimed at modernizing the web services environment, enhancing security, and enriching the user experience. The project launched in August 2022 and completed in September 2024.

While the scope of the project targets the 26 managed websites, the Web Services team has also received requests from agencies outside of the migration to create new websites using our partner solution. In addition to our modernization efforts, we are also reaping the rewards of scalability and standardization, which enhances Kansans' online experience when interacting with websites that share a consistent look and feel.

➤ Network Modernization and Architecture Updates

In February 2020, OITS initiated a comprehensive network upgrade for the State of Kansas, focusing on the network access layer. This involved deploying new switches and upgrading core devices to accommodate wider bandwidth requirements. The project was completed in September 2023.

The primary goals were to modernize network hardware, enhance architecture, and achieve several key benefits:

- High Availability
- Improved Operational Expenditure (OpEx)
- Enhanced Security
- Cloud Optimization
- Simplified Management
- Better Analytics
- Improved Citizen Access

➤ Legacy System Replacement

OITS replaced its KIRMS database by transferring 72,928 lines of data related to phone and data jacks across all agencies inventories. Two-weeks of training sessions were conducted across all agencies and 124 users, and the new systems were integrated into the existing infrastructure. This project transformed the agency's approach to managing telecommunication and networking services across the State of Kansas.

➤ Enterprise Licensing Platform

To comply with Senate Bill 66, OITS coordinates with Department of Administration and Kansas legislative for their support in the implementation of the Enterprise Licensing Platform. The first agency will be onboarded and live by the end of 2024 with another 11 Non-Cabinet agencies committed to use the same platform in 2025 and 2026.

➤ Third Annual Kansas Public Sector Cybersecurity Summit

The agency continues to grow the summit and reach more public sector partners. This year's summit included a pre-summit operational technology training hosted by the Kansas information Security Office and taught by Sam Alva with the Cybersecurity & Infrastructure Security Agency (CISA).

➤ Women We Admire

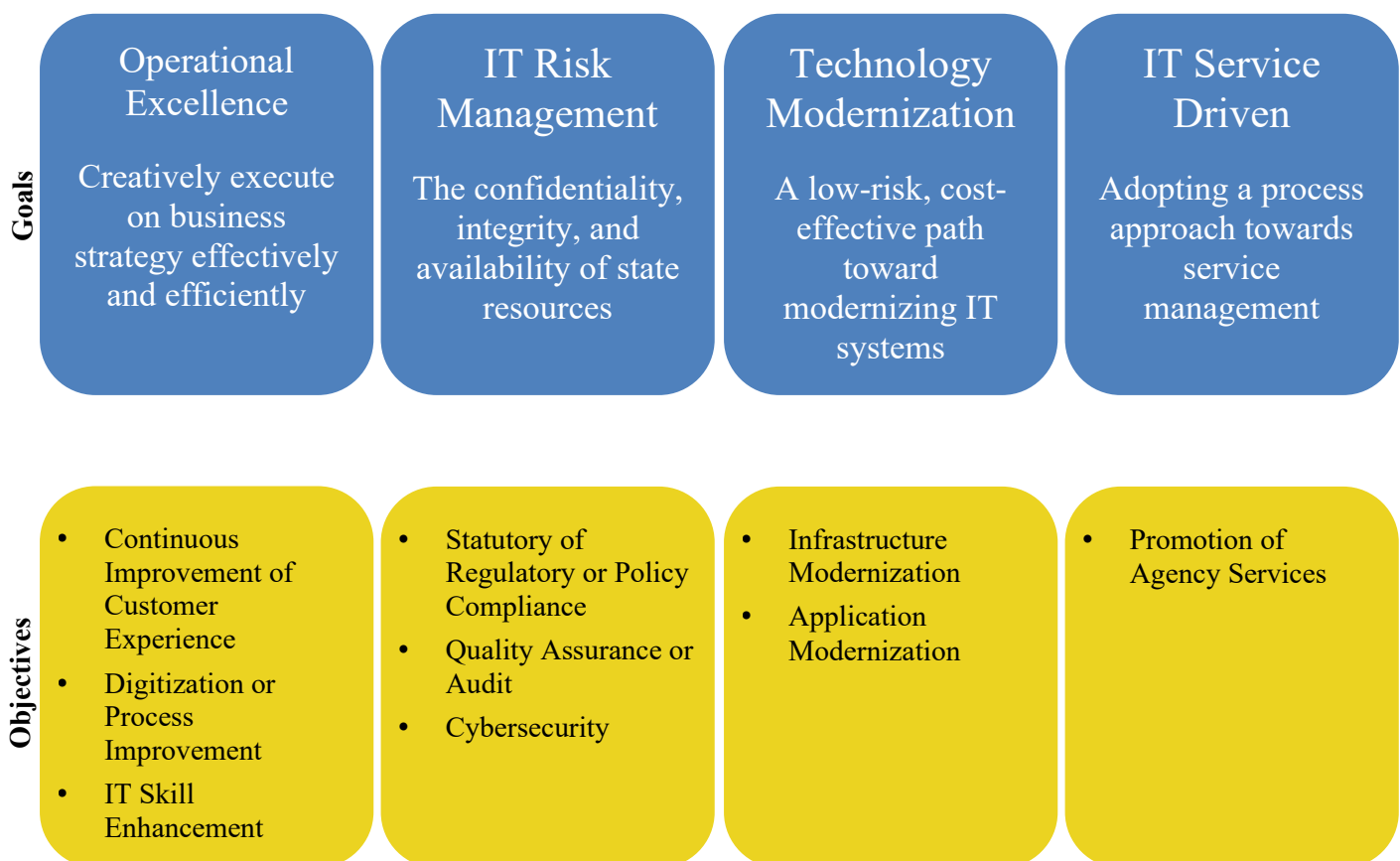
Tanya Rodriguez-Heffel, Chief Technology Officer, was named as one of the Top 50 Women Leaders in Technology for 2024, by Women We Admire. This honor goes to women in the technology space that have broken down barriers and shattered stereotypes.

Women We Admire also named Tanya Rodriguez-Heffel as one of the Top 50 Women Chief Technology Officers for 2024.

EXECUTIVE BRANCH IT FRAMEWORK & OBJECTIVES

Executive Branch IT is in its fourth 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.



Enterprise Assessment Summary

In this reporting period, a total of 486 IT strategy actions were submitted from all agencies in the Executive Branch.

Since 2022, OITS has asked agencies to identify the objectives of their 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 agency identifications allows us to understand the objectives that agencies are planning to achieve in the next three years. It also gives us an opportunity to identify the areas the Executive Branch is seeking to improve. The table below shows the distribution of these objectives.

Continuous Improvement of Customer Experience	32.26%
Application Modernization	30.97%
Infrastructure Modernization	30.11%
Cybersecurity	21.08%
Digitization or Process Improvement	16.99%
Statutory or Regulatory or Policy Compliance	14.19%
Other	7.53%
Promotion of Agency Services	6.88%
IT Skill Enhancement	6.24%
Quality Assurance or Audit	5.81%

Improvement of customer experience came in as the top objective, confirming the direction to provide great customer experience through technology.

Finally, out of these strategic actions, 113 (24%) will be completed by calendar year 2025, 201 (43%) are scheduled to be completed in 2026, and 108 (23%) are scheduled to be completed in 2027.

From a duration perspective, most of these strategic actions are long-term actions. A total of 199 strategic actions (42.8%) have a duration of 2 years or more, 127 (27.31%) have a projected duration between one and two years, and 139 (29.89%) are projected to take less than one year.

CABINET SUBMISSIONS

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

<u>OFFICE OF IT SERVICES</u>	17
<u>ADMINISTRATION</u>	22
<u>AGING AND DISABILITY</u>	26
<u>AGRICULTURE</u>	31
<u>CHILDREN AND FAMILIES</u>	36
<u>COMMERCE</u>	42
<u>CORRECTIONS</u>	45
<u>HEALTH AND ENVIRONMENT</u>	50
<u>HIGHWAY PATROL</u>	55
<u>LABOR</u>	59
<u>REVENUE</u>	71
<u>TRANSPORTATION</u>	73
<u>WILDLIFE AND PARKS</u>	77

OFFICE OF INFORMATION TECHNOLOGY SERVICES (OITS)

Agency/Organization Leadership:

Jeff Maxon

Chief Information Technology Officer (CITO)

John Godfrey

Chief Information Security Officer

Tanya Rodriguez-Heffel

Chief Technology Officer

Shelia Johnson

Chief Experience 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 Number: 335

Agency Funding Mechanism: State Funding, Fee Funding


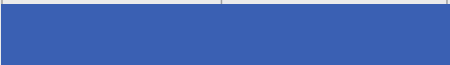



Number of Employees: 126

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS

Office of Information Technology Services

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Configuration Management Database/ Hardware Asset Management Solution	Continuous Improvement of Customer Experience, Digitization or Process Improvement	Implementation, Staff & Agency Engagement	Process improvement and efficiency, User Satisfaction, Reporting and Analytics			
Disaster Recovery and Business Continuity	Cybersecurity, Statutory or Regulatory or Policy Compliance	Agency Adoption & Engagement, Implementation, Agency Availability	Communication Effectiveness, Resource Allocation Efficiency, Critical Process Identification			
End Point Detection and Response	Application Modernization, Cybersecurity	Agency Adoption & Engagement	Agency adoption, Deployment Rate, Threat Detection Rate			
Enterprise Asset Management Solution	Continuous Improvement of Customer Experience, Digitization or Process Improvement	Staff & Agency Engagement	Process improvement and efficiency, User Satisfaction, Reporting and Analytics			
Enterprise Disaster Recovery System Architecture	Infrastructure Modernization, Cybersecurity, Statutory or Regulatory or Policy Compliance	Agency Adoption & Engagement, Funding, Data Center Plan	Incident Resolution and Response Time, Failover and Failback time, Recovery Time Objective (RTO) and Recovery Point Objective (RPO)			

Office of Information Technology Services

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Enterprise Licensing Platform for 11 Non-Cabinet Agency	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Agency Adoption & Engagement	Customer adoption, Accessibility and User Experience, Process Improvement and Efficiency, Reporting and Analytics, Security and Data Protection			
Firewall Infrastructure Upgrade	Infrastructure Modernization, Cybersecurity	Staff & Agency Engagement	System uptime, malicious traffic detection rate, latency			
Identity & Access Management (IAM) - Phase 1	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity	Both implementation and operational funding	Security and Incident Response, Compliance Adherence, Password Management,			
IT Service Management Platform Expansion	Continuous Improvement of Customer Experience	Agency Adoption & Engagement	Process improvement and efficiency, User Satisfaction, Reporting and Analytics			
KANWIN CORE and Distribution Network Modernization	Infrastructure Modernization, Continuous Improvement of Customer Experience, Cybersecurity	Implementation	Infrastructure Stability, Service Availability			

Office of Information Technology Services

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
KANWIN Core Network Redundancy	Infrastructure Modernization	Implementation	Infrastructure Stability, Service Availability			
KANWIN Wi-Fi Network Modernization	Infrastructure Modernization	Funding	User experience, Network Performance, Coverage and Signal Strength			
Managed Data Center as a Service Solution	Infrastructure Modernization, Continuous Improvement of Customer Experience, Cybersecurity	Staff & Agency Engagement	Infrastructure Stability, Service Availability			
SB 291 Consulting Services	Statutory or Regulatory or Policy Compliance	Dependencies: Staff availability. Risk: Limited time	Process improvement and efficiency, User Satisfaction, Reporting and Analytics			
Software Asset Management Solution	Continuous Improvement of Customer Experience, Digitization or Process Improvement	Implementation, Staff & Agency Engagement	Process improvement and efficiency, User Satisfaction, Reporting and Analytics			

Office of Information Technology Services

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
SoK Cloud Forward Strategy	Infrastructure Modernization	Agency Adoption & Engagement, Funding, Implementation	Infrastructure Stability, Service Availability			
Telephony in the Cloud	Infrastructure Modernization, Continuous Improvement of Customer Experience, Cybersecurity	Staff & Agency Engagement	Infrastructure Stability, Service Availability			

DEPARTMENT OF ADMINISTRATION (DOA)

Agency/Organization Leadership:

Adam Proffitt
Secretary

Kraig Knowlton
Deputy Secretary/Director of Personnel Services

Frank Burnam
Deputy Secretary/Director of Facilities & Property Management

Samir Arif
Chief of Staff/Director of Public Affairs

Pat Doran
Chief Counsel

Josh White
Chief Information Officer (CIO)

Nancy Ruoff
Director of Accounts & Reports

Todd Herman
Director of Procurement and Contracts

Chris Mitchell
Director of Financial Management

Sherita Jackson
Director of Printing, Mailing & Surplus Property

Jennifer Flory
Director of State Employee Health Benefits Program

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: \$850,230,519

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

Agency Number: 173

Agency Funding Mechanism: State Funding, Fee Funding

Number of Employees: 396

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: \$7,942,601

Number of Employees: 22

Department of Administration

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Business Application Modernization	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Statutory or Regulatory or Policy Compliance	D: Stakeholder alignment, Data readiness, Infrastructure readiness, Integrations, Resource availability, Compliance, Change management, training. R: Scope creep, disruption to business, data loss, vulnerabilities, user adoption, skill gaps, vendor lock-in, non-compliance.	Time to Deployment, Cost Management, Performance & Efficiency, User adoption, Security & Compliance, Business impact & ROI, Data Governance, Innovation & flexibility			
Cloud Adoption and Optimization	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, IT Skill Enhancement	D: Current infrastructure, Enterprise cloud & provider selections, Integrations, Data Governance, Change Management, training. R: Data security and privacy, vendor lock-in, compliance, service disruptions, data loss, migration, shadow IT, skills gaps, cloud complexities, Governance & controls	Cloud resource utilizations, cost efficiencies, performance and reliability, scalability, performance, operational efficiencies, UI			
Cybersecurity Enhancement	Infrastructure Modernization, Application Modernization, Cybersecurity, Statutory or Regulatory or Policy Compliance, IT Skill Enhancement	D: NIST CSF, Compliance, resources, Business & IT alignment, Incident Response & Disaster Recovery. R: Complexity, Disruption of business operations, Resistance to change, Integration/compatibility issues, emerging threats/zero-day vulnerabilities, vendor lock-in, insider threats	Incident and threat management, patch management, access management, security awareness and compliance, system security, device security, data protection and loss prevention, risk management, cost efficiency			
Digital citizen/user engagement and services	Application Modernization, Continuous Improvement of Customer Experience, Quality Assurance or Audit, Promotion of Agency Services, IT Skill Enhancement	D: scalable, data management, user-centric design, stakeholder collaboration, compliance, cybersecurity, system interoperability. R: downtime, data privacy & security breaches, data truth, inequitable access, resource constraints, stakeholder misalignment	User adoption rate, User satisfaction, Response time, Engagement rate, cost per transaction, valuable feedback, traffic sources/referrals, digital literacy improvement			
Disaster recovery and business continuity	Cybersecurity, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	D: gap analysis, stakeholder alignment, compliance requirements, BIA, technology, testing, communication plan, training & awareness, vendor coordination. R: planning, technology failures, data loss, data corruption, human error, non-compliance, communication failures, 3rd party risks	Recovery time objective, recovery point objective, successful test rate, mean time to recovery, cost of downtime, % of critical functions supported, compliance with recovery procedures, frequency of backup, incident response time			

Department of Administration

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
IT process automation and efficiency	Application Modernization, Continuous Improvement of Customer Experience, Quality Assurance or Audit, IT Skill Enhancement	D: documentation of existing processes, stakeholder alignment, data quality, compliance requirements, vendor, change management. R: process analysis, technology failures, data integrity, compliance, vulnerabilities, vendor dependency, over-reliance on automation	Process cycle time, automation rate, error rate, cost savings, employee productivity, user satisfaction, time to market, volume of transactions processed			
IT workforce training and development	Continuous Improvement of Customer Experience, IT Skill Enhancement	D: custom training, management support, learning platforms, curriculums, organizational culture, time availability, career development, technology adoption. R: ineffective training programs, participation, high turnover, knowledge retention, customization, over-reliance on training.	Participation, Performance improvement, Retention, Employee satisfaction, Career Development, Innovation, Knowledge transfer			

DEPARTMENT OF AGING & DISABILITY SERVICES (KDADS)

Agency/Organization Leadership:

Laura Howard
Secretary

Tom Pagano
Chief Information Officer (CIO) or IT Head

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 Number: 39

Agency Funding Mechanism: State Funding, Federal Funding

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: \$49,774,608






Number of Employees: 163



Department of Aging & Disability Services

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3 Year Strategic Roadmap		
				2024	2025	2026
Data Center 2.0 (DCaaS Vendor Migration) (KDADS)	Continuous Improvement of Customer Experience	N/A	N/A			
Establish Business Relationship Management capability (KDADS)	Continuous Improvement of Customer Experience	N/A	N/A			
Establish Enterprise Architecture/Data and Analytics Strategy (KDADS)	IT Skill Enhancement	N/A	N/A			
Firewall Upgrade (KDADS)	Infrastructure, Modernization, Cybersecurity	KISO/OITS and Equipment availability	N/A			
Formalize IT Governance approach (KDADS)	Continuous Improvement of Customer Experience	N/A	N/A			

Department of Aging & Disability Services

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
HCBS Final Rule	Application Modernization	Funding, Federal Compliance	N/A			
IL Mass Texting Tool (KDADS)	Continuous Improvement of Customer Experience	Compliance with state mandates	N/A			
IT Support for new hospital construction (Wichita)	Promotion of Agency Services	N/A	N/A			
KAMIS Analysis	Promotion of Agency Services	Unknown	N/A			
Medicaid Functional Eligibility Instrument (MFEI) Implementation	Application Modernization	Appropriate Funding	N/A			

Department of Aging & Disability Services

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Server Modernization (KDADS)	Infrastructure Modernization	Other Agency Competing Priorities	N/A			
ServiceNow Integration (BA's and App Devs) (KDADS)	Continuous Improvement of Customer Experience	N/A	N/A			
State Hospital & SUD Electronic Health Record (EHR)	Application Modernization	Political Risk, Governance of Shared Model	N/A			

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, agribusinesses 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:

- The Kansas Department of Agriculture will achieve its vision and mission by:
 - Creating a “best-in-state plus” work force and a work environment with a positive culture and attitude
 - Working diligently to make the agency more innovative and efficient while streamlining program operations
 - Fulfilling and upholding statutory and regulatory obligations fairly, transparently, efficiently and effectively
 - Working with industry partners to guarantee the interests of Kansas and the agriculture industry are considered in state and federal policy decisions

- Providing customer support, timely responsiveness, educational resources, and critical information to all Kansans
- Broadening the understanding and appreciation of agriculture and its economic contribution amongst Kansas citizens
- Providing support and assistance to help make Kansas businesses more successful, grow rural communities, expand markets for Kansas agricultural products, level the playing field, grow the agricultural workforce, and encourage more farms, ranches and other agriculture businesses to expand in or relocate to Kansas, and
- Being a model state agency.
- To achieve our agency goals and maintain an achievable focus, the following objectives are:
 - 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 Number: 46

Agency Funding Mechanism: State Funding, Federal Funding, Fee Funding, Grant Funding

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

Department of Agriculture

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Agriculture Information Management Service (AIMS) Modernization	Application Modernization	Program Funding	Improved Process Efficiency			
Customer Service and Complaint Application Upgrade	Continuous Improvement of Customer Experience	N/A	Faster Response Time			
Firewall Upgrades	Infrastructure Modernization, Cybersecurity	N/A	N/A			
Improve Agency CRM	Continuous Improvement of Customer Experience	N/A	N/A			
Migration to SharePoint	Continuous Improvement of Customer Experience	N/A	N/A			

Department of Agriculture

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Strengthen cybersecurity posture with KISO	Cybersecurity	N/A	N/A			

DEPARTMENT OF CHILDREN & 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 Number: 629

Agency Funding Mechanism: State Funding, Federal Funding

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: \$49,774,608

Number of Employees: 163






Department of Children & Families

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Adaptable Database System Replace (ADABAS)	Promotion of Agency Services	KEES/KDHE/Funding	N/A			
Child Support Services Replatforming Modernization	N/A	External Payment Interface, Batch Processing	N/A			
Cloud Strategy Execution / Azure Cloud Adoption / Coordinate with OITS	Infrastructure Modernization	N/A	N/A			
Comprehensive Child Welfare Information System Update (CCWIS/PPS)	N/A	Partnership with Vendors & State Agencies	N/A			
Data Center 2.0 (DCaaS Vendor Migration) (DCF)	Continuous Improvement of Customer Experience	N/A	N/A			

Department of Children & Families

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Develop and Implement Disaster Recovery Strategy	Quality Assurance or Audit	N/A	N/A			
Electronic Access to Social Security (EATSS)	Application Modernization	N/A	N/A			
Establish Business Relationship Management capability (DCF)	Continuous Improvement of Customer Experience	N/A	N/A			
Establish Enterprise Architecture/Data and Analytics Strategy (DCF)	IT Skill Enhancement	N/A	N/A			
Firewall Upgrade (DCF)	Infrastructure Modernization, Cybersecurity	KISO/OITS and Equipment availability	N/A			

Department of Children & Families

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Formalize IT Governance approach (DCF)	Continuous Improvement of Customer Experience	N/A	N/A			
IL Mass Texting Tool (DCF)	Continuous Improvement of Customer Experience	Compliance with state mandates	N/A			
Improve and formalize IT Vendor Management capability	Quality Assurance or Audit	N/A	N/A			
Kansas Management Information System (KMIS) Planning	Application Modernization	Complex contract negotiations, Time, Large number of requirements, Customization of off the shelf technology, Seamless services during and after the transition	N/A			
KPC Renewal Contract Project	Promotion of Agency Services	N/A	N/A			

Department of Children & Families

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
PMO/Portfolio Management Process Improvements	Digitization or Process Improvement	N/A	N/A			
Server Modernization (DCF)	N/A	Other Agency Competing Priorities	N/A			
ServiceNow Integration (BA's and App Devs) (DCF)	Continuous Improvement of Customer Experience	N/A	N/A			
SharePoint Upgrade	Continuous Improvement of Customer Experience	N/A	N/A			
Supplemental Nutrition Assistance Program (SNAP) Upgrade	Application Modernization	Contractual Risk (MFaaS, Unisys)	N/A			

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: \$399,914,430

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

Goals and Objectives:

- Current Objectives include - To continue to rebuild and retool the Department of Commerce to return back to the cutting edge of creating knowledge jobs for tomorrow's knowledge industry. This effort to restore the Department of Commerce involves building capacity and reestablishing successful programs and tools that helped the state facilitate growth and spark investment in key industries for our future. This means getting back to the cutting edge of areas where we were previously invested and leading.

Agency Number: 300

Agency Funding Mechanism: State Funding, Federal Funding, Grant Funding

Number of Employees: 302

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: \$1,366,475

Number of Employees: 8

Department of Commerce

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
File Server Refresh	Continuous Improvement of Customer Experience	Availability of agency resources to assist in data validation, cleanup, etc.	N/A			
Improve Agency CRM	Application Modernization, Continuous Improvement of Customer Experience	Not having enough support to provide assistance and development to the KDC users	Users adopting the new technology			
Intranet Redesign	Promotion of Agency Services	N/A	N/A			

DEPARTMENT OF CORRECTIONS (KDOC)

Agency/Organization Leadership:

Jeff Zmuda
Secretary

Gloria Geither
Deputy Secretary

Megan Milner
Deputy Secretary

Keith Bradshaw
Executive Director

Cris Fanning
Executive Director

Jennifer King
Chief of Staff

Natasha Carter
Chief Counsel

Melissa Mounts
Chief Information Officer (CIO)

Mary Stafford
Director of Victim Services

Doug Woods
Director of Enforcement, Apprehension, and Investigation

Janelle Amon
Director of Finance

Mark Keating
Prison Review Board Chairman

Agency Information:

Vision: Transforming Lives for the Safety of All

Mission: Partnering to Promote Safety and Responsibility Through Best Practices

Budget: \$649,400,000

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 Number: 521

Agency Funding Mechanism: State Funding

Number of Employees: 3,158

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: \$12,400,000

Number of Employees: 49

Department of Corrections

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Automated Movement	Application Modernization, Continuous Improvement of Customer Experience	Wi-Fi Project	Accuracy of Resident Location			
Deployment of Machine Learning and Artificial Intelligence (Microsoft Azure Cognitive Engine)	Digitization or Process Improvement	Will be Reliant on Completion of Athena Project to Get Maximum Usage	N/A			
Digital Signatures for Residents	Digitization or Process Improvement	Dependent on Completion of Phase 2 of Athena Project	Staff Time Saved			
Enhancement to Victim Tracking System	Application Modernization	Integration with New OMS	Efficiencies by Staff			
Enhancements to EAI Case Log	Digitization or Process Improvement	Funding	Ease of Use			

Department of Corrections

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Expansion of API's to External Partners	Digitization or Process Improvement	Completion of Athena Project	Staff Time Saved	<div></div>		
Integration of Access Databases into core Management system Improvement	Application Modernization, Digitization or Process	Will be Reliant on Completion of Athena Project	Less Duplication	<div></div>	<div></div>	
IT Staff Training	IT Skill Enhancement	Funding	Staff Satisfaction/Retention	<div></div>		
Modernize Employee and Resident ID	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience	Integration with New OMS as It's being built	Replaces Outdated Equipment	<div></div>		
Officer Mobilization Project for Data Entry	Digitization or Process Improvement	Completion of Athena Project	Efficiency, Accuracy		<div></div>	

Department of Corrections

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Phase 2 of Microsoft Dynamics solution to replace antiquated Offender Management System	Application Modernization	Storage Needs	Customer Satisfaction, Ease of Maintenance			
Redevelop Internet and Intranet	Continuous Improvement of Customer Experience, Promotion of Agency Services	N/A	Ease of Maintenance by Staff, Customer Satisfaction			
Resident Educational Portal	Continuous Improvement of Customer Experience	RFP awarded	Easier access to Educational Opportunities for Residents, more take advantage			
Upgrade of Surveillance Systems	Infrastructure Modernization	N/A	Accuracy and Quality of Images			

DEPARTMENT OF HEALTH AND 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.kdhe.ks.gov/>

Goals and Objectives:

- Goal #1 - The primary goal of the Office of the Secretary is to execute the authority and responsibility of the Secretary and provide administration and support services to the program areas so that the Department can provide efficient and effective services to the citizens of Kansas.

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

Agency Number: 264

Agency Funding Mechanism: State Funding, Federal Funding, Fee Funding

Number of Employees: 1,928

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

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






Budget: N/A

Number of Employees: 48

Department of Health and Environment

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
3rd Party Remediation Tool	Cybersecurity	Resource availability	Satisfy SB 291 requirements on Cyber Security			
Bureau of Water State Revolving Fund Database	Digitization or Process Improvement	Resources	Update process with new app to move away from Access			
Early Childhood Data Integration and System Enhancements (CLARIS)	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Internal Resource Availability	Regulated Community Satisfaction, Agency Transparency			
ePASSR (Electronic Pre-Admission Screening and Resident Review)	Statutory or Regulatory or Policy Compliance	Reliance on a manual solution, issues with data accuracy, backlog of assessment tasks, time and staffing required for completing assessments, non-compliance with federal regulations	N/A			
EpiTrax	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Schedule, Multiple Vendors	Implement Tools for Genomic Sequencing, Complete EpiTrax System Security Plan to document HIPPA and NIST Controls, External Security Code Review and Penetration Testing			

Department of Health and Environment

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Road map		
				2024	2025	2026
EPM - PasswordSafe	Cybersecurity	Resource availability	Satisfy SB 291 requirements on Cyber Security			
Kansas Early Childhood Developmental Services DB Management	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Resources, Schedule, Cost, Federal Regulations	Meeting Federal guidelines and reporting requirements, Regulated Community Satisfaction, Agency Transparency			
Newborn Screening	Infrastructure Modernization	Schedule and Resources	Revise and modernize existing outdated and inefficient process			
PRA - Privileged Remote Access	Cybersecurity	Resource availability	Satisfy SB 291 requirements on Cyber Security			
Ryan White Program Database and Claims Modernization	Continuous Improvement of Customer Experience	Schedule, Costs, Resources	Improvement of processes for customers			

Department of Health and Environment

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Surface Water	Application Modernization	Resources, Schedule	Bring aging database and forms to modern tools			
WRAPS/KWIAT	Continuous Improvement of Customer Experience	Finding a vendor to deliver for grant amount	Create new web portal for watershed program for tracking and reporting purposes.			

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 concerns of citizens and public safety partners. We will do this by providing professional law enforcement services and share resources in the most effective and efficient manner possible.

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

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

Budget: \$129,392,570

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

Goals and Objectives:

- **Enforcement of Impaired Driving and Occupant Protection Laws** - To reduce the number and severity of traffic crashes through the enforcement of impaired driving and occupant protection laws.
- **Promote the Use of Child Restraints and Safety Belts** - The Patrol will promote the use of child restraints and safety belts through aggressive enforcement and educational programs.
- **Deter and Arrest Motorists Driving Under the Influence** - The Patrol will deter motorists from driving impaired and will arrest impaired drivers through proven DUI countermeasures, such as selective enforcement efforts and sobriety check lanes.
- **Kansas Highway Protection** - To vigorously pursue, apprehend, and prosecute those who utilize Kansas highways for criminal activities.
- **Improve the Quality of Service and Enforcement Activities** - To improve the quality of our service and enforcement activities by developing programs and incorporating technologies that enhance public safety.
- **Local Community Involvement** - To enhance public relations through local community involvement in schools, civic organizations, and businesses.

Agency Number: 280

Agency Funding Mechanism: State Funding, Fee Funding, Grant Funding

Number of Employees: 784

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: \$3,146,043

Number of Employees: 17

Highway Patrol

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Agency Wide Cell Phone Refresh	Infrastructure Modernization	IT Personnel availability	Increased performance and communications			
AgencyWide Wi-Fi Implementation	Infrastructure Modernization	Funding, IT Personnel availability	Increase productivity			
Body Camera Implementation	Digitization or Process Improvement	Funding, IT Personnel availability	Reduction in community complaints			
Capitol Physical Security Improvements	Infrastructure Modernization, Digitization or Process Improvement	Funding, Vendor selection, Facilities, IT Personnel availability	Improve on the ability to counter civil unrest.			
CJS Record Management Software Upgrade	Application Modernization, Digitization or Process Improvement	Funding, Application Development Resources for troubleshooting, Interoperability with other Agency systems	Improving Records Management Reduction in trouble tickets for CAD and RMS Shorter traffic stops"			

Highway Patrol

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Data Center Migration	Infrastructure Modernization, Cybersecurity	Funding, IT Personnel availability	Reduction in network outages			
HR/Fiscal Paperless Initiative	Digitization or Process Improvement	Funding, IT Personnel availability	Increase productivity			
Mobile Data Unit Refresh	Infrastructure Modernization	Funding, IT Personnel availability	Increase productivity			
Salina VOIP Upgrade	Infrastructure Modernization	Funding, IT Personnel availability	Increase interoperability withing the agency			

DEPARTMENT OF LABOR (KDOL)

Agency/Organization Leadership:

Amber Shultz
Secretary

Sandy Johnson
Deputy Secretary

Amy Selm
Deputy Secretary

Martin Walter
Chief Counsel

Jeffry Lewis
Chief Information Officer (CIO)

Troy Bell
Director of UI

Agency Information:

Vision: An empowering employer providing resources and economic security to all Kansans!

Mission: The Kansas Department of Labor – Provides WORKERS and EMPLOYERS with information and services that are accurate and timely, efficient and effective, fair and impartial. Administered by EMPLOYEES that understand the value and importance of public service to their fellow KANSANS.

Budget: \$265,000,000

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 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 about KDOL services

Agency Number: 296

Agency Funding Mechanism: Federal Funding, Fee Funding

Number of Employees: 416

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, which 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: \$12,000,000

Number of Employees: 42






Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
1099 Process	Infrastructure Modernization, Application Modernization	Vendor, Business SMEs & IT SMEs	Time, in Days, to generate and distribute a complete set of 1099 forms, Accuracy rate of Issued 1099 Forms and finally, Number of corrections or re-issues per tax season			
Access Rights Management	Cybersecurity, Statutory or Regulatory or Policy Compliance	Vendor, IT SMEs	Number of access rights reviewed, Reduction in unauthorized access incidents, Time to audit access rights			
Accident Prevention Program	Infrastructure Modernization, Application Modernization	Business SMEs & IT SMEs	Reduction in workplace accidents, Time to incident resolution, Compliance with safety regulations			
Active Directory / Group Policy Cleanup	Cybersecurity, Quality Assurance or Audit	IT SMEs, OITS	Number of group policies cleared Reduction in policy conflicts, Active Directory performance			
Agency-Wide Data Strategy Initiative	Cybersecurity, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Agency Buy-in, SME Resources and Skillsets	Business processes and UI change management to incorporate SOPs around data management. Generally, clean data as demonstrated in Report and Analytics			

Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Amusement Rides Permitting	Infrastructure Modernization, Application Modernization	Vendor, Business SMEs	Number of permits processed, Time to issue permits, Compliance with amusement ride regulations			
CMDB	Application Modernization, Cybersecurity	Vendor, IT SMEs, OITS	Number of assets tracked in CMDB, CMDB accuracy rate, Time to audit assets			
Complaint Portal	Infrastructure Modernization, Application Modernization	Vendor, Business SMEs & IT SMEs	Quantity of Reported Issues and response times.			
Continuity of Operations (COOP)	Continuous Improvement of Customer Experience, Other	Human Resources, Business SMEs & IT SMEs	COOP plan completion, Number of successful COOP tests, Incident recovery time			
Court Transcription App / SaaS	Infrastructure Modernization, Application Modernization	Vendor, Business SMEs & IT SMEs	Court transcription turnaround time, Accuracy of transcripts, Number of documents processed			

Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Datawarehouse/Data Lake Implementation	Infrastructure Modernization, Application Modernization	Agency Buy-in, SME Resources and Skillsets	Data warehouse implementation completion rate, Data accessibility improvements, Query performance improvements			
Decommissioning of Legacy Systems	Infrastructure Modernization	IT Resources, Retention Management	Number of legacy systems decommissioned, Cost savings, Data migration success rate			
Disaster Recovery / IT Continuity / Incident Response Updates	Continuous Improvement of Customer Experience, Other	Human Resources, Business SMEs & IT SMEs	Recovery time objective (RTO), Incident resolution time, System uptime			
Document Data Standards, Dictionaries, Schema, Naming Conventions	Continuous Improvement of Customer Experience, IT Skill Enhancement	IT SMEs & IT Buy-in	Document standardization completion rate, Compliance with naming conventions, User adoption rate			
Employer Portal	Infrastructure Modernization, Application Modernization	Vendor, Business SMEs & IT SMEs	Quantity of Reported Issues and response times.			


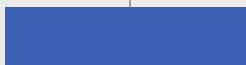
Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Evaluate and upgrade current telephony system/solution.	Continuous Improvement of Customer Experience	Business SMEs & Buy-in, OITS	Telephony system upgrade completion time, Call quality improvements, User satisfaction with telephony solution			
Experience /Annual Tax Rating Process	Infrastructure Modernization, Application Modernization	Vendor, Business SMEs & IT SMEs	Quality of data and the calculations for the Rating process. Additionally, number of complaints to the Employer portal.			
IAM/SSO	Continuous Improvement of Customer Experience, Cybersecurity	Vendor, IT SMEs, OITS	Number of users utilizing SSO, Time to provision identities, User login success rate			
Intranet Upgrade and Improvement	Infrastructure Modernization, Application Modernization	Vendor, Business SMEs & IT SMEs	User satisfaction with intranet, Page load speed, Number of active users			
Investigate and evaluate AI for applications coding	Application Modernization, IT Skill Enhancement	Vendor, IT SMEs, OITS	Time to evaluate AI, Number of AI-assisted coding tasks, Developer satisfaction			







Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
ISH App	Infrastructure Modernization, Application Modernization	Vendor, Business SMEs & IT SMEs	User satisfaction with app functionality, Time to issue incident reports, Number of reported incidents			
IT Employee PMP process improvement	IT Skill Enhancement, Other	Human Resources, IT SMEs	Employee PMP completion rate, Employee satisfaction with PMP process, Time to complete PMP reviews			
IT Knowledge Management process improvement	Continuous Improvement of Customer Experience, IT Skill Enhancement	Agency Buy-in, SME Resources and Skillsets	Number of knowledge articles published, Time to access knowledge, Knowledge utilization rate			
IVR	Infrastructure Modernization, Application Modernization	Vendor, Business SMEs & IT SMEs	General phone system analytics. Number of calls, length of calls, number of hang-ups, et al.			
Kofax for UI	Infrastructure Modernization, Application Modernization	Vendor, Business SMEs & IT SMEs	Document processing speed, Accuracy of OCR data extraction, Reduction in manual data entry, Time to process unemployment claims			





Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Kofax Imaging Software - WC	Digitization or Process Improvement	Vendor, Business SMEs & IT SMEs	Quantity of Paper/Email documents that create data in the OSCAR system			
LEO Portal	Infrastructure Modernization, Application Modernization	Vendor, Business SMEs & IT SMEs	Quantity of Reported Issues and response times.			
LMIS - Wizard of Jobs	Promotion of Agency Services, Other	Source Code, IT SMEs, Data Integrity	Completion of job wizard module, User satisfaction with interface, Number of successful job searches			
Major / large ticket "Bus. Req. Document Light" process development	Continuous Improvement of Customer Experience, IT Skill Enhancement	IT SMEs, OITS	Completion of ticket documentation, Time to resolve major tickets, User satisfaction with process			
MF Archive Project	Infrastructure Modernization, Application Modernization	Vendor, Business SMEs & IT SMEs	Percentage of archived files successfully migrated, Reduction in physical storage requirements, Data retrieval time			






Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Migrate Hosted Server Environment Non-prod to Cloud	Infrastructure Modernization, Application Modernization, IT Skill Enhancement	Vendor, IT SMEs & IT Buy-in	Migration completion rate, Time to migrate, System performance improvements			
Move appropriate non-UI production workloads to cloud IaaS	Infrastructure Modernization, Application Modernization, IT Skill Enhancement	Vendor, IT SMEs & IT Buy-in	Number of non-UI workloads moved to cloud, Time to migrate, System performance improvements			
Onboarding / Offboarding / Employee Journey Process Enablement	Other	Human Resources	Employee onboarding completion time, Employee satisfaction with the process, Reduction in manual HR interventions			
Patch Management and Imaging	Cybersecurity	Vendor, IT SMEs, OITS	Percentage of devices patched, Time to patch deployment, Imaging success rate			
Penetration Test	Cybersecurity, Quality Assurance or Audit	Vendor, IT SMEs, OITS	Number of vulnerabilities identified, Remediation time, Security incident reduction rate			





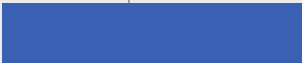
Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Penetration Test Remediation	Cybersecurity, Quality Assurance or Audit	IT SMEs	Pen test remediation completion rate, Reduction in security vulnerabilities, Compliance with security recommendations			
Privileged Access Management	Cybersecurity	Vendor, IT SMEs, OITS	Number of privileged accounts managed, Incidents of unauthorized access, Time to provision/de-provision access			
SDLC Process and Standards Documentation	Continuous Improvement of Customer Experience, IT Skill Enhancement	IT SMEs & IT Buy-in	Completion of SDLC documentation, Compliance with standards, Time to deploy applications			
Service Desk Ticket Monitoring, Prioritization and Metrics Improvements	Continuous Improvement of Customer Experience	IT SMEs, OITS	Ticket resolution time, Number of tickets successfully prioritized, User satisfaction with service desk			
Switch Upgrades (OITS)	Infrastructure Modernization	Vendor, IT SMEs, OITS	Completion of switch upgrades, Network performance improvements, Reduction in network outages			

Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Systems Monitoring Improvement / Tool Implementation	Cybersecurity, Quality Assurance or Audit	Vendor, IT SMEs, OITS	Number of monitoring tools implemented, Time to detect and respond to incidents, System uptime			
TUBA / UI Modernization	Infrastructure Modernization, Application Modernization	Vendor, Business SMEs & IT SMEs	Data Integrity Measurement's at 12, 24 and 36 months. Response time on phone calls into the CSR benefits team.			
TUBA Account Creation, Identity Verification, Profile Management (USPS Identify Verification, MFA)	Infrastructure Modernization, Application Modernization	Vendor, Business SMEs & IT SMEs	Fraud Prevention. What are the identified cases of bad actors creating accounts in the UI Benefits system.			
UI Assistance Portal	Infrastructure Modernization, Application Modernization	Vendor, Business SMEs & IT SMEs	Quantity of Reported Issues and response times.			
UI Knowledgebase Replacement	Digitization or Process Improvement	Agency Buy-in, SME Resources and Skillsets	User satisfaction with knowledgebase, Reduction in time to find information, Usage statistics (searches, views)			

Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Upgrade Firewalls and VPN (OITS)	Cybersecurity	Vendor, IT SMEs, OITS	Firewall upgrade completion time, Number of blocked threats, VPN performance improvement			
Virtual Assistant	Infrastructure Modernization, Application Modernization	Vendor, Business SMEs & IT SMEs	Quantity of constituents that can file weekly certification by phone. Data integrity quality check points			
Windows Server Upgrades	Continuous Improvement of Customer Experience, Cybersecurity	Vendor, Business SMEs & IT SMEs	Number of server upgrades completed, System performance improvements, Reduction in support incidents			
Worker's Comp Report Migration	Infrastructure Modernization, Application Modernization	Azure Data warehouse for Performance Metrics	Business utilizing reporting for data driven decision making			
Workforce Strategy, Training, Reskilling for Cloud / UI Sustainment and Operations / Modern solution	IT Skill Enhancement	IT Staff Buy-in	Completion of workforce training, Employee reskilling rate, Number of modernized business processes			

DEPARTMENT OF REVENUE (KDOR)

Agency/Organization Leadership:

Mark Burghart
Secretary

Ted Smith
Chief Counsel

Andy Sandberg
Chief Information Officer (CIO)

Agency Information:

Vision: The Kansas Department of Revenue is committed to hard work every day for the people of Kansas; to treat our taxpayers, our employees, and each other with respect; to conduct business with integrity, fairness and civility; and to be held accountable for our efforts. We will collect taxes and fees, fairly, cheerfully, accurately and efficiently.

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

Budget: \$127,365,784

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

Agency Number: 565

Agency Funding Mechanism: State Funding, Fee Funding

Number of Employees: 1,040

Number of Kansas Citizen Customers: 2,940,546

Agency IT Information:

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

Mission: Kansas Department of Revenue Information Services provides secure technology services in alignment with the mission and vision of the Kansas Department of Revenue, while delivering professional, expedient, and efficient customer service.

Budget: N/A

Number of Employees: 94

Department of Revenue

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Alcoholic Beverage Control - Replace POSSE System	Infrastructure Modernization, Application Modernization	Upgrade/modernize current system to a web-based platform	Upgrade current ABC system to a new web-based version with more functionality and customer access.			
Driver's License credential system upgrade/replacement	Continuous Improvement of Customer Experience	Upgrade/modernize current system. Replace fully utilized contract.	Replace all hardware, software, and peripherals used in the credential issuance process.			
Mainframe application replatforming	Application Modernization	Developing Oracle Excise Taxes to remove from mainframe dependency	Remove dependency off the Mainframe.			
Upgrade Motor Vehicle Title and Registration System (MOVRS)	Continuous Improvement of Customer Experience	Address minor deficiencies in original system design	Improve overall system performance while concurrently addressing legislation-related changes			
Upgrades to Commercial Motor Carrier System	Application Modernization	Upgrade/modernize current system hardware and software.	Upgrade current KCOVRS system for increased performance, security, and general modernization.			

DEPARTMENT OF TRANSPORTATION (KDOT)

Agency/Organization Leadership:

Calvin Reed
Secretary

Greg Schieber
Deputy Secretary and State Transportation Engineer

Vanessa Lamoreaux
Deputy Secretary

Pam Anderson
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, and resilient system that serves all users, businesses, and partners.

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

Budget: \$2,745,532,600

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 make best use of 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 greatest 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 Number: 276

Agency Funding Mechanism: State Funding, Federal Funding

Number of Employees: 2,295

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: \$28,509,992

Number of Employees: 84

Department of Transportation

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Bridge Management Systems Project	Application Modernization, Quality Assurance or Audit	Staff Availability, Interfaces to Other Applications	Successful Transition from Current to New Systems, Customer Satisfaction			
Intranet Redesign	Application Modernization, Digitization or Process Improvement	User Buy-in, Consultant Availability	Customer Satisfaction, Successful Migration to New System			
KS Crash Data System Replacement	Application Modernization, Statutory or Regulatory or Policy Compliance	Staff Retention, Interagency Cooperation	Customer Satisfaction			
Mainframe Application Modernization	Application Modernization, Digitization or Process Improvement	Staff Availability, Interfaces to Other Applications	Successful Transition to New Systems, Discontinue use of Mainframe			
Pavement Management System	Infrastructure Modernization, Application Modernization, Quality Assurance or Audit	Staff Availability	Successful Transition from Current to New System			

Department of Transportation

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Public Website Redesign	Application Modernization, Cybersecurity	Staff Availability, Staff Retention	Customer Satisfaction, Successful Transition from Current to New System			
Reinforced Concrete Box (RCB)	Application Modernization, Quality Assurance or Audit	Staff Availability	Successful Transition from Current to New System			
Time Reporting System Replacement	Application Modernization, Quality Assurance or Audit	Staff Availability, User Buy-in, Funding Approval	Customer Satisfaction, Transition to New System, Successfully Upload Time Data to State System			
WinCPMS Replacement	Application Modernization, Statutory or Regulatory or Policy Compliance	Will Require Federal Certification, Contractor Availability, Funding Approval	Successful Transition to New System, Successful Implementation of Interfaces, Acquire Federal Certification			

DEPARTMENT OF WILDLIFE & PARKS (KDWP)

Agency/Organization Leadership:

Christopher Kennedy
Secretary

Stuart Schrag
Deputy Secretary

Kurtis Wiard
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, historic, 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' natural resources, gaining understanding and support in achieving this mission.

Budget: \$119,176,770

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

- **Capital Improvements Program** - A primary goal is to provide facilities that meet the needs of Kansas citizens. This goal will be pursued through the following objectives:
 - Maintain or improve the physical structure of all agency facilities.
 - Construct agency facilities which address the expectations of park patrons and user groups.

Agency Number: 710

Agency Funding Mechanism: Fee Funding

Number of Employees: 465

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: \$316,772

Number of Employees: 8

Department of Wildlife & Parks

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
CJIS Record Management Project	Application Modernization, Digitization or Process Improvement	Federal Funding	Improved, Faster Reporting and better officer safety			
Continuing Infrastructure Modernization	Infrastructure Modernization, Cybersecurity	Resource Availability, Funding	N/A			
Disaster Recovery Upgrade	Infrastructure Modernization, Cybersecurity	Resource Availability, Funding	Staff Satisfaction			
Endpoint Security Upgrades	Cybersecurity	Resource Availability	N/A			
Kansas Open Records Act (KORA) Management System	Continuous Improvement of Customer Experience	Resource Availability, Funding	Customer & Staff Satisfaction			

Department of Wildlife & Parks

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Migration to ServiceNow	Continuous Improvement of Customer Experience, Digitization or Process Improvement	Resource Availability	N/A			
On premise security	Infrastructure Modernization	Resource Availability, Funding	Staff Satisfaction			
Public website and Marketing of the Agency	Continuous Improvement of Customer Experience, Promotion of Agency Services	Public perception, Resource Availability	Customer Satisfaction			

NON-CABINET SUBMISSIONS

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:

Vision: N/A

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, be actively engaged in the business of making abstracts to real-estate titles in the state of Kansas in the county of which they are a resident. According to K.S.A. 74-3901 the board shall, at all times, consist of one member who is a resident of a county having a population of less than 9,000 persons; one member who is a resident of a county having a population of more than 9,000 persons and not more than 17,000 persons, and one member who is a resident of a county having a population of more than 17,000 persons.

Budget: \$25,723

Website: <https://N/A>

Goals and Objectives: N/A

Agency Number: 16

Agency Funding Mechanism: Fee Funding

Number of Employees: 1

Number of Kansas Citizen Customers: 175

Agency IT Information:

This Agency is supported by OITS

Abstracters' Board of Examiners

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026

There are no strategic actions to report.

N/A

N/A

N/A

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: \$534,357

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

Goals and Objectives: N/A

Agency Number: 28

Agency Funding Mechanism: Fee Funding

Number of Employees: 3

Number of Kansas Citizen Customers: 3,766

Agency IT Information:

This Agency is supported by OITS

Board of Accountancy

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Licensing Platform Database conversion for online renewal and search capability	Application Modernization, Continuous Improvement of Customer Experience	Timing of conversion	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 in resolving other types of disputes lawfully referred to OAH by government agencies.

Budget: \$2,232,402

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

Goals and Objectives: N/A

Agency Number: 178

Agency Funding Mechanism: Fee Funding

Number of Employees: 12

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS

Office of Administrative Hearings

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Improve the accessibility of the OAH website for those individuals with disabilities or impairments.	Application Modernization, Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance	Funding, Resource availability, legal concerns	Customer satisfaction			
Redesign of the OAH website: Complete a review and revision the OAH website	Application Modernization, Continuous Improvement of Customer Experience	Funding, Resource availability	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 understand the public's reliance upon our function to promote fair and equitable treatment of Kansas consumers and creditors. We undertake our responsibilities with a deep sense of commitment while constantly striving to be the premier Kansas state agency and top banking regulator in the country.

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

Budget: \$13,800,000

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

Goals and Objectives: N/A

Agency Number: 94

Agency Funding Mechanism: State Funding, Federal Funding, Fee Funding

Number of Employees: 108

Number of Kansas Citizen Customers: 31,000

Agency IT Information:

Vision: N/A

Mission: Support the agency's mission by providing business-focused software, hardware, services, and support to enhance abilities and effectiveness of staff while maintaining a highly available and secure infrastructure.

Budget: \$800,000

Number of Employees: 3

Office of the State Bank Commissioner

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Continue to Improve Incident Response Preparedness & training	Other	N/A	N/A			
Improve sensitive data lifecycle management to minimize amount of data maintained	Other	N/A	N/A			

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: Protecting Public Health and Safety - Protect the public health and safety by ensuring that all barbers, shop owners, barbering establishments, barber colleges and barber students meet the sanitation standards established by the Kansas Department of Health and Environment.

Agency Number: 100

Agency Funding Mechanism: Fee Funding



Number of Employees: 2

Number of Kansas Citizen Customers: 2,358

Agency IT Information:

This Agency is supported by OITS

Board of Barbering

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Build and create a new electronic Licensing database.	Application Modernization, Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance	Finances, time allotted, DofA continues to accept CSV files for the updates.	Staff completion, customer satisfaction of finding public license information			
Transfer paper files over to electronic records	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Digitization or Process Improvement, Other	Time allotted for staff to complete updates as needed, KBOB emails on OITS domain to ensure cyber security	Customer satisfaction, able to retrieve information in a shorter amount of time			

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 in accordance with the highest standards of ethics, accountability, efficiency and openness. In addition, we will also ensure that all regulated professionals and the public are treated in a respectful, helpful and nondiscriminatory manner.

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

Budget: \$1,243,446

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

Goals and Objectives:

- Transition to new licensing vendor Accela
- Enable initial licensure requests to be submitted electronically
- Go paperless and move records digital

Agency Number: 102

Agency Funding Mechanism: Fee Funding

Number of Employees: 12

Number of Kansas Citizen Customers: 15,800

Agency IT Information:

This Agency is supported by OITS

Behavioral Sciences Regulatory Board

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Continue mandating cybersecurity training for all staff members	Cybersecurity, Statutory or Regulatory or Policy Compliance, IT Skill Enhancement	Dependent on training being offered	All staff will complete annually			
Enable initial licensure requests to be submitted electronically	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Dependence on MLO and eGov; Licensing system and support contract with KSPHA; Resource Availability	N/A			
Go paperless move records digital	Digitization or Process Improvement	Off-site document retention policies for storage/backups; Funding	N/A			
Grant access to CE Broker for managing continuing education documentation and streamlining	Continuous Improvement of Customer Experience, Digitization or Process Improvement	Licensees using 3rd party services	N/A			
Replace aging hardware	Infrastructure Modernization	Funding and performance of existing technology	N/A			

Behavioral Sciences Regulatory Board

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Yr Strategic Roadmap		
				2024	2025	2026
Transition to new licensing vendor Accela	Infrastructure Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Timeline for other states agencies transitioning to vendor	N/A			

DIVISION OF THE BUDGET (BUDGET)

Agency/Organization Leadership:

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

Budget: \$2,276,077

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

Goals and Objectives: N/A

Agency Number: 173

Agency Funding Mechanism: State Funding




Number of Employees: 13

Number of Kansas Citizen Customers: 95

Agency IT Information:

This Agency is supported by OITS

Division of the Budget

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Availability of past Agency Budget Narratives on DOB Website and making future narratives available	Digitization or Process Improvement	N/A	N/A			
New Budget System	Infrastructure Modernization	N/A	N/A			
Potential Replacement of DOB Copier & Retiring of local DOB Printers	Infrastructure Modernization	N/A	Printer is Purchased			

CITIZENS' UTILITY RATEPAYER BOARD (CURB)

Agency/Organization Leadership:

David W. Nickel
Consumer Counsel

Agency Information:

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

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

Budget: \$1,348,921

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

Goals and Objectives:

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

Agency Number: 122



Agency Funding Mechanism: Fee Funding

Number of Employees: 8

Number of Kansas Citizen Customers: 1,300,000

Agency IT Information: N/A

Citizens' Utility Ratepayer Board

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Retention schedule for digital records	Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Resource Availability	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			
Update the COOP Disaster Recovery IT Contingency Planning	Digitization or Process Improvement	Resource Availability	Have an effective COOP plan in place in the event a natural disaster, accident, or a technical or attack-related emergency should occur			

CORPORATION COMMISSION (KCC)

Agency/Organization Leadership:

Andrew French
Commissioner (Chair)

Dwight Keen
Commissioner

Annie Kuether
Commissioner

Lynn Retz
Executive Director

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: \$46,312,279

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

Goals and Objectives:

- Goals & Objectives
 - The Administrative Division includes the Office of the Commission and various supporting functions. These are: 1) legal; 2) public affairs and consumer protection; 3) human resources; 4) information technology; 5) docket management; and 6) fiscal management and support services.
 - The Conservation Division protects correlative rights and environmental resources. This is done in part by preventing waste and by enforcing regulations that provide guidelines of producing resources efficiently. The division is in Wichita and has four District Offices located in Dodge City, Wichita, Chanute, and Hays.
 - The Utilities Division establishes and regulates rates for public utilities, including electric, natural gas, liquid pipeline, and telecommunications. The division also houses the pipeline safety program and administers the Kansas Universal Service Fund (KUSF) through a third-party administrator pursuant to K.S.A. 66-2008 to 66-2010.

- The Transportation Division ensures appropriate and effective regulatory oversight of motor carriers with the goal of protecting the public interest, promoting safety through comprehensive planning, licensing, education, and inspection. The Energy Division promotes energy conservation and efficiency in Kansas and serves as a clearinghouse for information on alternative energy and other energy topics.
- The Energy Division administers programs, promotes public education through outreach activities, coordinates government and private sector activities. It is also authorized to accept federal funds on behalf of the State of Kansas."

Agency Number: 143

Agency Funding Mechanism: Federal Funding, Fee Funding

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.

Budget: N/A

Number of Employees: 13

Corporation Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
District Office Server Replacement	Infrastructure Modernization	Resource allocation, Competing priorities	Improved process efficiencies Improved solution security Improved customer experience			
Docket System Replacement	Application Modernization, Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance	Funding, Transforming business workflows	Improved process efficiencies Improved solution security Improved customer experience			
Infrastructure Refresh	Infrastructure Modernization, Cybersecurity	Funding, Scope, Competing priorities	Improved process efficiencies Improved solution security Improved customer experience			
Kansas Trucking Regulatory Assistance Network (KTRAN)	Application Modernization	Competing priorities, Resource allocation, Multiple interfaces	Improved process efficiencies Improved solution security Improved customer experience			
Operating System and End-User Software Modernization	Application Modernization, Cybersecurity	Competing priorities	Improved process efficiencies Improved solution security Improved customer experience.			

Corporation Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Pipeline Safety Database System - Admin Tools	Application Modernization, Continuous Improvement of Customer Experience	Resource allocation, Competing priorities	Improved process efficiencies Improved solution security Improved customer experience			
RBDMS Assessment and Modernization	Application Modernization	Funding, Scope	Improved process efficiencies Improved solution security Improved customer experience			
Windows server 2016 retirement	Infrastructure Modernization	Competing priorities	Improved solution security			

BOARD OF COSMETOLOGY (KBOC)

Agency/Organization Leadership:

Benjamin Foster
Executive Director

Jesse Adams
Assistant Director

Rich Christie
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:

- Improvements - 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 Number: 149

Agency Funding Mechanism: Fee Funding

Number of Employees: 15

Number of Kansas Citizen Customers: 33,800

Agency IT Information:

This Agency is supported by OITS

Board of Cosmetology

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Big Picture Software for Licensing	Application Modernization, Continuous Improvement of Customer Experience	funding, information security, service accessibility	Continued service to both the public and licensees.			
Big Picture Software Maintenance Contract	Other	Board is in the process of negotiating with vendor on number of hours to request and cost of contract. Not having the contract will drive up hourly service rate of vendor and may cost KBOC more over time.	No break in service and error free operation to ensure the public and licensees are well served.			
Compliance with SB66	Cybersecurity, Statutory or Regulatory or Policy Compliance, Other	Not being able to meet state required deadline due to vendor programming or other related issues.	Ease of public accessibility to pertinent information			
Periodic data transfer from Ergometric to Big Picture Software	Continuous Improvement of Customer Experience, Digitization or Process Improvement, Other	Board is in the process of determining on whether to proceed or not. Risks - Possible loss of data and/or Pi to malefactors	Process streamlining to reduce operating costs in the future.			

OFFICE OF THE CHILD ADVOCATE (OCA)

Agency/Organization Leadership:

Kerrie Lonard
Child Advocate

Agency Information:

Vision: The vision of the Office 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.

Mission: The purpose of the Office of the Child Advocate is to ensure that children and families receive adequate coordination of child welfare services for child protection and care through services offered by Department for Children and Families or the department's contracting entities, Department for Aging and Disability Services, Department of Corrections, Department of Health and Environment, and juvenile courts. The Office of the Child Advocate serves as an independent voice for the safety, health, and well-being of children and families who are involved with the State child welfare and juvenile justice systems.

Budget: N/A

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

Goals and Objectives: N/A

Agency Number: 114

Agency Funding Mechanism: State Funding

Number of Employees: 5

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS

Office of the Child Advocate

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Coop Plan	Cybersecurity, Statutory or Regulatory or Policy Compliance	Improved security of citizen data; ensuring continued productivity	N/A			
Cybersecurity	Cybersecurity	Accessing other agency both State & private contractor/grantee databases	Improved security and protecting citizen data			
Fax application directly to email, eliminating need for physical machine	Digitization or Process Improvement	Ensuring all staff, including remote have fax capabilities	Improved security and protecting citizen data			
Increase team and community collaboration	IT Skill Enhancement	Ensure team community/collaboration in a secure and productive manner	Improved productivity, efficiency, and reporting; improve workforce satisfaction, & retention			
iSight/CaselQ (case management system)	Application Modernization, Digitization or Process Improvement	Integrate with outlook (email & calendar)	Improved productivity, efficiency, and reporting			

Office of the Child Advocate

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Marketing Material	Cybersecurity, Promotion of Agency Services	i.e. Organizational CANVA account addressing cybersecurity	Reporting			
Remote workforce enablement	Other	Ensuring remote workforce capacity and productivity	Statewide presence; qualified & diverse staff; improved workforce satisfaction/retention; fiscal responsibility			
Research software for data collection, analysis, and reporting	IT Skill Enhancement	Advanced reporting capability	Improved productivity, efficiency, and advanced reporting capability for key stakeholders and consumers			
State Archive - Retention Plan	Statutory or Regulatory or Policy Compliance	N/A	N/A			
website Upgrade	Application Modernization, Continuous Improvement of Customer Experience, Promotion of Agency Services	Public perception, accessibility, resources	Optimize user experience			

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: \$1,397,329

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

Goals and Objectives:

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

Agency Number: 159

Agency Funding Mechanism: Fee Funding

Number of Employees: 12

Number of Kansas Citizen Customers: 1,100,000

Agency IT Information:

This Agency is supported by OITS

Department of Credit Unions

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
No IT Plans Scheduled for 2024-2026	N/A	N/A	N/A			

COUNCIL ON DEVELOPMENTAL DISABILITIES (KCDD)

Agency/Organization Leadership:

Sara Hart Weir
Executive Director

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:

- Five-Year State Plan - 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 Funding Mechanism: Other

Number of Employees: 5

Number of Kansas Citizen Customers: 15,000

Agency IT Information:

This Agency is supported by OITS

Council on Developmental Disabilities

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
There are no strategic actions to report.	N/A	N/A	N/A			

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 Number: 167

Agency Funding Mechanism: Fee Funding

Number of Employees: 3

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS

Dental Board

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Ready to deploy software licensing options.	Application Modernization, Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance	Funding Coordination with OITS and Vendor	Customer satisfaction			

DEPARTMENT OF EDUCATION (KSDE)

Agency/Organization Leadership:

Dr. Frank Harwood
Deputy Commissioner

Dr. Randy Watson
Commissioner of Education

Dr. Ben Proctor
Deputy Commissioner

Agency Information:

Vision: Kansas leads the world in the success of each student.

Mission: We are an agency of Kansans serving Kansans by inspiring, coaching, and leading to create the conditions for each student's success.

Budget: N/A

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

Agency Number: 652

Agency IT Information:

Budget: N/A

Department of Education

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
There are no strategic actions to report.	N/A	N/A	N/A			

BOARD OF EMERGENCY MEDICAL SERVICES (KSBEMS)

Agency/Organization Leadership:

Joseph House
Executive Director

James Kennedy
Chief Information Officer (CIO) or IT Head

Agency Information:

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

Mission: To protect and promote the welfare of the citizens of Kansas through the efficient and effective regulation of Emergency Medical Services (EMS) and to ensure that quality out-of-hospital care is available throughout the State.

Budget: \$2,626,416

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

Goals and Objectives:

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

Agency Number: 206

Agency Funding Mechanism: Fee Funding

Number of Employees: 14

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: N/A **Mission:** N/A **Budget:** N/A

Number of Employees: 1

Board of Emergency Medical Services

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Development/Improvement of Licensure System	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	N/A	User usage and Customer Service			
IT Security	Cybersecurity, Statutory or Regulatory or Policy Compliance	N/A	N/A			
Public Portal Promotion - Add more portal options	Continuous Improvement of Customer Experience, Promotion of Agency Services	N/A	User usage and Customer Service			
Update all Windows Desktop and Notebook computers to Windows 11 capable appliances	Infrastructure Modernization	Windows 11 compatibility	N/A			
Website Optimization	Continuous Improvement of Customer Experience, Promotion of Agency Services	N/A	N/A			

GOVERNMENTAL ETHICS COMMISSION (KGEC)

Agency/Organization Leadership:

Mark Skoglund
Executive Director

Kaitlyn Bull-Stewart
Chief Counsel

Agency Information:

Vision: N/A

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 interest law covering local government officials and employees. Please Note: K.S.A. 25-4142 et seq. and K.S.A. 46-215 et seq. require candidates, lobbyists and state employees to file 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: State Funding, Fee Funding

Number of Employees: 8

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS

Governmental Ethics Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
There are no strategic actions to report.	N/A	N/A	N/A			

STATE FAIR (KSF)

Agency/Organization Leadership:

Bryan Schulz
Executive Director

Janene Starks
Chief Information Officer (CIO) or IT Head

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.

Budget: \$805,500

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

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

1. To invite and motivate Kansans to attend, view, and participate in their fair.
2. To provide an environment for Kansas commerce through the following objectives: Expand and enhance existing trade show and exhibit space. Work closely with livestock associations and other agriculture commodity groups to maximize their promotional and marketing opportunities.
3. 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 Number: 373

Agency Funding Mechanism: State Funding, Fee Funding, Grant Funding






Number of Employees: 27

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS

State Fair

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Relocate server room to a larger office area	Other	N/A	N/A			
Update all content programs	Continuous Improvement of Customer Experience, Promotion of Agency Services	to continue to move forward with State Fair planning	customer satisfaction			
Upgrade equipment per lease	Infrastructure Modernization	Funding	Customer satisfaction			
Work in conjunction with agencies for cameras on grounds	Infrastructure Modernization	N/A	Customer satisfaction			

OFFICE OF THE STATE FIRE MARSHAL (OSFM)

Agency/Organization Leadership:

Mark Engholm
State Fire Marshal

Richard Watson
Chief Deputy State Fire Marshal

Jared Smith
Chief Counsel

Michele Wertzberger
Chief Information Officer (CIO) or IT Head

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

Budget: N/A

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

Goals and Objectives:

- 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 Number: 234

Agency Funding Mechanism: Fee Funding

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: \$582,300

Number of Employees: 3

Office of the State Fire Marshal

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Hardware refresh for disaster recovery infrastructure	Infrastructure Modernization	Funding	Agency proficiency			
Move Firehouse Database to the Cloud	Infrastructure Modernization	Funding	Agency proficiency			
Provide tools to track training/permits for Investigation division.	Infrastructure Modernization	Funding	Agency proficiency			
Provide tools to track training/permits for Search and Rescue/Hazmat (SAR/HAZmat) division.	Infrastructure Modernization	Funding	Agency proficiency			
Refresh core IT equipment	Infrastructure Modernization	Funding	Agency proficiency			

GOVERNOR'S OFFICE (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

Irma Faudoa
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 Number: 252

Agency Funding Mechanism: State Funding, Grant Funding

Number of Employees: 65

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS

Governor's Office

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Change VPN users to Duo/RSA tokens	Cybersecurity	Cost of DUO/tokens and KISO availability	Adherence to ITEC 7230a policy and increased security posture.			
Complete Kansas Security awareness training and summits	Cybersecurity, IT Skill Enhancement	KISO training module available	Annual completion to comply with ITEC 7230a policy, Increase security posture.			
Replace Aging Information Technology Hardware - Audio and laptops	Infrastructure Modernization	Funding restrictions, supply availability	Equipment upgraded			
Researching new Constituents and Appointments platform	Application Modernization, Continuous Improvement of Customer Experience	Funding restrictions, limited market	Increased functionality to better serve constituents			
Website platform upgrade for Office of Governor website	Application Modernization, Continuous Improvement of Customer Experience	Funding restrictions	Site usage/page visits			

BOARD OF HEALING ARTS (KSBHA)

Agency/Organization Leadership:

Susan Gile
Executive Director

Scott Henricks
Deputy Executive Director

Derenda Mitchell
Chief Counsel

Scott Henricks
Chief Information Officer (CIO)

Larry Bowles
IT Network Administrator

Agency Information:

Vision: The Kansas State Board of Healing Arts, created in 1957, is the licensing and regulatory Board for many health care providers in Kansas. The Board is comprised of 15 members including 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 health care professions licensed and regulated by this agency to advise the Board in carrying out the provisions of their practice acts.

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

Budget: \$7,419,731

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

Goals and Objectives:

- Goals - Safeguarding the public is the Board's primary responsibility. The Board and its staff approach their responsibilities in a balanced and efficient manner so regulation can be performed aggressively, but fairly for the benefit of every patron of the State of Kansas. We license and regulate 16 different health care professions. Those health care professions include:
 - Athletic Trainers (AT)
 - Doctors of Chiropractic (DC)
 - Doctors of Osteopathic Medicine & Surgery (DO)
 - Doctors of Podiatric Medicine (DPM)
 - Radiologic Technologists (LRT)
 - Doctors of Medicine & Surgery (MD)
 - Naturopathic Doctors (ND)
 - Occupational Therapists (OT)
 - Occupational Therapy Assistants (OTA)
 - Physician Assistants (PA)
 - Physical Therapists (PT)
 - Physical Therapist Assistants (PTA)
 - Respiratory Therapists (RT)
 - Acupuncturists (LAc)
 - Independent Certified Nurse Midwives (CNM-I)
 - Contact Lens Distributors

Agency Number: 105

Agency Funding Mechanism: Fee Funding

Number of Employees: 60

Number of Kansas Citizen Customers: 34,000

Agency IT Information:

Vision: IT vision is focused on security, modernization, and customer service.

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

Budget: \$477,945

Number of Employees: 5

Board of Healing Arts

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Change licensure/enforcements software	Infrastructure Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Digitization or Process Improvement	Further conversation will occur with Accela 8/2024 to determine if actual transition from MLO will occur.	User satisfaction, data, streamlined processes due to modernization, statutory compliance (SB66), staff workload			
Create agency intranet	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Digitization or Process Improvement	IT staff availability	User satisfaction, accessibility			
Migration to laptops and docking stations	Infrastructure Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Digitization or Process Improvement	User adaptation	Cost and security efficiencies			
Replace server room air conditioner	Infrastructure Modernization, Cybersecurity	Server room & servers overheating, network/records availability	User accessibility			
Storage Increase/Upgrade	Infrastructure Modernization, Cybersecurity	Timeline and current usage rate	Storage for increasing amount of agency related records (in accordance with retention schedules)			

Board of Healing Arts

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Upgrade Patch Management	Application Modernization, Cybersecurity, Digitization or Process Improvement	N/A	Updates software when users not on network.			
Website update/migration	Infrastructure Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Promotion of Agency Services	Preparation, effectiveness after migration	User satisfaction, streamlined licensing experience, mobile friendly, accessibility			
Zoom Room & New audio/visual equipment	Infrastructure Modernization, Continuous Improvement of Customer Experience, Promotion of Agency Services	User training, functionality, internet/Wi-Fi accessibility due to location (basement)	Viewer satisfaction, modernization for mandated public meetings			

BOARD OF HEARING AID EXAMINERS (KBHAE)

Agency/Organization Leadership:

Danielle Dorner
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: Fee Funding

Number of Kansas Citizen Customers: 350

Agency IT Information:

Budget: N/A

Board of Hearing Aid Examiners

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026

There are no strategic actions to report.

N/A

N/A

N/A

STATE HISTORICAL SOCIETY (KSHS)

Agency/Organization Leadership:

Patrick Zollner
Executive Director

Matthew J. Chappell
Chief Information Officer (CIO) or IT Head

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: \$12,049,798

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

Goals and Objectives: N/A

Agency Number: 288

Agency Funding Mechanism: State Funding, Federal Funding, Fee Funding, Grant Funding

Number of Employees: 75

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: \$494,172

Number of Employees: 4

State Historical Society

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Allow material to be included in Archives Catalog online	Application Modernization, Continuous Improvement of Customer Experience	Funding, Staff, Resources	Customer Satisfaction			
Answer specific inquiries from the public on a weekly basis.	Application Modernization, Continuous Improvement of Customer Experience	Staff, Resources	Customer Satisfaction			
Build archive and artifact collections database	Application Modernization	Funding, Staff, Resources	Employee and Customer Satisfaction			
Create continuing internet presence	Continuous Improvement of Customer Experience, Promotion of Agency Services	Funding, Staff, Resources	Customer Satisfaction			
Create digital stories	Continuous Improvement of Customer Experience	Staff	Customer Satisfaction			

State Historical Society

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Develop all new exhibits for the Kansas Museum of History	Other	Funding, Staff, Resources	Customer Satisfaction			
Enhance agency access to targeted audiences through social media.	Promotion of Agency Services	Funding, Staff, Resources	Customer Satisfaction			
Implemented process for establishing information technology (IT) project priorities	Digitization or Process Improvement	Funding, Staff	N/A			
Increase data backup process adding tape drives	Infrastructure Modernization	Funding, Staff, Resources	Employee and Customer Satisfaction			
Launch an updated agency website	Continuous Improvement of Customer Experience, Promotion of Agency Services	Funding, Staff, Resources	Customer Satisfaction			

State Historical Society

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Launch and update Kansas Memory	Infrastructure Modernization	Funding, Staff, Resources	Employee and Customer Satisfaction			
Make appropriate state records accessible to the public	Application Modernization, Continuous Improvement of Customer Experience	Funding, Staff, Resources	Customer Satisfaction			
Migrate our virtual machines to hypervisor servers	Infrastructure Modernization	Staff, Resources	Employee and Customer Satisfaction			
Provide access to training and knowledge	Statutory or Regulatory or Policy Compliance, Promotion of Agency Services	Funding, Staff, Resources	Customer Satisfaction			
Review and Compliance system upgrade	Digitization or Process Improvement	Funding, Staff, Resources	Employee and Customer Satisfaction			

State Historical Society

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Review international standards and software specifications	Statutory or Regulatory or Policy Compliance	Staff	Divisional Satisfaction			
Train agency IT staff and others to maintain any exhibit features	Statutory or Regulatory or Policy Compliance, IT Skill Enhancement	Funding, Staff	Customer Satisfaction			
Using specialized commercial software that meets archival standards capture	Application Modernization, Statutory or Regulatory or Policy Compliance	Funding, Staff, Resources	Customer Satisfaction			

HUMAN RIGHTS COMMISSION (KHRC)

Agency/Organization Leadership:

Robert Easterling
Assistant Director

Ruth Glover
Executive 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 assure equal opportunities in places of public accommodations and in housing. The agency philosophy in accomplishing its mission is to act in accordance with the highest standards of professional conduct, ethics, efficiency, and accountability. Realizing that the principles of equality and the protection of basic human rights are the most noble of human efforts, we dedicate our activities toward that purpose, believing that eternal vigilance is the price of freedom.

Budget: \$1,700,000

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

Goals and Objectives:

- Professional Service Delivery - Provides prompt, professional and appropriate services to all citizens who contact the agency for assistance and maintain an effective and efficient intake service to reduce or eliminate non-jurisdictional and non prima facie complaints.
- Third Party Mediation - Provide all parties the opportunity to have the complaint resolved by a voluntary third-party mediation service.
- Prompt and Thorough Investigation - On all cases not resolved by mediation, to conduct a prompt and thorough investigation of all allegations in every complaint filed and render a timely and appropriate determination, well supported by evidence of Probable Cause or No Probable Cause on all cases submitted to Commissioners for such determination.
- Timely and Effective Conciliation Effort - 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

- Citizen Education Program - 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.
- Timely Public Hearing Process - To expedite cases through the public hearing process and provide a timely process.

Agency Number: 58

Agency Funding Mechanism: State Funding, Federal Funding, Fee Funding

Number of Employees: 16

Number of Kansas Citizen Customers: 2,900,000

Agency IT Information:

This Agency is supported by OITS

Human Rights Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
At least annual review and update of Security Incident Response Plan	Cybersecurity, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	May need to consult with OITS to rely on their expertise in writing Security Incident Response Plans.	Meet or exceed OITS review matrix.			
At least quarterly review and update of COOP Plan	Cybersecurity, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	May need expertise in writing COOP plans	Meet or exceed Kansas Adjutant General scoring matrix.			
Expand KHRC Online Training Opportunities	Continuous Improvement of Customer Experience, Promotion of Agency Services	Must be compatible with the State of Kansas Learning Management System; Funding	Customer Satisfaction			
Hardware and Software Refreshes	Infrastructure Modernization, Continuous Improvement of Customer Experience, Promotion of Agency Services	N/A	Customer Satisfaction			
Implement softphones	Continuous Improvement of Customer Experience	N/A	Customer Satisfaction			

Human Rights Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Refresh the KHRC website	Application Modernization, Continuous Improvement of Customer Experience, Promotion of Agency Services	Must be able to complete the same functions and provide same or better access, efficiency, and information as the current website	Customer Satisfaction			
Reserve .gov website extension(s)	Continuous Improvement of Customer Experience, Cybersecurity, Statutory or Regulatory or Policy Compliance, Promotion of Agency Services	Will need to coordinate with OITS on how to reserve .gov website extension(s)	N/A			
Update the KHRC's Online Harassment Prevention Training	Application Modernization, Continuous Improvement of Customer Experience, Promotion of Agency Services	Must be compatible with the State of Kansas Learning Management System; Funding	Customer Satisfaction			

STATE BOARD OF INDIGENTS' DEFENSE SERVICE (SBIDS)

Agency/Organization Leadership:

Heather Cessna
Executive Director

Kim Mason
Assistant Director

Brandon Barrett
Chief Counsel

Michael Troxell
Lead Information Technology Specialist

Agency Information:

Vision: N/A

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: \$61,077,682

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

Goals and Objectives:

- Goal - 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: State Funding


Number of Employees: 298

Agency IT Information:

Vision: N/A **Mission:** N/A **Budget:** N/A

Number of Employees: 4

State Board of Indigents' Defense Service

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Move website to .gov TLD	Other	In Progress	State Requirement			
Offsite Backup Storage	Other	Scheduling	COOP			
Open a New Public Defender Office in the 11th Judicial District with IT Infrastructure	Continuous Improvement of Customer Experience	In-progress	Increased efficiency and productivity			
Open a New Public Defender Office in Wyandotte County with necessary IT Infrastructure	Continuous Improvement of Customer Experience	In-progress	Increased efficiency and productivity			
Statewide Case Management System	Application Modernization	Project RFP in process	Increased efficiency and productivity			

State Board of Indigents' Defense Service

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Upgrade Bandwidth/Connectivity	Infrastructure Modernization	Partially achieved, additional funding constraints	Increased efficiency and productivity			
Upgrade Desktop User Computers	Infrastructure Modernization	In-progress	Increased efficiency and productivity			
Upgrade Phone Systems	Infrastructure Modernization	In-progress	Improved Customer Satisfaction			

BUREAU OF INVESTIGATIONS (KBI)

Agency/Organization Leadership:

Tony Mattivi
Executive Director

Robert Jacobs
Deputy Executive Director

Bryan Ross
Chief Counsel

Kevin Mapes
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 of 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** - 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** - 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 Number: 83

Agency Funding Mechanism: State Funding, Grant Funding

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.

Budget: N/A

Number of Employees: 39

Bureau of Investigations

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
There are no strategic actions to report	N/A	N/A	N/A			

JUDICIAL COUNCIL (KJC)

Agency/Organization Leadership:

Nancy Strouse
Executive Director

Agency Information:

Vision: N/A

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

Budget: N/A

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

Goals and Objectives: N/A

Agency Number: 349

Agency Funding Mechanism: State Funding

Number of Employees: 5

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS

Judicial Council

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
The agency entered into a 4-year lease agreement with Dell	Infrastructure Modernization, Cybersecurity	N/A	Reliability of equipment			
Website upgrade	Other	N/A	N/A			

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

Judy McNeal
Chief Fiscal Officer

Jarod Waltner
Planning and Research Officer

Susan Hancock
Chief Project Manager Officer

Arlen Zentner
Deferred Compensation Plan Officer

Emily Wilson
Communications Officer

Julie Baker
Human Resources Director

Janette Martin
Internal Auditor

Steve Guterrez
Chief Information Security Officer

Agency Information:

Vision: NA

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: \$83,500,000

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

Goals and Objectives:

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

Agency Number: 365

Agency Funding Mechanism: Other

Number of Employees: 128


Number of Kansas Citizen Customers: 333,000

Agency IT Information:

Vision: N/A **Mission:** N/A **Budget:** \$4,389,154

Number of Employees: 39

Public Employees Retirement System

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
.Org to .Gov Transition	Statutory or Regulatory or Policy Compliance	Resource availability;	N/A			
Cybersecurity Enhancements - Adoption of NIST standards for IT and Identity	Cybersecurity	Resource availability	# of automated tests; application block rate; # of security incidents; Mean Time to Detect (MTTD) Level of preparedness; Mean Time to Resolve (MTTR); Mean Time to Contain (MTTC)			
Data Cleaning and Preparation	Quality Assurance or Audit	Resource availability; Vendor Resource availability,	N/A			
Data Governance	Application Modernization, Digitization or Process Improvement	Resource availability and organizational change	Data accuracy			
Data Warehouse	Other	Resource availability; Vendor Resource availability,	N/A			

Public Employees Retirement System

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
FileNet Migration	Digitization or Process Improvement	Resource availability; Vendor Resource availability,	Accuracy of the images associated with member records			
Implement DevOps	Application Modernization	Resource availability and organizational change	N/A			
Implementation of LexisNexis Decisioning	Cybersecurity	Resource availability; Vendor Resource availability	NA			
Legacy paper, Fiche and Film Digitization	Digitization or Process Improvement	Resource availability; Vendor Resource availability, Old reels, paper and reels.	N/A			
LexisNexis Fraud & Identity Solution - ThreatMetrix	Cybersecurity	Resource availability; Vendor Resource availability	N/A			

Public Employees Retirement System

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Modernize the current Pension administration System (KITS)	Application Modernization, Continuous Improvement of Customer Experience	Resource availability; Vendor Resource availability,	Prod Costs/Plan Costs User satisfaction surveys, Project costs to budget, EV/PV, EV/AC, % complete to Budget			

OFFICE OF STATE LONG-TERM CARE OMBUDSMAN (LTCO)

Agency/Organization Leadership:

Haely Ordoyne
Director

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/>

Goals and Objectives: N/A

Agency Number: 173

Agency Funding Mechanism: State Funding, Federal Funding, Other

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

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Modernize and digitize discharge communication from adult care homes to our office.	Application Modernization	Internet based communications, operator error of providers	100% facility participation Real-time reporting ability			

LOTTERY (LOTTERY)

Agency/Organization Leadership:

Stephen Durrell
Executive Director

Craig Paschang
Deputy Executive Director

Darren Dreier
Chief Information Officer (CIO) or IT Head

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 Number: 450

Agency Funding Mechanism: Fee Funding

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: 6

Lottery

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Application Development Projects	Application Modernization, Continuous Improvement of Customer Experience	N/A	Customer Satisfaction			
Disaster Recovery	Infrastructure Modernization	N/A	Able to perform tests of backup strategy			
Intranet Site Update	Continuous Improvement of Customer Experience	N/A	Customer Satisfaction			
PC upgrades	Infrastructure Modernization, Continuous Improvement of Customer Experience	N/A	N/A			
Penetration Testing	Quality Assurance or Audit	N/A	N/A			

Lottery

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Security Monitoring Solution	Cybersecurity	N/A	N/A			
Upgrade Servers	Infrastructure Modernization	N/A	N/A			
Virtualize Desktops	Infrastructure Modernization	N/A	Continuity of work in a disaster			
Website Update	Continuous Improvement of Customer Experience	N/A	N/A			

BOARD OF MORTUARY ARTS (BOMA)

Agency/Organization Leadership:

J.W. Carey

Executive Secretary/Executive Director

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.

Budget: N/A

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

Goals and Objectives: N/A

Agency Number: 204

Agency Funding Mechanism: Fee Funding

Number of Employees: 3

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS

Board of Mortuary Arts

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Compliance with SB 66 to electronically verify license credentials.	Digitization or Process Improvement	Launch date.	Licensee Satisfaction.			
Migrate paper files to digital files, store on OneDrive	Digitization or Process Improvement	Fundina and Resource Availabilitv.	Customer and Licensee Satisfaction.			

BOARD OF NURSING (KSBN)

Agency/Organization Leadership:

Carol Moreland, MSN, RN, CPM

Executive Director:

Adrian R. Guerrero, CPM

Director of Operations

Adrian R. Guerrero, CPM

Chief Information Officer (CIO)

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: \$4,104,238

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

Goals and Objectives:

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

Agency Number: 482

Agency Funding Mechanism: Fee Funding

Number of Employees: 27

Number of Kansas Citizen Customers: 71,613

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: N/A

Number of Employees: 2

Board of Nursing

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Business Application Modernization – Phase 2: Coordinated Licensure Information System	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Digitization or Process Improvement, IT Skill Enhancement	Potential multiple vendors; Internal Resources; Training Funding, Funding	Centralized repository for investigative and discipline cases; Deployment of mobile responsive online services; Case Management and MyLicense verifications.			
Develop succession plans for key KSBN staff	Cybersecurity, IT Skill Enhancement	Funding, Staffing Retention and Expertise	Training plan for IT staff; staff expertise & retention			
Ensure effective methods for consumer feedback to the Board	Continuous Improvement of Customer Experience, Promotion of Agency Services, Other	Internal Resource Availability, Funding	"High quality, clear, accurate, current communication that includes effective methods to give feedback to the Board; Expand digital communication."			
Expand digital forms of communication. Create online videos	Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance, Promotion of Agency Services, Other	Staffing Retention and Expertise	high quality, clear, accurate, current communication that includes effective methods to give feedback to the Board; Expand digital forms of communication.			
Hybrid Work Structures & Deploy and update any technologies where needed	Infrastructure Modernization, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance, IT Skill Enhancement, Other	Schedule, Internal Resources, Funding, State Policy Reviews	Laptops Deployed			

Board of Nursing

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Infrastructure Modernization - Maintain infrastructure.	Infrastructure Modernization	Potential multiple vendors, Internal Resources, Training Funding, Funding	Speed of change to technology infrastructure			
KSBN Information Security Program	Cybersecurity, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit, IT Skill Enhancement	Schedule, Internal Resources, State Policy Reviews, KISO Staffing Retention and Expertise	Updated KSBN Information Security Posture and Policies; align with the KISO "Whole-of- State" approach			
Maintain Quality Customer Service – Audit accuracy and timeframes	Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Internal Resource Availability, Funding	application submission to full licensure efficiency			
Migrate eForms Solution to New Platform	Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance	Funding and User Acceptance	Migrate software; develop the digital eForms.			
Monitor fiscal impact of Nurse Licensure Compact (NLC) implementation.	Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Agency budget potentially impacted by reduction in active Kansas nurse licenses	Agency budget potentially impacted by reduction in active Kansas nurse licenses			

Board of Nursing

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Paper-to-Digital Initiative	Continuous Improvement of Customer Experience, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit, Other	Funding; BTCO's Staffing & Storage Availability; User Acceptance.	Digitization of Investigative & Disciplinary records; 1.42 million pages representing appx. 27,100 records converted to electronic files.			
Upgrade Document Management System (DMS)	Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance	Funding and User Acceptance	Upgrade software version; import the digital storage of agency records.			
Upgrade KSBN board meeting technology (BMT) video cameras & board member laptops	Continuous Improvement of Customer Experience, Digitization or Process Improvement, Other	Schedule, Internal Resources, State Meeting Rooms Network and AV Limitations	Laptops Procured.			

BOARD OF OPTOMETRY EXAMINERS (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: NA

Agency Number: 488

Agency Funding Mechanism: Fee Funding




Number of Employees: 1

Number of Kansas Citizen Customers: 742

Agency IT Information:

This Agency is supported by OITS

Board of Optometry Examiners

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Clean up Electronic Files	Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Electronic Files could be lost	Data Retention			
Plan and initiate going paperless	Application Modernization, Digitization or Process Improvement	Whenever go live with Accela	N/A			
Switching from old licensing database to Accela	Application Modernization	Must be compatible with current licensing program	Application processing time for application materials to license issuance			
Training replacement	Other	Cannot find replacement.	Continuity of government			
Website Updates	Application Modernization	Resources making information available to the public	Site uses			

COMMISSION ON PEACE OFFICERS' STANDARDS AND TRAINING (KSCPOST)

Agency/Organization Leadership:

Douglas Schroeder
Executive Director

Michelle Meier
Chief Counsel

Agency Information:

Vision: N/A

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: \$950,000

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

Goals and Objectives: N/A

Agency Number: 529

Agency Funding Mechanism: Fee Funding

Number of Employees: 6

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS

Commission on Peace Officers' Standards and Training

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Provide continued upgrades and support for Central Registry Database	Application Modernization	Funding	Law Enforcement agency compliance			

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: \$4,058,214

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 regulations regarding the practice of pharmacy and proper manufacturing, distribution, and dispensing/sale of prescription and non-prescription drugs and devices for businesses and individuals doing business in the state of Kansas.
- Regulatory Footprint - Review and align statutes and regulations to be consistent with current pharmacy practice standards.
- Collaboration - Collaborate with stakeholders and regulatory healthcare partners to establish consistent standards of pharmacy practice across professions and occupations.
- K-TRACS - Prioritize patient safety; promote community health; prevent prescription drug misuse, abuse and diversion; and preserve legitimate access to controlled substances through the Kansas Prescription Drug Monitoring Program.

Agency Number: 531

Agency Funding Mechanism: Fee Funding, Grant Funding

Number of Employees: 20

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS

Board of Pharmacy

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Complete KISO training	Cybersecurity, IT Skill Enhancement	KISO Training Module; Board and Committee member willingness to participate	Annual completion for all staff, Board members, Committee members			
Create agency risk register	Cybersecurity, Other	Bamboo Health and NetPoint Hosting availability; KISO availability; Director and Assistant Director availability	Zero Year Findings			
eLicense Contract Renewal	Statutory or Regulatory or Policy Compliance	Agency resources	Complete by contract end date			
Hardware Update	Infrastructure Modernization	Update leased and owned devices per schedule	Timely updates; ensure portability			
HB 2066 Compliance	Statutory or Regulatory or Policy Compliance	Staff time and resources; Application volume	Days to completion			

Board of Pharmacy

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Inspection Report Updates (SPARK)	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	NetPoint Hosting availability; Staff time and resources	Days to completion			
IT Security KCS self-assessment and risk management	Cybersecurity	Bamboo Health and NetPoint Hosting availability; KISO availability; Director and Assistant Director availability	Zero Year Findings			
SB 66 Transmit Licensing Data to Central System	Application Modernization, Statutory or Regulatory or Policy Compliance	NetPoint Hosting availability; Staff time and resources	Comply by deadline			
SB 66 Upgrade transmission to API	Application Modernization, Statutory or Regulatory or Policy Compliance	NetPoint Hosting availability; Staff time and resources	Days to completion			
Update COOP and Exercise COOP	Cybersecurity, Statutory or Regulatory or Policy Compliance	Staff time	Annual review			

Board of Pharmacy

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Web accessibility update	Application Modernization, Continuous Improvement Experience	Sitefinity Support through OITS	AMP, twice per year of Customer			
Website Migration	Application Modernization	Support from Granicus, OITS; Staff time	Successfully migrate all pages/files without loss			

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

Rick Wilson
Director of Casino Operations

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: \$10,800,000

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

Goals and Objectives:

1. Uphold and promote the integrity of gaming at lottery and racetrack gaming facilities.
2. Protect gaming operations from the influence of individuals or entities seeking to harm the integrity of gaming in Kansas.

3. 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.
4. Uphold and promote the integrity of gaming at lottery and racetrack gaming facilities.
5. Ensure the state of Kansas is receiving its fair share of gaming revenue and patrons are receiving the gaming experience according to state law.
6. Ensure compliance with KRGC rules and regulations and applicable state and federal laws.
7. Coordinate with state agencies and local authorities to reduce and minimize illegal gaming in Kansas.
8. Promote responsible gambling in the state of Kansas.

Agency Number: 553

Agency Funding Mechanism: State Funding, Fee Funding

Number of Employees: 81

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

Budget: N/A

Number of Employees: 3

Racing and Gaming Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Add Additional NAS Storage for Archives	Statutory or Regulatory or Policy Compliance	Funding Secured. Project in Progress.	N/A			
Backup Database Server at Warm Site	Statutory or Regulatory or Policy Compliance	Funding	Vulnerability Assessment, Risk Analysis			
Historical Horse Racing Casino (New Satellite Site) Equipment and Software	Statutory or Regulatory or Policy Compliance, Other	Funding Secured. Supply Chain Risk	Customer Satisfaction, Vulnerability Assessment, Compliance			
KRGC Website Upgrade	Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance, Promotion of Agency Services	Funding Risk, Supply Chain Risk (Backlog from Vendor)	Customer Satisfaction			
Upgrade AV Equipment for Commission Meetings	Statutory or Regulatory or Policy Compliance, Promotion of Agency Services, Other	Funding Risk, Supply Chain Risk	Customer Satisfaction			

Racing and Gaming Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Upgrade Badge Printer at All Sites	Infrastructure Modernization, Digitization or Process Improvement	Funding secured. Project in progress. Supply chain risk	Customer Satisfaction			
Upgrade Fingerprint Machines and Associated Laptops	Infrastructure Modernization	Funding secured. Project in Progress	Customer Satisfaction			
Upgrade satellite property equipment	Infrastructure Modernization	Funding	Customer Satisfaction, Vulnerability Scores			
Vendor Move for VMs for Zscaler	Application Modernization	Funding Secured. Project in Progress	Customer Satisfaction			

REAL ESTATE APPRAISAL BOARD (KREAB)

Agency/Organization Leadership:

Sally Pritchett
Executive Director

Carroll Pessagno
Chief Information Officer

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; register appraisal management companies to do business in Kansas and approves and denies all education for appraisers; and disciplines and reviews complaints against both appraisers and appraisal management companies.

Mission: N/A

Budget: \$366,000

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

Goals and Objectives: N/A

Agency Number: 543

Agency Funding Mechanism: State Funding, Fee Funding

Number of Employees: 2

Number of Kansas Citizen Customers: 2,000

Agency IT Information:

This Agency is supported by OITS

Real Estate Appraisal Board

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Implement new licensing platform	Application Modernization	Unknown we were losing current system Access anyway and had no support.	N/A			
Update Website	Continuous Improvement of Customer Experience, Promotion of Agency Services	N/A	N/A			

REAL ESTATE COMMISSION (KREC)

Agency/Organization Leadership:

Erik Wisner
Executive Director

Vacant
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: \$1,499,237

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

Goals and Objectives:

- Requirements for Licensing Under Kansas Law - 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 a reliable third-party testing service to develop and administer pre-licensure examinations.
 - Renew only real estate salesperson and broker licenses meeting mandatory continuing education requirements.
 - Provide more online services to licensees including license transfers, change of company affiliation and demographic
- Enhancing Knowledge of Kansas Real Estate Practice Law Through Education and Outreach - 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.

- Ensuring Compliance with Real Estate Regulations Through Licensing Oversight - 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 Number: 549

Agency Funding Mechanism: Fee Funding





Number of Employees: 12

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS

Real Estate Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Automated Case Management System	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Project past deadline. Data migration.	Processing times to complete complaint and compliance reviews.			
Automating initial license application	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Project past deadline. Data migration.	Processing time for application materials to license issuance.			
ITEC Policy 5310 - Business Contingency Planning Implementation	Cybersecurity, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Resourcing and assistance from CISO and KDEM	Fulfill all requirements of COOP			
Website Platform Upgrade	Application Modernization, Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance	Inability for information to go to public, consumers, licenses	Site usage/page visits			

BOARD OF REGENTS (KBOR)

Agency/Organization Leadership:

Blake Flanders
President & CEO

John Yeary
General Counsel

Steve Funk
Director of IT

Agency Information:

Vision: N/A

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: \$395,206,100

Website: <https://kansasregents.org>

Goals and Objectives:

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

Agency Number: 561

Agency Funding Mechanism: State Funding, Federal Funding, Fee Funding, Grant Funding

Number of Employees: 61

Number of Kansas Citizen Customers: 708,000

Agency IT Information:

Vision: N/A **Mission:** N/A **Budget:** N/A

Number of Employees: 3

Board of Regents

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Implement multifactor authentication for in-house web applications	Cybersecurity	Depends on chosen method of MFA, still to be determined. Depends on staff resources.	N/A			
Improve disaster recovery time	Digitization or Process Improvement	Relies on Microsoft Cloud services. Misconfiguration could reduce performance or inappropriately increase risk	N/A			
In coordination with the public universities, assess the current state of the agency's alignment	Cybersecurity	Depends on vendor availability	N/A			

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 with reference to implementation, management, monitoring, maintenance and operations of the sentencing guidelines system; and to make recommendations to the legislature relating to modification and improvement of the sentencing guidelines.

Budget: \$12,300,000

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

Goals and Objectives:

- Sentencing Guidelines Monitoring System Development - To develop and maintain a monitoring system that allows for comprehensive evaluation of the sentencing guidelines.
- Forecast Prison Population and Impacts - To forecast the state's adult populations incarcerated in state institutions, and to determine the impact of proposed legislation on the prison population.
- Sentencing Guideline Education - 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.
- Information Resource for Sentencing Guidelines - To serve as an information resource for the legislature and various state criminal justice agencies.

Agency Number: 626

Agency Funding Mechanism: State Funding, Federal Funding, Fee Funding

Number of Employees: 15






Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: N/A **Mission:** N/A **Budget:** N/A

Number of Employees:

Sentencing Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
COOP	Statutory or Regulatory or Policy Compliance	Resources	Annual Maintenance and Training			
Integrate felony journal entry application with Ofc of Jud Admin's eFile System	Digitization or Process Improvement	OJA cooperation, Funding, and Resources	Further automation of statewide eJE project			
Migrate Firewall Management to KISO	Infrastructure Modernization, Cybersecurity	KISO approval and reinitialization of support	Improved agency resiliency, connection and supportability			
Statewide digitization of paper felony journal entry forms	Infrastructure Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	N/A	"Reduction in agency cost. Streamline of processes for entry and processing. Improved reporting through validation at the entry point."			
Update Prison Population Projections statistical model with new product	Other	N/A	Compare current modeling software with outcomes of new software and actual prison admission numbers to determine accuracy of the product			

Sentencing Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Upgrade statistical software	Infrastructure Modernization, Application Modernization	Funding	Continued supportability			
Vulnerability management reassessment	Cybersecurity	Vendor Licensing	Minimization of vulnerabilities present in the environment, and improved visibility for KIS O. Confirm with KISO licensure and ensure operations			

STATE GAMING AGENCY (KSGA)

Agency/Organization Leadership:

Kala Loomis
Executive Director

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: \$1,531,008

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 Number: 553

Agency Funding Mechanism: State Funding, Fee Funding, Other

Number of Employees: 12

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: N/A **Mission:** N/A **Budget:** \$73,100

Number of Employees:

State Gaming Agency

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Keep hardware under warranty	Infrastructure Modernization	N/A	N/A			
Staff security training	Cybersecurity, IT Skill Enhancement	N/A	N/A			
Upgrade security software	Application Modernization, Cybersecurity	N/A	N/A			

STATE LIBRARY (KSSL)

Agency/Organization Leadership:

Ray Walling
State Librarian

Valarie Lamoreaux,
Deputy State Librarian

Charles Macheers
Agency General Counsel

Laura Burrell
Technical Support Consultant

Sarah Tenfelde-Dubois
Director of Reference Division

Brett L. Rurode
Director of Technical Services Division

Andy Schafer
Director of Statewide Services & Resources Division

Alice Smith
Director of Library Development Division

Michael Lang
Director of Talking Books Services Division

Agency Information:

Vision: Delivering 21st Century library services and resources to all Kansans.

Mission: It is the mission of the State Library to improve the lives of Kansas residents by providing resources that:

- will deliver 21st Century library services and resources to all Kansans and help all Kansans be successful in a global market,
- increase reading readiness and on-grade reading acuity,
- improve chances for academic success,
- help start and grow businesses,
- assist individuals with employment opportunities, and
- provide lifelong educational services.

Budget: \$7,256,960

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

Goals and Objectives:

- **Deliver Essential Resources and Services to State Employees and Elected Officials -** Provide the resources and services needed by state employees and elected officials in the course of their work.
 - Objective 1: Realize a 5% annual usage increase of the reference division databases through promotion, training, and support services.
 - Objective 2: Build a collection of government resources that is responsive to state government needs.
- **Be the Go-To Resource for Kansans on State Government, Legislative Processes, and Research Inquiries -** Be an authoritative source for Kansans to ask questions regarding state government, the legislative process, legislator contact information, and other research topics.
 - Objective 1: Increase awareness of services provided to Kansans by the reference division, realizing an increase of 5% each year.
- **Improve Access to Kansas Government Information -** Develop and promote a repository that collects, preserves, and makes state government information accessible.
 - Objective 1: Increase the number of items available through and preserved by Kansas Government Information (KGI) Online by 4,000 additional items annually.
 - Objective 2: Increase the usage of KGI resources by 5% annually through promotion, training, support services, and targeted digitizing.
- **Digital Growth -** Develop, promote, and support digital resources that foster Kansans' personal, educational, and professional growth.
 - Objective 1: Realize a 5% increase of database usage each year.
 - Objective 2: Realize a 5% increase in user accounts and 7% increase of downloads/views each year from the digital book collections.
 - Objective 3: 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.
- **Promote Awareness of Print Disabilities and Accessibility Needs -** Raise awareness of print disabilities and accessibility needs of the print disabled
 - Objective 1: Reach 750 new people over 3 years
- **Expand Resource Sharing -** Support tangible resource sharing between all Kansas libraries.
 - Objective 1: Increase the number of libraries participating in KICNET by 2% each year.
 - Objective 2: Subsidize 25% of the cost of the Kansas Library Express courier program each year to provide cost efficient resource sharing.
- **Accessible Library Services for Individuals with Print Disabilities -** Provide library and information services for persons with a print disability.
 - Objective 1: Increase awareness of the TBS division to expand the user base of BARD by 4% and all Talking Books Services by 1% annually.
 - Objective 2: Engage existing users to expand circulation by 1% and BARD downloads by 4% annually. Objective 3: Upload 30 titles annually to BARD

Agency Number: 434

Agency Funding Mechanism: State Funding, Federal Funding, Grant Funding

Number of Employees: 25

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: NA **Mission:** NA **Budget:** N/A

Number of Employees: 1

State Library

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Decommission unneeded agency servers	Infrastructure Modernization, Cybersecurity, Quality Assurance or Audit	services that need to be rolled off first	LPA auditors' satisfaction			
Enhance Library Access for State Employees via IP Registration and SSO Integration	Application Modernization, Continuous Improvement of Customer Experience	Ability to get updated IP addresses for all state offices, implementation schedule of SSO / Need to provide for both Exec and Legislative Branch	Customer satisfaction			
Improve the user experience with public access to library electronic resources through improvements	Continuous Improvement of Customer Experience	Vendor capabilities, regional system agreement to participate	Customer satisfaction			
Transition to a new database for maintaining user login and password information for authentication	Continuous Improvement of Customer Experience, Cybersecurity	new vendor will not be able to do the authentication piece	Customer satisfaction			
Website CMS Transition and Content Migration	Application Modernization, Promotion of Agency Services	Not being able to access the website	Customer satisfaction, Google Analytics			

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) or IT Head

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: Modernize IT Infrastructure - Over the next three years the Board's goal is to continue to modernize its IT infrastructure in ways that will meaningfully improve taxpayer experience with the tax appeal process and facilitate more efficient administrative case processing.

Agency Number: 562

Agency Funding Mechanism: State Funding, Fee Funding

Number of Employees: 16

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: N/A **Mission:** N/A **Budget:** N/A

Number of Employees: 1

Board of Tax Appeals

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Agency website redesign	Application Modernization, Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance	Funding, Utilization of Third-Party Contractor	Customer Satisfaction			
Consider OITS hosted infrastructure as a platform to run agency line-of-business applications	Infrastructure Modernization, Application Modernization	Funding, Security	Continuity of Operations, Improved Security Compliance			
Deliver Backup and Immutability services to ensure COOP and successful Disaster Recovery	Infrastructure Modernization	Funding, Security	Continuity of Operations, Improved Security Compliance			
Disaster Recovery - Establish and validate DR strategy	Infrastructure Modernization, Cybersecurity, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Funding, Security	Continuity of Operations, Improved Security Compliance			
Disaster Recovery - Establish offsite DR location	Infrastructure Modernization, Cybersecurity, Statutory or Regulatory or Policy Compliance	Funding, Security	Continuity of Operations, Improved Security Compliance			

Board of Tax Appeals

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Implement a strategy for electronic submission of appeals, and other case related documents.	Continuous Improvement of Customer Experience, Digitization or Process Improvement	N/A	N/A			
Implement data retention policies within line-of-business applications for compliance	Application Modernization, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Funding, Security	Customer Satisfaction, Administrative Efficiency, Statutory Compliance			
Implement online payment processing capabilities	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Funding, Reliance on Third-Party Vendor, Compatibility with State Accounting Systems	Customer Satisfaction, Administrative Efficiency			
MFA SSO Integration	Infrastructure Modernization	Funding, Security	Continuity of Operations, Improved Security Compliance			
Provide a publicly searchable database of Board decisions	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Funding, Utilization of Third-Party Contractor	Customer Satisfaction, Statutory Compliance			

Board of Tax Appeals

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Replace end-of-life content management system	Infrastructure Modernization, Application Modernization, Cybersecurity	Funding, Security	Customer Satisfaction, System Uptime, Administrative Efficiency			
Review possible solutions to Integrate a secure file sharing service for use with external orgs	Application Modernization, Continuous Improvement of Customer Experience	Funding, Security, Reliance Upon Third-Party Software	Customer Satisfaction, Administrative Efficiency			
Server Hardware & OS Upgrades	Infrastructure Modernization	Funding, Security	Lifecycle Management			
Upgrade agency firewall to KISO recommended standard	Infrastructure Modernization	Funding, Security	Continuity of Operations, Improved Security Compliance			
Upgrade to latest version of Law Base	Application Modernization, Continuous Improvement of Customer Experience	Planning, Coordination	N/A			

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 Number: 663

Agency Funding Mechanism: State Funding, Fee Funding, Grant Funding



Number of Employees: 5

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS

State Board of Technical Professions

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Moving website to new platform	Continuous Improvement of Customer Experience	Risk of website not going live	Improved communications			
New licensing platform	Application Modernization, Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance	Risk of not adhering to legislative requirement and lack of communication programs and licensees	Improved communications, adherence to legislative changes			

COMMISSION ON VETERANS' AFFAIRS (KCVAO)

Agency/Organization Leadership:

Bill Turner
Director

Eric Rohleder
Deputy Director

Robert Hutchison
Chief Counsel

Jeremy Miller
Chief Information Officer (CIO) or IT Head

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 veteran's 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: \$56,307,091

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 Number: 694

Agency Funding Mechanism: State Funding, Federal Funding, Fee Funding

Number of Employees: 368

Number of Kansas Citizen Customers: 2,940,000








Agency IT Information:

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

Budget: \$1,114,099

Number of Employees: 5

Commission on Veterans' Affairs

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Replace intercom system at Kansas Veterans Home	Infrastructure Modernization, Other	Agency risks safety and security of the residents of the Kansas Veterans Home	We have quotes for the cost of the project.			
Upgrade Central Office network to include greater storage capacity for back up storage	Infrastructure Modernization, Application Modernization, Cybersecurity, Digitization or Process Improvement	Agency risks network failure by not upgrading and improving technology infrastructure	The equipment has been received and should be installed by the end of September 2024.			
Upgrade the Nurse All-Call and Wander Guard/Roam Alert System	Infrastructure Modernization	Agency risks safety and security of the residents of the Kansas Soldiers Home	We have quotes for the cost of the project			
Working with OITS to include both of the Kansas Veteran Nursing Home employees with Office 365	Infrastructure Modernization, Application Modernization, Cybersecurity, Digitization or Process Improvement	Agency risks network failure by not upgrading and improving technology infrastructure	We have been approved for the Annual Cost.			
Working with OITS to merge networks at both KOVS nursing homes to one single network based out of To	Infrastructure Modernization, Application Modernization, Cybersecurity, Digitization or Process Improvement	Agency risks network failure by not upgrading and improving technology infrastructure	We have been approved for the Annual Cost			

BOARD OF VETERINARY EXAMINERS (KBVE)

Agency/Organization Leadership:

Mark Olson
Executive Director

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: \$380,625

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

Goals and Objectives:

- Goals - 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 Number: 700

Agency Funding Mechanism: Fee Funding

Number of Employees: 4

Number of Kansas Citizen Customers: 29,200,000

Agency IT Information:

This Agency is supported by OITS

Board of Veterinary Examiners

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Funding for Licensing Database replacement	Application Modernization, Continuous Improvement of Customer Experience	Funding-Completed	Consumer and customer satisfaction			
Implementing - Replacement for Licensing Database	Application Modernization, Continuous Improvement of Customer Experience	Funding-Statement of Work and funding signed with Accela	Consumer and customer satisfaction			

WATER OFFICE (KWO)

Agency/Organization Leadership:

Connie Owen
Executive Director

Matt Unruh
Deputy Executive 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.

Budget: \$74,831,091

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 exists.

Agency Number: 709

Agency Funding Mechanism: State Funding, Federal Funding, Fee Funding, Grant Funding

Number of Employees: 19

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: N/A **Mission:** N/A **Budget:** N/A

Number of Employees:

Water Office

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Create Disaster Recovery Strategy	Other	N/A	N/A			
Implemented MFA tokens to all staff to work on VPN	Infrastructure Modernization, Cybersecurity	N/A	N/A			
Initiate IT Services	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement, Quality Assurance or Audit	N/A	N/A			
Replace/Upgrade Computers Conference Room	Infrastructure Modernization	N/A	N/A			
Replace/Upgrade Computers Staff	Infrastructure Modernization	N/A	N/A			

REGENTS SUBMISSIONS

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

<u>EMPORIA STATE</u>	212
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EMPORIA STATE UNIVERSITY (ESU)

Agency/Organization Leadership:

Ken Hush
University President

Steve Lovett
Chief Counsel

Brent Thomas
Provost

Cory Falldine
Chief of Staff/COO

Doug Polston
Chief Information Officer (CIO) or IT Head

Agency Information:

Vision: Changing lives for the common good.

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

Budget: \$90,000,000

Website: <https://emporia.edu>

Goals and Objectives:

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

Agency Number: 379

Agency Funding Mechanism: State Funding, Fee Funding, Grant Funding

Number of Employees: 690

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: \$8,500,000

Number of Employees: 45



Emporia State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Campus Digital Door Access	Infrastructure Modernization	Vendor Support, Client Cooperation / Communication, Available Resources	Customer satisfaction and security gap identification/remediation and security posture improvement			
Data Governance	Digitization or Process Improvement	Available Resources & Updating systems impacted	Customer satisfaction & Process Metrics (Tickets)			
Identity Management Solution	Application Modernization	Vendor Support, Available Resources, Funding	Customer satisfaction, Process Metrics (Tickets)			
Jamf Mobile Device Management System for iPhones and Apple computers	Statutory or Regulatory or Policy Compliance	Vendor Support, Communication/Client Cooperation	Security gap identification/remediation and security posture			
Microsoft Active Directory Restructure	Statutory or Regulatory or Policy Compliance	Vendor Support Client Cooperation/Communication Available Resources	Security Concerns, Performance and Stability, Organizational Changes, Compliance and Best Practices			

Emporia State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
NIST/CSF and PCI Security Assessments	Quality Assurance or Audit	Vendor Support, Available Resources, Additional costs from discovery	Customer satisfaction and security gap identification/remediation and security posture improvement			
Nursing Building Classroom Tech	Infrastructure Modernization	Communication, Vendor Support	Customer satisfaction			
Phone Cloud Transition	Infrastructure Modernization	Vendor Support, Client Cooperation / Communication, Available Resources	Customer satisfaction, Financial Metrics			
Secondary Campus Internet POP	Infrastructure Modernization	Vendor Support, Access to Resources, Available Resources	Customer satisfaction			
Security Operations Center Implementation	Cybersecurity	Vendor Support, Available resources	Security posture			

Emporia State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Software Redundancy Project	Digitization or Process	Available Resources	Financial Metrics Improvement			
Student Success CRM: EAB Navigate	Continuous Improvement of Customer Experience	Vendor Support Client Cooperation / Communication Resources	Client Retention Rate Available			

FORT HAYS STATE UNIVERSITY (FHSU)

Agency/Organization Leadership:

Dr. Tisa Mason
University President

Joseph Bain
Chief Counsel

Dr. Jill Arensdorf
Provost

Mark Griffin
Chief Information Officer (CIO) or IT Head

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: \$177,781,822

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 Number: 246

Agency Funding Mechanism: State Funding, Fee Funding

Number of Employees: 2,311

Number of Kansas Citizen Customers: 9,400

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: \$6,607,508

Number of Employees: 40

Fort Hays State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Forsyth Library - Major remodel	Infrastructure Modernization, Continuous Improvement of Customer Experience	Funding, staffing	Customer Satisfaction			
Implement Course Leaf online course catalog	Application Modernization, Digitization or Process Improvement	Funding, staffing, acquiring new skillsets	Customer Satisfaction			
Implement EAB Edify and Navigate	Continuous Improvement of Customer Experience	Funding, staffing, acquiring new skillsets	Improved student success			
Integrate affiliate schools with FHSU	Other	Funding, staffing, process changes, negotiating changes with affiliates (them and us)	N/A			
Replace SharePoint Workflow Forms with Workday Extend Applications	Infrastructure Modernization, Continuous Improvement of Customer Experience	Funding, acquiring new skillsets, staffing	Customer Satisfaction			

Fort Hays State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Updating Security Posture	Cybersecurity, IT Skill Enhancement	Funding, staffing, ever changing environment, nefarious bad actors	Meeting NIST Standards			
Upgrade Wi-Fi in Gross Memorial Coliseum	Infrastructure Modernization	Funding, delayed due to HVAC upgrade	Customer Satisfaction			

KANSAS STATE UNIVERSITY (KSU)

Agency/Organization Leadership:

Dr. Richard Linton
University President

Dr. Jesse Mendez
Provost

Marshall Stewart
Chief of Staff

Steve Owens
Chief Counsel

Dr. Thomas Bunton
Chief Information Officer (CIO) or IT Head

Nathan Scherman
Interim Director of PMO

Agency Information:

Vision: Kansas State University will lead the nation as a next-generation land-grant university – setting the standard for inspiring learning, creativity, discovery and engagement that positively impacts society and transforms lives in Kansas and around the world.

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: \$639,715,093

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

Goals and Objectives: N/A

Agency Number: 367

Agency Funding Mechanism: State Funding

Number of Employees: 5,822

Number of Kansas Citizen Customers: 19,745

Agency IT Information:

Vision: The Office of the Associate Vice President and Chief Information Officer provides the leadership for developing and delivering computing and digital resources to K-State students, faculty and staff. In addition to the operation and management of IT Services, the Office comprises the administrative service functions of HR, finance, and communications.









Budget: \$25,000,000

Number of Employees: 100

Kansas State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Create Identity Management (IDM) Modernization Strategy	Digitization or Process Improvement	An initial IDM assessment was completed by Plante Moran to identify strategies and a roadmap of activities to modernize our IAM/IDM space. The planning for this multi-year project will include technology and process improvement.	Provisioning/Deprovisioning time, authentication success, access request fulfillment time, compliance metrics, IDM security incident rates			
Establish and Execute Enterprise Resource Planning (ERP) Maintenance and Modernization Strategy	Application Modernization	Maintaining maintenance and upgrade timelines for existing ERP system Working with 3rd party to evaluate current state	Number of PUMs and patches applied, survey and focus group data for replacement			
Formalization of IT Governance	Digitization or Process Improvement, Other	Governance framework adoption	IT project alignment rate w/strategic goals, IT project completion rate, governance stakeholder satisfaction rate			
Implement Enterprise CRM Strategy	Application Modernization, Continuous Improvement of Customer Experience	Maintaining multiple CRMs for recruitment and admissions	Reduction in disparate CRMs, adoption of core CRM systems			
Implementation of Enterprise Time and Leave System	Digitization or Process Improvement	Review of current procedures Training	Overtime/Compensatory time off, leave/time stamp errors, total cost of ownership			

Kansas State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Road map		
				2024	2025	2026
Implementation of Security Posture Improvements	Cybersecurity	N/A	Domain joined machines, retired user accounts, isolated networks, IP address consolidation, personal device numbers			
Improve IT Service Delivery	Continuous Improvement of Customer Experience, Digitization or Process Improvement	Standardization of people and process across the institution	First call resolution, aging ticket reports, client satisfaction numbers.			
Integrated IT Org Structure	Other	Finding qualified individuals to fill new positions	Operational cost reduction, user satisfaction, service response times, increase in users covered by core IT services			
IT Business Continuity and Disaster Recovery Planning	Statutory or Regulatory or Policy Compliance	Update/Reinforcement of BCDR requirements including risk assessments, backup procedures, communication strategies, and regular testing	Coverage of systems and services, tabletop outcome information, number of plan review and updates			
Modernization of IT Policies	Other	Realignment of current policies to NIST and CSF	Policy alignment with NIST/other frameworks, average time to develop and implement policies, frequency/speed of policy updates			

PITTSBURG STATE UNIVERSITY (PSU)

Agency/Organization Leadership:

Dr. Susan Bon

Provost & Executive Vice President

Emily McElwain

Executive Director of University Affairs

Luecitra Haraughty

Director of IT Process and Project Management

Dr. Dan Shipp

University President

Jamie Brooksher

General Counsel

Angela Neria

Associate Vice President of Technology/CIO

Agency Information:

Vision: To educate and prepare students to make positive contributions to their chosen professions and future communities. 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 Number: 385

Agency Funding Mechanism: State Funding, Fee Funding

Number of Employees: 1,516

Number of Kansas Citizen Customers: 3,231

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: \$4,687,257

Number of Employees: 32

Pittsburg State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Financial Assistance System Implementation	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity	Scope creep, learning curve for IT and FA, Re-engineering processes and change management, IT and FA expertise, Implementation partner and Vendor expertise, Ease of use for Students, Parents, Faculty	Develop a multi-faceted communication plan. ISIR Load Verification. Budgeting/Packaging new and existing Students. Pell/Loan Processing and Disbursement. New Year Setup, SAP, Return to Title IV			
Implement a Managed Security Detection Service	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity	Scope creep, Learning curve of new product(s), Internal knowledge/expertise, Vendor expertise	N/A			
Implement a new Admissions CRM	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience	Scope creep, Data from the current Legacy SIS is co located and difficult to manage, IT and Academic Affairs expertise, Vendor expertise and support.	N/A			
Research and Replace Cluster Storage Nodes	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity	Scope creep, Learning curve of new product(s), Internal knowledge/expertise, Vendor expertise	N/A			
Research and Replace Virtualization and Cloud Computing Software	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity	Scope creep, Learning curve of new product(s), Internal knowledge/expertise, Vendor expertise	N/A			

Pittsburg State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Student Information System Implementation	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity	Scope Creep, Learning Curve for campus, Re-engineering processes and change management, IT and FA expertise, Implementation partner and Vendor expertise	Create project plan and milestones with implementation partner, working with partner to implement the product seamlessly, Develop communication plan, Design training opportunities and materials			

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

Larry Lusk
Director of Infrastructure:

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: \$735,805,213

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 & reducing debt Assure quality of academic programs

- **Healthy & Vibrant Communities** - Strengthen service to local and global communities
Improve health and wellness Increase workplace satisfaction Ensure stewardship of the institution
- **Research & Discovery** - Grow KU research Recruit, retain and recognize top researchers Expand the impact of KU research in Kansas and beyond Promote innovation and entrepreneurship

Agency Number: 682

Agency Funding Mechanism: State Funding, Federal Funding, Fee Funding, Grant Funding

Number of Employees: 9,640

Number of Kansas Citizen Customers: 14,736

Agency IT Information:

Vision: To embody dedication, ingenuity, continuous improvement, and kindness as we collaborate among our teams and with community partners on technology solutions that enable the university's mission, aspire to the highest standards of service, and promote a culture of care.

Mission: We provide technology and services to the university community through excellent customer support, and secure, accessible and integrated solutions and infrastructure.

Budget: \$35,446,120

Number of Employees: 286

University of Kansas

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Improve communications and outreach to campus	Continuous Improvement of Customer Experience, Promotion of Agency Services	Migration of associated CMS sites; Adoption of enterprise email campaign solution, Funding	Metrics: 8 completed website migrations; 24 monthly newsletters/updates to campus stakeholders, provided each year; The EmmaHQ implementation was completed by Aug. 1, 2023			
IT Governance	Digitization or Process Improvement	KU Procurement Office and IT Stakeholders, Staff availability. Upcoming/pending changes to KITO process	Convert 12 core Service Now modules to TDX. Migrate 9 KU business units from ServiceNow to Team Dynamix			
School of Business Audio-Visual (A/V) Refresh	Infrastructure Modernization	Staff resources, Funding	Successful migration to new A/V platform in all classrooms; work will be completed in September 2024			
School of Pharmacy Audio-Visual (A/V) Refresh	Infrastructure Modernization	Staff resources, Funding	Successful migration to new A/V platform in all classrooms; work completed in August 2024			

UNIVERSITY OF KANSAS MEDICAL CENTER (KUMC)

Agency/Organization Leadership:

Steven Stites
University President

Chris Harper
Chief Information Officer (CIO) or IT Head

Jeremy Pennington
Deputy Chief Information Officer

Jeremy Pennington
Chief Information Security Officer

Agency Information:

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

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

Budget: N/A

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

Goals and Objectives:

- Pillar 1: Education - • Attract and retain diverse and exceptional health sciences learners and leaders. • Deliver high-quality, innovative curriculum that promotes post-graduate readiness for all learners. • Foster a supportive culture of belonging and collaboration across KU Medical Center. • Empower KU Medical Center learners to drive impact across the state during their education and beyond.
- Pillar 2: Healthy Communities - • Engage and sustain a community network that expands KU Medical Center's reach and impact, building trust across the state. • Improve accessibility to health care to promote health equity for all Kansans, emphasizing underserved populations. • Streamline and fortify community engagement activities within KU Medical Center and with clinical partners, including The University of Kansas Health System, to serve communities more effectively.

- Pillar 3: Research and Discovery - • Be the leading basic, translational and implementation research institution in the Heartland. • Increase the national prominence of KU Medical Center schools by fostering growth and excellence in research endeavors. • Attract and retain exceptional researchers across every career stage, from student to postdoctoral scholar to faculty.
- Pillar 4: Employees - • Improve well-being and reduce burnout for employees • Improve satisfaction and engagement for employees • Enhance diversity, equity and inclusion for all employees

Agency Number: 683

Agency Funding Mechanism: State Funding

Number of Employees:

Number of Kansas Citizen Customers:

Agency IT Information:

Vision: To work as a single team delivering information technology services that focus on our customers' current and future needs.

Mission: To enable our customers to use technology to its fullest potential with the least amount of friction.

Budget: N/A

Number of Employees: 125

University of Kansas Medical Center

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Backup System Replacement	Infrastructure Modernization	Funding, Community support, Vendor Support	Number of systems backed up, Percent of data backed up, Recovery rate			
Enhanced Email Security	Cybersecurity	Funding, Community support, Vendor Support	Percent of emails sent in a compliant method, Number of malicious emails delivered, Customer Experience			
Firewall Replacement	Infrastructure Modernization	Funding, Team capacity, Community support, Vendor Support	Reduction of hardware, Number of modem rules, Uptime			
Health System and Medical Center ITSM integration	Continuous Improvement of Customer Experience	Funding, Data migration strategy, pre-work to document and align UKHS/KUMC business processes	Customer Experience, ServiceDesk Surveys and reporting metrics			
Huron Research Suite (Animal Ops)	Application Modernization, Continuous Improvement of Customer Experience	Completion of IACUC module, Data migration strategy, Funding, Resource capacity, data integrity during overlapping system use	Operational efficiency, reduction in administrative overhead for business unit, integration/alignment with other research business processes			

University of Kansas Medical Center

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Huron Research Suite (IACUC)	Application Modernization, Continuous Improvement of Customer Experience	Completion of previous modules, Funding, Data migration strategy, Resource capacity	Operational efficiency, reduction in administrative overhead for business unit, integration/alignment with other research business processes			
Huron Research Suite (Safety)	Application Modernization, Continuous Improvement of Customer Experience	Completion of IACUC and AnimalOps modules and major software upgrade for software suite	Operational efficiency, reduction in administrative overhead for business unit, integration/alignment with other research business processes			
IAM Directory Simplification	Infrastructure Modernization	Team capacity, Community support, Vendor support	Percent of systems or processes reduced satisfaction of internal stakeholders			
Internal Grants and Limited Submission Tracking	Application Modernization, Continuous Improvement of Customer Experience	Funding, resource capacity	Reduction of manual systems, improved tracking and reporting, improved administration.			
Loaner and hardware inventory programs for enterprise use	Continuous Improvement of Customer Experience	Funding, Community support, Vendor Support	Customer Experience, ServiceDesk Surveys and reporting metrics			

University of Kansas Medical Center

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Network Access & Core Layer Switch Replacements	Infrastructure Modernization	Funding, Supply chain, Team capacity	Continuous availability of network resources			
Network Distribution Switch Replacement	Infrastructure Modernization	Funding, Supply chain	Continuous availability of network resources			
Network F5 Replacement	Infrastructure Modernization	Funding, Supply chain	Continuous availability of network resources			
Network Wireless Access Point Replacement	Infrastructure Modernization	Funding, Supply chain, Team capacity	Continuous availability of network resources			
Privileged Access Management	Cybersecurity	Understanding scope for privileged accounts, vendor support, Team capacity	Customer Experience, IT risk reduction, use of the solution			

University of Kansas Medical Center

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Reduction of Privileged Access	Statutory or Regulatory or Policy Compliance	Team capacity, Community support	Precent reduction of privileged access for primary accounts, Customer Experience			
Secondary/Disaster Recovery Datacenter	Infrastructure Modernization, Continuous Improvement of Customer Experience	Funding, Supply chain, Team capacity	Availability of services during an outage			
Standardized Disaster Recovery Framework	Cybersecurity, Statutory or Regulatory or Policy Compliance	Team capacity, Community support	Number of system Classified based on the framework, outcomes from tabletop exercises, live failovers			
Telecom Safety Services Solution	Statutory or Regulatory or Policy Compliance	Community support, Funding	Percent of emergency calls routed to the correct PSAP			
Windows 11 Readiness and deployment	Infrastructure Modernization	Team capacity, Community support	Percent of supported systems updated to Windows 11 by the EOL date, Customer Experience			

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) or IT Head

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: \$784,000,000

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

Goals and Objectives: N/A

Agency Number: 715

Agency Funding Mechanism: State Funding, Fee Funding

Number of Employees: 5,600






Number of Kansas Citizen Customers: 12,269

Agency IT Information:

Vision: N/A **Mission:** N/A **Budget:** \$11,593,358

Number of Employees: 70

Wichita State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Adopt the NIST Cybersecurity Framework (CSF 2.0) as the primary security framework	Cybersecurity	Competing project priorities and staff availability. Must be established as a priority project	Adherence to each defined standard			
Automated workflow improvements	Digitization or Process Improvement	Department (end-user) engagement, competing project priorities	Before & after process times and labor requirements			
Communications Platform Revisioning	Continuous Improvement of Customer Experience	Project scoping, user engagement	On-time, on-budget completion of projects, initial requirements met			
Event / Class Scheduling Platforms	Continuous Improvement of Customer Experience	Project scoping, good requirements definition, user engagement	Effective optimization of classroom and event scheduling			
Support expansion and changes to the Innovation Campus	Other	Schedule will be determined by agreements with current and future industry partners	On-time, on-budget completion of projects			

APPENDIX A

EXECUTIVE BRANCH IT STRATEGIC FRAMEWORK

Vision

Anywhere, anytime access to secure Kansas digital government resources

Mission

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

Goals

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

Objectives

- Trusted Partner
- Solution Provider
- Agile Workforce
- Fiscally Responsive

- Secure
- Resilient
- Compliant
- Consistent
- Vigilant

- Cloud Awareness
- Digital Enablement
- Business Innovation
- Technology Sourcing

- Continuous Service Improvement
- Performance Metrics
- Service Level Agreement

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.