KANSAS

Strategic Information Management Plan

2008-2013

Action Plan

Information Technology Executive Council
October 2008

THE VISION for INFORMATION TECHNOLOGY in KANSAS

"Enabling Kansans to enjoy a high quality of life by having an opportunity to be more productive, healthier, better educated, and better connected with their government, their communities, and with each other by utilizing innovative Information Technology solutions."

## BUSINESS TRANSFORMATION AND INFORMATION TECHNOLOGY

The SIM Plan envisions a transformed Kansas. This will be accomplished through improved customer-centric services, enterprise information management, ongoing collaborative partnerships, technology and business process modernization, enhanced workforce efficiency, and involved leadership and governance. Some of these visions can occur inside the IT community and IT projects exclusively, but the achievement of the larger vision is significantly enhanced when state, local and private business leaders are involved collectively in the execution of the SIM Plan's initiatives.

The IT environment understands that the business requirements of governmental entities drive Information Technology development. The SIM Plan challenges and supports all government entity business leaders to lead in modernizing their business processes and engaging the IT community to position Kansas as a leader in services it provides to its customers. The SIM Plan also challenges entity IT leaders to support business transformation and the ongoing evolution of IT infrastructure, assets, and the workforce in Kansas. Kansas is primed for the opportunity to achieve great successes if government entities continue to leverage IT solutions to create new opportunities to solve business problems.

The SIM Plan is designed to align to the key business drivers and be a road map that will direct the State from today's environment to the desired future state. However, the State is a federation of multiple state and local government entities each with key business drivers. The future "Kansas Service Model" must be developed to provide the framework for implementation of the goals from the SIM Plan. As part of the Kansas Enterprise Architecture program, the Kansas Service Model will map all current and future state services, applications, and data into a single enterprise-wide picture. Strategies and plans will then combine similar services and when possible, and make these services available on the Internet. The state can then achieve an enhanced infrastructure, modern technology, and highly skilled employees are necessary to achieve these goals.

Information and Information Technology are the foundation for a fundamental transformation in the way that citizens, government, and business work together. Over the next five-year period, the innovations that business, government, and citizens create will be shaped by this vision. Kansas will accomplish the vision with an Action Plan that will:

1. **Provide Customer-Centric Services to citizens, businesses, and government entities making them easier to use, more accessible, and cost efficient.**
2. **Improve Business Processes to provide those services Kansans want and need in the most cost effective manner.**
3. **Manage Enterprise Information by making all appropriate state-managed data available to all levels of government, citizens, and businesses.**
4. **Improve Collaborative Partnerships to allow government entities, businesses, and citizens to work together and transform state government, services, and economy.**
5. **Enhance Workforce Efficiency by creating and supporting innovative government services and processes with a skilled workforce using modernized information technology.**
6. **Provide Leadership and Governance by establishing appropriate processes to understand and guide the direction, value, and potential enterprise solutions for State IT investments.**
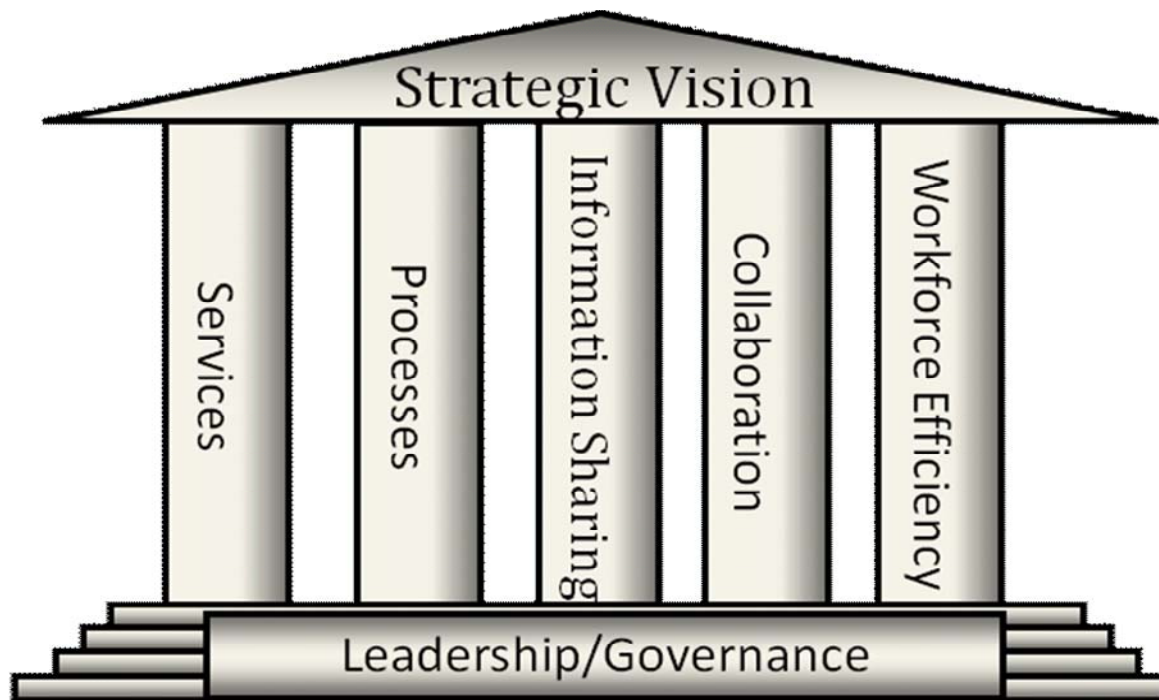
EXPECTED RESULTS FOR KANSAS

The SIM Plan addresses a wide range of citizen constituencies and government entities. The SIM Plan Mission is to establish the broad outcomes expected for all constituencies, and for the government entities that deliver services for, and to the State. The expected results:

- Enhance and contribute to the welfare, safety, and quality of life for Kansas citizens and businesses through effective and efficient government services.
- Enable and promote economic development through services and information.
- Improve the performance of all Kansas government and entities through collaborative services.
- Improve the utilization and impact of information technology investments in the State through process improvement, workforce efficiency, and collaborative services.

STRATEGIC INTENTIONS

1. **Provide Customer-Centric Services to citizens, businesses, and government entities making them easier to use, more accessible, and more cost efficient.**
   1.1 Complete the Kansas Service Model
   1.2 Create a Kansas Online Services Library
   1.3 Create a web presence in Kansas that meets the expectation of its customers
   1.4 Increase Web Services for Business Functions shared across the State
   1.5 Increase the Number and Usage of Online Services
2. **Improve Business Processes to provide those services Kansans want and need in the most cost effective manner.**
   2.1 Include business process modeling in IT projects and business design
   2.2 Develop a Business Process Model Repository
   2.3 Understand & Improve Government-To-Business Business Processes
   2.4 Understand & Improve Government-To-Citizen Business Processes
   2.5 Understand & Improve Government-To-Government Business Processes
   2.6 Create Metrics for Business Process Improvement
   2.7 Develop Business and Process Analysis Skills
3. **Manage Enterprise Information by making all appropriate state-managed data available to all levels of government, citizens, and businesses.**
   3.1 Use National Data Standards
   3.2 Use National Data Exchange Standards
   3.3 Investigate the Need for a State Data Architect
   3.4 Develop a Statewide Information Exchange Infrastructure
   3.5 Continue to Share Geographic Information in Kansas
4. **Improve Collaborative Partnerships to allow government entities, businesses, and citizens to work together and transform state government, services, and economy.**
   4.1 Catalog all collaborative groups
   4.2 Collaborate with Local Governments
   4.3 Facilitate Agency-to-Agency Collaboration
   4.4 Add Collaboration to IT Project Plans
   4.5 Inventory and Assess Collaborative Tools
5. **Enhance Workforce Efficiency by creating and supporting innovative government services and processes with a skilled workforce using modernized information technology.**
   5.1 Provide Direction for State-wide Technology Issues
   5.2 Modernize Kansas' IT Infrastructure
   5.3 Reduce Needless Complexity
   5.4 Streamline Three-Year IT Management and Budget Plan Information Collection
   5.5 Provide for Critical Workforce Skills
6. **Provide Leadership and Governance by establishing appropriate processes to understand and guide the direction, value, and potential enterprise solutions for State IT investments.**
   6.1 Establish metrics to measure SIM Plan Success
   6.2 Require SIM Plan alignment for projects
   6.3 Information Technology and Project Portfolio Management

1. PROVIDE CUSTOMER-CENTRIC SERVICES[1]

One of state government's critical business functions is to provide services to people and businesses like public safety, natural resources, infrastructure, education and health and human services. Services provided by Kansas governmental entities directly affect the lives of the citizens. It is the state's responsibility to provide services promptly, economically, and reliably.

Provide customer-centric services to citizens, businesses, and government entities making them easier to use, more accessible, and more cost efficient. This goal can be achieved when:

- **Kansas government's web presence and capabilities meet the expectations of its customers.**
- **Services provided by the state are available on the Internet when appropriate.**
- **Services are developed with a customer-centric and business-centric perspective.**
- **Services are provided seamlessly with federal, state, and local organizations working together.**

To accomplish this vision a detailed understanding of the all government services currently being provided is necessary. Developing a "Kansas Service Model"[2] is the first step in achieving this understanding. The Kansas Service Model will map all state services, applications, and data into a single enterprise-wide picture. Integrative strategies and plans can then more effectively combine like services and when possible, make these services available on the Internet. The state recognizes that enhanced infrastructure, technology, and skills are necessary to achieve these goals. Areas of focus for improving services should be data management, web development, back-end system integration, and staff development.

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[1] A "Service" is defined in this document to mean something provided by government that supports its customers. Examples of Services include food stamps, driver's licenses, state highway system, and nurse licensing and registration are all considered services that Kansas provides to its customers.

[2] The Kansas Service Model will be a reference document that will attempt to categorize all of Kansas government's provided services that in one logical model. The mechanism for this model's creation comes from a joint effort from the federal government's Enterprise Architecture (EA) program and state government's EA leaders in order to find a common model that can be used in every state.

ACTION PLAN

1.1 Complete the Kansas Service Model

Outcomes:
- Every service provided to customers, businesses, and other government entities is documented in a statewide Kansas Service Model.
- Gain a comprehensive understanding of the complexity and entity interdependency of government services provided in Kansas, along with a framework to analyze and plan services for access, collaboration, and information sharing.
- Focus Kansas towards a state-wide consistent approach for delivering services to customers

Action Plan:

2008   Create a collaborative group assigned to develop a framework[3] for the Kansas Service Model sponsored by the CITA. This group will consider the following areas in the development of the framework: Common business models for lines of business, value chain consolidation models, functional and/or program based models, alternative channels of services (Web, IVR, Direct, Paper, Data, System), different constituency groups (government to government, government to business, government to citizen).

2009   A pilot group of agencies will complete the Kansas Service Model for their agencies. It is recommended that the pilot agencies belong to a common function of government (e.g., public safety, education, human services, economic development, etc). The Kansas Service Model group will begin analysis of the results to document common service models.

2010   Utilize the Kansas Service Model to identify and create common services and develop planning road maps to move Kansas forward in a consistent direction for delivering services to customers. Examples include granting, licensing, and permitting.

2010   The service model group will create metrics for determining Kansas Service Model's benefit to the state and create a baseline. They should develop and implement a mechanism for collection of the results of the metrics.

2010   Agencies will complete the Kansas Service Model.

2010   Agencies shall report changes on their specific and collaborative Kansas Service Models annually in the Three Year IT Management and Budget Plans.

2011   All agencies will have completed the Kansas Service Model.

2011   Agencies are informed of and encouraged to utilize the common services in new IT projects.

2011   The CITA is responsible for modifying the Kansas Service Model and providing an update to ITAB and ITEC on any changes to the model and a report on the information gathered from the metrics.

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[3] A "framework" is defined as something "used in research to outline possible courses of action or to present a preferred approach to an idea or thought." ("Framework." Wikipedia. Available at http://en.wikipedia.org/wiki/Framework.)

1.2 Create a Kansas Online Services[4] Library

Outcomes:
- Catalog all government services being provided via the Internet.
- Increase visibility for state agencies to identify and understand services for common delivery and approach.

Action Plan:

2008   Create a collaborative group assigned to studying the effectiveness of the current Kansas Services Directory (http://services.ks.gov/) and the development of the next generation Kansas Online Services Library. This group will decide who is responsible for hosting the Kansas Online Services Library. A representative from DISC and INK should be members of this group along with any other individuals with interest. If the collection and/or update of this data are acquired using the Three Year IT Management and Budget Plan the CITA or his/her designee will be a member of this group.

2009   The Kansas Online Services Library group will develop and implement a mechanism for the collection of all web services that are available to customers on the Internet. This includes all government-to-government, government-to-business, government-to-citizen web services, and lifecycle event categorization.

2009   The Kansas Online Services Library Group will determine a mechanism for presenting the inventory of online services. The Library will be metadata enabled to allow for new technologies, services, application, and/or processes to leverage the cataloged services. A pilot of this solution should be running in 2010.

2010   The Kansas Online Services Library Group will define the process agencies should use for updating new and existing online services.

2011   Agencies will report changes to the Kansas Online Service Library annually using the process defined above. The organization hosting the Kansas Online Services Library is responsible for the update and maintenance of the Online Service Library.

1.3 Create a web presence in Kansas that meets the expectation of its customers

Outcomes:
- Customers can find and use online services effectively and easily.
- Easier for customers to do business with the state.
- Increase customer satisfaction for all online government services.

Action Plan:

2008   Reconstitute the ITAB Web Standards Committee. This group's mandate is to review the current Web Standards documentation in order to recommend changes to the state standards, definitions, and prototypes to be used by all state government websites. Central in this mandate is developing a standard way to acquire customer expectations via a survey or other mechanisms.

2009   State agencies will continue to create websites that meet the expectation of its customers.

2009   Web Standards Committee will develop an Agency Self-Assessment to determine a baseline measurement of the current state of State government websites.

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[4] An "Online Service" is defined in this document to mean a "service" provided by the state that is available on the Internet for its customers to access. Examples of Online Services include Income Tax E-Filing, the Kansas Business Center, and the Registered Offender Website.

2009   Web Standards Committee will create a report on search engine optimization, including reserving terms with Google to aid in search agency searching capabilities and metadata.

2009   Agency CIOs will work with the state business community to track usage of online services compared to other service delivery methods (walk ins, phone, mail, ect.)

2009   Delivering an annual report to ITAB and ITEC of the results of the Self-Assessment. Also, present on other current issues surrounding web standards, effectiveness, and utilization in Kansas.

2010   Web Standards Committee will complete the refresh of the Web Standards document.

1.4 Increase Web Services[5] for Business Functions shared across the State

Outcomes:
- Reduce application development duplication by increasing the use of existing web services and encouraging the development of new web services.
- Protect customer information.

Action Plan:

2008   Agencies will leverage existing web services whenever their business requirements match the service provided.

2009   ITEC will consider a policy relating to developing a procedure to publish and catalog web services along with providing a mechanism to manage the web services lifecycle.

2009   All applications accepting credit card payments on their website will use the KANPAY system.

2009   INK and all state agencies will continue to develop other opportunities to consolidate back-end web services like the KANPAY system.

2009   Agencies will develop common web services for government-to-government data exchange.

2009   Agencies will develop new common web services for government-to-business and government-to-citizen data exchange using the agreed upon web service development standards.

1.5 Increase the Number and Usage of Online Services

Outcomes:
- Increase customer satisfaction. Customers will have access to services with expanded information available on the Internet.
- Ability for agencies to provide more integrated government services on the Internet.

Action Plan:

2009   All agency services will be accessible from the Kansas.gov Portal.

2009   Agencies will list new and existing online services that are candidates for enterprise access and utilization in the Three-Year IT Management and Budget Plans.

2010   The Three-Year IT Management and Budget Plan will be modified to include a new section for "Web-Enabled Services" to the "Enterprise Business and Technology Radar Charts".

2008-2013 Agencies will continue to develop new online services and make them accessible from the Kansas.gov Portal.

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[5] A "Web Service" is defined in this document to means "software system designed to support interoperable machine-to-machine interaction over a network." ("Web Services Glossary." World Wide Web Consortium. Available at http://www.w3.org/TR/2004/NOTE-ws-gloss-20040211/)

2. IMPROVE BUSINESS PROCESSES

Government entities need to update their business processes to stabilize operations, reduce cost, and/or gain efficiencies. No matter what the driver, the key to success is viewing business processes from the customers' perspective — instead of an internal view — and designing processes to deliver the greatest value to the customer. Without good processes in place that address customers' needs, Kansas will be at a competitive disadvantage.

Improve business processes to provide those services Kansans want and need in the most cost effective manner. This goal can be achieved when we:

- **Use IT to automate manual tasks.**
- **Improve productivity by connecting individual functions via processes, using business intelligence to make better decisions, and measurement to manage process performance.**
- **Integrate previously autonomous processes into an end-to-end enterprise wide process.**
- **Create new technological ways for business managers to serve citizens and businesses.**

To accomplish this vision, government entities will use business process improvement and business process management for better government services, integrated government processes, collaboration, and information sharing. The expectation is to apply a customer perspective and engage customers (citizens, businesses, and other government entities) in process improvement. A collaborative governance group for business process, representing business managers and IT across the state, should be created. This group should establish models for documenting business processes in the state, and sponsor a clearinghouse regarding those processes, applying a consistent documentation framework and standards.

ACTION PLAN

2.1 Include business process modeling in IT projects and business design

Outcomes:
- Agencies using process improvement as part of fundamental IT project expectation to drive additional business value.
- Process based discussions and terminology becoming common among IT community leading to more business and IT alignment.

Action Plan:

2009	Create a collaborative group assigned to develop the standards that agencies should use to model business processes. The CITA should sponsor this collaborative group. The group should use an industry standard modeling language for these models. Consideration will be given in regards to the different business process models needed when pursuing a COTS system or when you are building a custom system.
2010	All new agency IT projects will do Business Process Modeling.
2010	The Enterprise Project Management Office will modify the Project Management Methodology to include agency's plans and deliverables for business process modeling during the CITO project approval process.

2.2 Develop a Business Process Model Repository

Outcomes:
- Agency business process models will be available for state employees to use.
- Increase the amount of integrated government processes.

Action Plan:

2009   The business process collaborative group will develop a plan to create a repository for Kansas government business processes. Agencies are responsible for ownership and upkeep of individual processes when they develop business process models. The owner of the state-wide repository should be decided by the business process collaborative group.

2010   The business process collaborative group will establish a process that allows for agencies to easily update their business processes and to submit new processes to the state-wide repository.

2010   The business process collaborative group will develop metrics to create a baseline for the business process repository.

2010   Agencies will submit their business processes to the statewide repository.

2011   The business process collaborate group will present to ITEC annually on the status of the business process repository and metric results.

2.3 Understand & Improve Government-To-Business Business Processes

Outcomes:
- Refine Government-To-Business interactions with the business customer's perspective to provide more consistent approaches for interactions to increase customer satisfaction.
- Increase the amount of integrated government services on the Internet for Kansas businesses.

Action Plan:

2008   Invite the CITA to work with the Kansas Business Center (KBC) to do business process modeling.

2009   Use the KBC as a pilot project to develop the scope and detail for business process modeling.

2009   All new services delivered in the KBC will have a process model.

2010   All existing KBC business processes will be submitted to the Kansas Business Process Repository and will be updated as they change.

2.4 Understand & Improve Government-To-Citizen Business Processes

Outcomes:
- Citizens will have increased access and visibility of agency information and processes.
- Citizens will realize increased efficiency when interacting with state government.

Action Plan:

2009   The CITOs will recommend IT projects that are candidates for business process modeling in the government-to-citizen realm to the business process modeling group.

2009-2013 When a candidate project is determined, the CITA will be invited to work with that project to help develop business process models. All new services delivered by this project will have a process model developed.

2.5 Understand & Improve Government-To-Government Business Processes

Outcomes:
- Government agencies and other government entities (Federal, State, and/or Local) will have increased access and visibility of agency information and processes.
- Each government entity should be able to enhance internal business process when they understand other government processes with which they interact.

Action Plan:

2009   The CITOs will recommend IT projects that are candidates for business process modeling in the government-to-government realm to the business process modeling group.

2009-2013 When a candidate project is determined, the CITA will be invited to work with that project to help develop business process models. All new services delivered by this project will have a process model developed.

2.6 Create Metrics for Business Process Improvement

Outcomes:
- Continual improvement of business process efficiencies.

Action Plan:

2009   Agencies will create business function metrics while modeling and re-engineering business processes.

2009   KITO will develop a mechanism to evaluate process improvement metrics proposed and develop follow-up reporting expectation to verify process improvements as defined by project.

2010   KITO will give ITEC an annual report on the status of the business process progress along with updates on business function metrics.

2.7 Develop Business and Process Analysis Skills

Outcomes:
- Increase business and process analysis skills in Kansas.

Action Plan:

2009   KITO will conduct a survey to inventory business and process analysts working on IT projects.

2010   KITO will develop a training program for business and process analysis skills.

2010   KITO will update ITEC annually on the status of business and process analysts working on IT projects.

3. SHARE ENTERPRISE INFORMATION

Information sharing among governmental entities, branches, and local government is necessary for the achievement of improved services. Having the proper information available, shared, and integrated can lead to cost reduction, time efficiencies, and better decision making in government. Information from multiple sources should be integrated and available for seamless customer use. Information integration leads to enterprise agility. Access to enterprise wide information supports evolution and innovation, Information should be easy to locate, use, and analyze.

Manage enterprise information by making all appropriate state-managed data available to all levels of government, citizens, and businesses. This goal can be achieved by having:

- **Development of standards for agencies to easily share information.**
- **Determination of official records custodians for critical state data sets.**
- **Support simplification and operational effectiveness.**
- **Attention to privacy, security, and business continuity.**

To accomplish this, enterprise information management is applied to organize, design, catalog, and safeguard information to maximize its value, usefulness, accessibility, and security. Agency support is critical to define, secure, and improve the accuracy and integrity of information assets and to solve semantic inconsistencies across all boundaries. This will support the technical, operational, and business objectives within Kansas' enterprise architecture strategy.

ACTION PLAN

3.1 Establish a State Information Architect

Outcomes:
- Support agency leadership with information exchange, records custodian and lifecycle concerns.

Action Plan:
2009   Establish the position of Information Architect for Kansas.
2009   Define roles and responsibilities and value that a State Data Architect can bring to State of Kansas IT community.
2009   Identify funding and organizational placement
2009   Integrate State Data Architect engagements into Kansas IT Governance.

3.2 Use National Data Standards

Outcomes:
- Information sharing becomes standardized.

Action Plan:

2008	Agencies will use and adopt national and/or industry data standards in all IT projects
2008	State IT Leadership will be encouraged to work in national workgroups for the development of national data standards
2009	Agencies will document the data standards they use and submit them in their Three-Year IT Management and Budget Plans.
2010	The CITA will review the data standards documented in the Three-Year IT Management and Budget Plans and provide a report in the Annual Summary on Three-Year IT Management and Budget Plans.
2010	The Kansas IT Project Management Methodology (PMM) will be modified to include a question on Data Standards in the high-level and detailed project plans

3.3 Use National Data Exchange Standards

Outcomes:
- Information sharing becomes standardized.
- Reduced project costs when Kansas can use a national exchange standard and prebuilt exchange solutions.

Action Plan:

2008	Agencies will use and adopt national and/or industry data exchange standards in all IT projects
2008	State IT Leadership will work in national workgroups for the development of national data exchange standards
2009	Agencies will document the data exchange standards they use and submit them in their Three-Year IT Management and Budget Plans.
2009	The CITA will review the data exchange standards documented in the Three-Year IT Management and Budget Plans and provide a report in the Annual Summary on Three-Year IT Management and Budget Plans.
2009	The Kansas PMM will be modified to include a question on Data Exchange Standards in the high-level and detailed project plans
2010	All Kansas PMM projects will clearly identify data exchange capability by user community group and how the project will assist those communities to utilize that capability

3.4 Develop a statewide information exchange infrastructure

Outcomes:
- **Have an infrastructure that allows for easy exchange of information that all entities can use.**

Action Plan:
2010	Define a framework to map information exchanges for all agencies and projects.
2010	Inventory existing information exchange infrastructures, define a roadmap, and funding mechanisms for solutions.
2010	State Information Architect will provide leadership for initial information exchange infrastructure or will help to evolve a currently existing information exchange infrastructure.
2010	Use new large IT projects as a proof of concept for information exchange infrastructure.
2011	All IT projects use information exchange infrastructure.
2012	Make information exchange infrastructure available to local government and other partners.

3.5 Continue to Share Geographic Information in Kansas[6]

Action Plan:
2009	The Geographic Information Systems (GIS) Policy Board will continue to investigate and recommend ways to share information more effectively with and between state government entities and local governmental units.
2009	Agencies will use DASC as the supplier of addressing data for the State of Kansas.
2009	Agencies will utilize and adopt GIS standards recommended by the GIS Policy Board.
2009	The GIS Policy Board will help promote data exchange in Kansas by sharing their internal successes and lessons learned with the entire Kansas IT community.
2011	The GIS Policy Board will work with agencies and local governmental units to develop digital location data standards

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[6] The Geographic Information System community in Kansas is a best practice for data sharing and exchange between state and local governmental entities. It was felt that it is important to highlight the successes of this group, and illustrate that this group is ahead of many other state groups in data standards and exchange. Specific tasks are articulated for GIS in order for them to continue to drive forward. The GIS Policy Board is asked to share lessons learned and best practices with other Kansas entities in order to leverage and learn from their successes.

4. IMPROVE COLLABORATIVE PARTNERSHIPS

Collaboration includes joint pursuit of common goals, leading to the simplification of processes and maximizing the use of government resources throughout the state. The citizen, business, and local government leaders that participated in the SIM plan outreach effort want to participate in the planning, funding, design, and development of state solutions that affect them. Full partnership and participation is desired, not just focus groups and requirements meetings. Developing solutions in a collaborative environment will take considerable effort and time. State leadership is essential to the encouragement, establishment, preparation, and participation of these collaborative efforts.

Improve collaborative partnerships to allow government entities, businesses, and citizens to work together and transform state government, services, and economy. This goal will bring value to each entity when we:

- **Create collaborations and commit to collaboration and cooperation between agencies and employees**
- **Enhance the role of public-private partnerships.**
- **Establish standards and common practices for developing, encouraging, and achieving effective collaboration.**
- **Support collaborative groups with state policy, planning, and governance processes.**

To accomplish this, there is a need for processes and infrastructure that provide the capability for collaboration. With those processes and infrastructure in place, agency plans for enterprise-wide collaboration should be developed. Citizen, business and local government engagement is critical. The focus on collaboration will require development of employee skills and proper funding to support a collaborative IT environment. In addition, efforts to identify, track, and monitor new and existing collaborations are needed. IT leadership needs to work with business leaders provide clear expectations and support of these efforts.

ACTION PLAN

4.1 Catalog all collaborative groups

Outcomes:
- Increase the Visibility of collaborative groups to encourage other entitles to engage collaboratively for new concepts, standards, projects, or processes.

Action Plan:

2009   Change the "Enterprise Business Partner" section of the Three-Year IT Management and Budget Plan to ask agencies to include their "collaborative groups." The Office of the CITA will provide training and give a partial list of collaborative groups as a starting point.

2010   The CITA will report the findings to ITEC during the annual report of Three-Year Plans that will also be published in the Three-Year Plan summary document.

2010-2013   Branch CITOs, CITA, and agency CIO's will determine a strategy to support and maintain the information gathered on collaborative groups and look for ways to integrate the appropriate groups into their agency planning and application development activities.

4.2 Collaborate with Local Governments

Outcomes:
- State agency efforts can be made more effective by collaborating with local government groups (small, medium, and large). For example, the Secretary of State's Election Voter Information System (ELVIS).
- Local government efforts can be leveraged by using their knowledge to help state efforts and other local government.

Action Plan:

2008   Agencies will integrate counties and local governments into their agencies planning processes.

2008   Agencies will support local government efforts by providing knowledge, resources, and services even when the state is not in a leadership role.

2009   Agencies will highlight those collaborations in their Three-Year IT Management and Budget Plans.

2009   The CITA will take the results from the Three Year IT Management and Budget Plans and create a baseline to measure the amount of collaboration occurring.

2009   The CITA will continue to monitor the amount of collaboration documented in the ITMBP and will give an annual report measuring the enhancement.

4.3 Facilitate Agency-to-Agency Collaboration

Outcomes:
- Development cost savings will be realized with shared investments, information and solutions across agencies.

Action Plan:

2008   Agencies will continue to work together on multi-agency strategic projects (for instance, Kansas Criminal Justice Information Systems (KCJIS), Kansas Traffic Records Coordinating Council (TRCC), KBC, DMV modernization, Financial Management System (FMS), Information Technology Identity Management Group (ITIMG) and look for additional opportunities to collaborate with each other when planning, scoping and executing IT projects.

2008   The branch CITOs, CITA, and Agency CIOs will continue to work with other state, federal, and local strategic planning groups to aid in the communication and achievement of collaborative strategic plans. For instance, ITEC, the GIS Policy Board, Kansas Inc, and any other organizations that provide state-wide strategic planning services.

2009   The results of these collaborations will be documented in the Annual Summary of Three-Year IT Management and Budget Plans and should be presented annually to ITEC.\

2009   The branch CITOs and Agency CIOs will continue to share best practices for collaboration with the Kansas IT community.

4.4 Add Collaboration to IT Project Plans

Outcomes:
- Projects meet the needs of their customers.
- Projects are more successful in defining requirements appropriately and meeting requirements.

Action Plan:

2009   The Enterprise Project Management Office will add a Collaboration section to the Project Planning documents that asks the agencies to list any collaboration that has taken place in the planning of the IT project. They will also list tools, methods, and best practices used for providing collaboration, user input and continued social networking.

4.5 Inventory and Assess Collaborative Tools

Outcomes:
- Develop a target collaboration architecture for state agencies.
- Develop a collaboration environment for citizen and business involvement with government.

Action Plan:

2009   KTARB will survey agencies on collaborative tools and environments during their next KITA review and use best practice to determine direction and gaps. They will deliver a collaboration architecture and roadmap to state agencies to use as they develop agency infrastructure roadmaps.

2010   Establish collaboration architecture and roadmap to support collaborations with local government and citizens as normal support of service and process delivery.

2011   Establish a collaboration environment to increase citizen and business involvement with government

5. ENHANCE WORKFORCE EFFICENCY

Kansas needs to provide government services for less cost. Modernization of the current state IT infrastructure and developing a skilled IT workforce can lead to efficiency gains for the entire state workforce to support efficient service delivery. Information technology development has been successful in Kansas. There is an extensive technology infrastructure and application portfolio in the state to document this success. However, there are also many older, legacy technologies and system implementations. Older technologies and systems add to operational and maintenance costs for Kansas. They also represent a risk to government operations as employees with legacy skills are retiring and are difficult to replace. The next generation workforce expects that Kansas continue to modernize its information technology platforms. Considerable human and financial energy and support is required to address the legacy technologies. Kansas must modernize to support the SIM Plan vision.

Enhance workforce efficiency by creating and supporting innovative government services and processes with a skilled workforce using modernized information technology. This goal can be achieved by:

- **Modernizing Kansas information technology infrastructures, focusing on managing enterprise information and customer service delivery.**
- **Training, recruiting and retaining a skilled, diverse, adequately compensated IT workforce.**
- **Clarifying value to business and the enterprise by classifying and identifying IT expenses in order to drive cost efficiency in IT and employ IT to drive value in services delivered.**
- **Allowing and supporting innovative government solutions that are visible and not impeded by governance processes.**

To accomplish this vision Kansas needs to review and continue to maintain its inventory of applications, assets, and skills available in the workforce. Modernization is critical to the future of Kansas IT and to execute the SIM Plan vision. Statewide enterprise architecture standards should continue to be used and developed to aid in this transformation. Kansas needs to be able to articulate the benefits and values of IT that citizens, businesses, and government can understand. IT skills such as technical architects, process analysts, legacy system support, and evolution experts are essential. A robust training program to develop and cultivate the Kansas IT leaders of the future should be implemented. Each participating entity will directly see the benefits of information sharing and improved services to citizens, businesses, and government entities. In addition, participating entities will see the benefits of better utilization of technology and better availability of qualified staff.

ACTION PLAN

5.1 Provide Direction for Statewide Technology Issues

Outcomes:
- Agencies move in a consistent direction for solutions and investments.

Action Plan:

2008	Existing collaborative groups will consider drafting a charter and become formally recognized with ITEC
2008	All collaborative groups with or without an ITEC charter should provide a yearly report to ITEC on their group and their successes.
2010	CITA and branch CITOs with support of Agency CIOs will work together to develop a road map to help move statewide technology issues forward in the state. This road map could include establishing a collaborative group, helping to support current collaborative groups,

        providing sponsorship and support for efforts, helping agencies implement solutions, etc. Example topics include: Privacy, Disaster Recovery, Identity Management, Document Management, Business Intelligence, Green Computing, Process Automation, Skill Development/Retention, GIS, Web Accessibility, and other issues covered in the SIM Plan.

2010   Agencies will help provide subject matter experts and support to help the CITA and CITOs develop the statewide road map.

2011   CITA and branch CITOs with support of Agency CIOs will work together to develop a metric to measure the alignment to the statewide technology roadmap, and present the findings yearly to ITEC.

5.2 Modernize Kansas' IT Infrastructure

Outcomes:
- Agencies move toward the same target architecture.
- Reduce duplicity of investments, solutions, and skills development.
- Reduce risk due to outdated or unsupported technologies
- Reduce security exposure due to security infrastructure having to accommodate non- compatible technologies.

Action Plan:
2008   Agencies will expand the use of SOA for new project development and legacy system evolution.

2009   Kansas Technical Architecture Review Board (KTARB) will identify target technology and service architecture for the state. A statement from the KTARB will accompany all areas where a target standard cannot be identified. This will be a component of the KITA version 12.

2010   KTARB will publish a Service Oriented Architecture (SOA)[7] based guideline document that provides direction, scenarios for using SOA, governance recommendations, and lifecycle recommendations. All future versions of the KITA should address and highlight SOA as an important state strategic direction.

2011   KTARB will establish a mechanism to assess the status of the target architecture alignment and report the findings annually to ITEC.

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[7] "Services-Oriented Architecture (SOA) is a software architecture where functionality is grouped around business processes and packaged as interoperable services. SOA also describes IT infrastructure which allows different applications to exchange data with one another as they participate in business processes. The aim is a loose coupling of services with operating systems, programming languages and other technologies which underlie applications". (Service-Oriented Architecture. Available at http://en.wikipedia.org/wiki/Service-oriented_architecture. Accessed July 17, 2008.)

5.3 Reduce Needless Complexity

Outcomes:
- Reduce the cost of operations by best practice procurement efforts.
- Reduce consultant procurement and licensing costs by providing asset metrics to state procurement practitioners.

Action Plan:

2008   Continue to support the Kansas Strategic Sourcing Team and the prequalified ITS contracts to drive efficiencies and cost savings through contract terms and licensing.

2009   CITOs and CITA, with the support of agency CIOs, will determine the mechanism and approach for IT asset inventory collection.

2008   A pilot project to test the IT asset inventory collection approach will be completed by specified agencies.

2012   Agencies will provide accurate IT asset inventory to KITO in support of strategic sourcing, license procurement, architecture alignment, and security risk management.

5.4 Streamline Three-Year IT Management and Budget Plan Information Collection

Outcomes:
- Reduce the cost of Information Technology Management Business Plan (ITMBP) collection efforts.
- Improve value to State managers by giving direct access and searching to all agency plans.
- Improve consistency of plan content.

Action Plan:

2009   Analyze current Three-Year ITMBP document and determine critical information that can be leveraged to make strategic IT decisions.

2010   Investigate automation alternatives to streamline processes and increase utility of the collected information.

2011   Develop an automated system to streamline the Three-Year ITMBP information collection.

5.5 Provide for Critical IT Workforce Skills

Outcomes:
- Skilled workforce to support past and future technologies.
- Best practices are repeated across agencies.
- IT Leadership will have skilled and trained employees available for management positions.

Action Plan:

2008   Continue to work with Division of Personnel Services (DPS) during their IT position description refresh and the new performance management system development.

2009   Develop a State of Kansas IT employee report that addresses skills available, needed, turnover, and availability to support ITEC and CITO directions and expectations.

2010   Develop a communication plan and a library of best practices in recruiting training, and retaining employees to demonstrate and share to state agencies.

2010   Develop a community of IT/ Human Resource practitioners that can bring mentorship to IT at various levels

6. PROVIDE LEADERSHIP AND GOVERNANCE

Achievement of the SIM Plan vision will require state government business and technology leaders, local governments, and services providers to work in partnership. The current governance structure of Kansas[8] is a federated model. Multiple distinct entities all work independently to provide services for the state, and when possible work with each other to build cross-entity solutions. The SIM Plan works to build on this strength of the federation. Individual government entities will continue to do what is required of them to carry out their individual mission, but entities should also use those efforts to bring the state together in a common direction. Statewide information technology management requires leadership and this plan is a continuation of those efforts.

Provide leadership and governance by establishing appropriate processes to understand and guide the direction, value, and potential enterprise solutions for State IT investments. This goal will be achieved when the governance processes:

- **Encourage enterprise-wide solutions and find opportunities to collaborate**.
- **Identify common solutions that more than one entity can utilize.**
- **Continue to reduce the burdens of governance process and bring clarity and visibility to the state's IT evolution**.
- **Provide leadership for legislation to enable more efficient and effective IT throughout the state.**
- **Address statewide issues that are larger than any one entity or branch that engage multiple elements of government.**

In order to achieve this, the lessons learned from the "Kansas Collaborative" and the former "Reinventing Kansas" should be utilized. Kansas should look at statewide and industry standard solutions. Common solutions should be identified and encouraged. Enterprise-wide visibility of existing government IT investments and capabilities should be provided. Business and IT leaders should be using processes developed to engage the proper parties to find multi-agency or statewide common solutions. Kansas is a leader in many IT related issues especially in its willingness to collaborate and learn from other states, the federal government, each other, and other private and public partners inside and outside the state. This enhances the reputation of Kansas and helps our nation.

ACTION PLAN

6.1 Establish metrics to measure SIM Plan success

Outcomes:
- IT Projects will support SIM Plan goals.
- SIM Plan goals are achieved quicker..

Action Steps:

2009	Develop metrics and a self-assessment tool to measure achievement of SIM Plan Strategic Intentions.
2009	The executive CITO or the CITA will provide an update to ITEC quarterly on SIM Plan progress.
2010	The ITMBP will be modified to include the agency self-assessment results.
2011	Develop training, documentation, structure, and mechanism for project reporting

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[8] See Appendix II "Kansas IT Governance Model"

6.2 Require SIM Plan alignment for projects.

Outcomes:
- Improve the SIM Plan progress that can be achieved by a project.

Action Steps:
2008   SIM Plan alignment question shall be added to the PMM.
2009   Measure and Report

6.3 Information Technology and Project Portfolio Management

Outcomes:
- Improve the availability of IT solutions and support that involve multiple agencies but are too large for one agency or collective of smaller agencies to support
- Improve the usage of common solution utilization to drive down application development and support costs.

Action Steps:

2009-2011 The branch CITOs, CITA, and Agency CIOs will develop a process to create a Statewide Application Management Portfolio. This portfolio will be an inventory of applications, technologies, and solutions in the state. Kansas Business and IT leaders will work together to look at these portfolios to help drive development of multi-agency applications and to find mechanisms to share current applications. Possible different portfolio views could include:
- Agency line-of-business applications.
- IT infrastructure including hardware, operating systems, storage, datacenters, and telecommunication.
- Technology suites that increase agency efficiencies and performance including document/content management, collaboration technologies, business intelligence, performance reporting, geographic information systems, and office suites.

2011   Investigate a mechanism for prioritization of IT portfolio investment to help drive increased funding for agency IT projects and statewide collaborative IT projects.

2011   Investigate how state IT leadership can give direction and support for funding prioritized IT portfolio investment during the yearly budget development process.

2012   Portfolio investment and alignment will become part of 3-Year ITMBP.

2012   Investigate alternative funding, reimbursement and FTE support model for Portfolio solutions made available to other agencies and branches.

2012   Projects will clarify parts of enterprise portfolio they are using or extending.

SIM PLAN IMPLEMENTATION

The SIM Plan is sponsored by the Information Technology Executive Council (ITEC) and developed according to the requirements of KSA 75-7203[9].

ITEC develops IT policies for Kansas. ITEC also provides oversight to SIM Plan implementation through the initiatives and investments made by individual government entities. The Kansas Chief Information Technology Architect (CITA) provides SIM Plan support through the development of the Kansas Information Technology Architecture (KITA) and the 3-Year IT Management and Budget Plan (ITMBP) process, and the Kansas Enterprise Architecture. The three branch Chief Information Technology Officers (CITO) provide leadership and direction for the state entities and their IT investment decisions and processes. Each government entity's management, supported by the entity CIO, develops IT plans and investments for their business requirements consistent with the SIM Plan, KITA, and ITMBP.

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[9] KSA 75-7203. <u>Information Technology Executive Council: Powers and Duties</u>. Available at http://da.ks.gov/itec/Statutes/KS75-7203.htm