KANSAS

Strategic Information Management Plan

2008-2013

Information Technology Executive Council
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THE VISION for INFORMATION TECHNOLOGY in KANSAS

Enabling Kansans to enjoy a higher 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.

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

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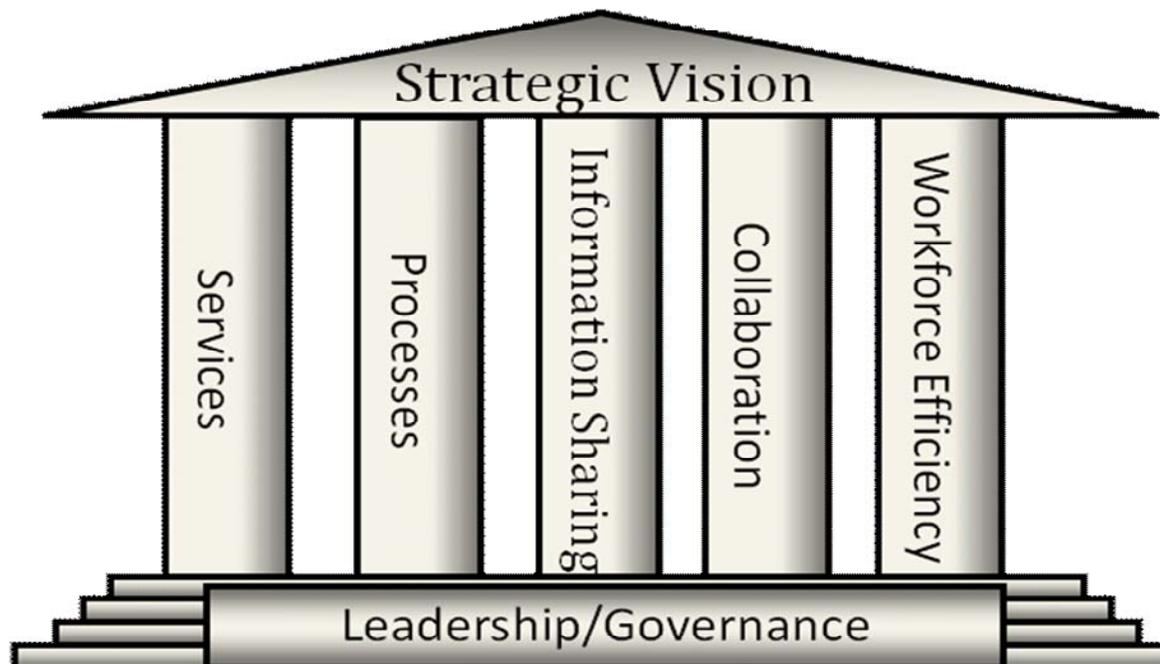
PROVIDE CUSTOMER-CENTRIC SERVICES

One of state government's critical functions is to provide services to the people and businesses of the state such as 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 outcome 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 state and local organizations working together.**

To accomplish this vision an understanding of the government services currently being provided is necessary. Developing a "Kansas Services Model" is the first step in achieving this understanding. The Kansas Services Model will map all state services, applications, and data into a single enterprise-wide picture. Strategies and plans will then combine like services and when possible, make these services available on the Internet. The state must recognize that enhanced infrastructure, technology, and skills are necessary to achieve these goals. Areas of focus for improving services should be data management, web development, and staff development.

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 outcome 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 a managed, end-to-end enterprise wide process.**
- **Invent new ways to do business.**

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 goal is to apply a customer perspective and engage customers (citizens, businesses, 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 about those processes applying a consistent documentation framework and standards.

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 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 outcome can be achieved by having:

- **Easily shared information.**
- **An integrated single point of access for all government information.**
- **Support simplification and operational effectiveness.**
- **Attention to privacy, security, and business continuity.**

To accomplish this vision enterprise information management is applied to organize, design, catalog and safeguard information to maximize its value, usefulness, accessibility and security. The State of Kansas must have commitment 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.

IMPROVE COLLABORATIVE PARTNERSHIPS

Collaboration includes joint pursuit of common goals, 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 want to participate in the planning, funding, design, and development of state solutions that impact 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 outcome 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 vision 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. Also, efforts to identify, track, and monitor new and existing collaborations is needed. IT leadership needs to provide clear expectations and support of these efforts.

ENHANCE WORKFORCE EFFICENCY

Information technology development has been successful in Kansas. There is a robust technology infrastructure and an extensive application portfolio in the state that documents this success. But, 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 because employees with legacy skills are retiring and are difficult to replace. The next generation of employees and decision makers demand that Kansas uses modernized information technology. Energy 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 outcome 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 its inventory of applications, assets, and skills available in the workforce. Modernization is critical to execute the SIM Plan vision. Statewide enterprise architecture standards should be developed and used 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.

PROVIDE LEADERSHIP AND GOVERNANCE

Everyone in government must work together to achieve the SIM Plan vision. This includes state government business and technology leaders. This engagement also includes local governments and services providers working in partnership with Kansas government. The current governance structure of Kansas[1] 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 federation as a strength. Individual government entities will continue to do what is important to them in carrying out their individual mission, but 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 starting point.

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

Provide leadership and governance by establishing appropriate processes to understand and guide the direction, value, and potential enterprise solutions for State IT investments. This outcome 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 issues state-wide that are larger than any one entity or branch and that successfully engage all elements of government.**

In order to achieve this vision 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. To do so, enterprise-wide visibility of existing government IT investments and capabilities should be provided. 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 partner and learn from other states, the federal government, and partners within the state. This enhances the reputation of Kansas and also the helps our nation.

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.

BUSINESS TRANSFORMATION AND INFORMATION TECHNOLOGY

The SIM Plan envisions a transformed Kansas. This is accomplished through improved customer-centric services, enterprise information management, ongoing collaborative partnerships, technology and business process modernization, enhanced workforce efficiency, and evolved 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 business leaders are involved in the execution of the SIM Plan's initiatives.

The business requirements of governmental entities drive Information Technology development. The SIM Plan challenges the government entity business leaders to lead in modernizing business processes and engaging the IT community to position Kansas as a leader in services it provides to its citizens. The SIM Plan also challenges entity IT leaders to support business transformation and to support 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 leverage IT solutions to solve business problems.

The SIM Plan must align to the key business drivers and be a roadmap 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 Reference 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 Services Reference Model will map all current and future state services, applications, and data into a single enterprise-wide picture. Strategies and plans will then combine like services and when possible, make these services available on the Internet. The state must recognize that enhanced infrastructure, technology, and skills are necessary to achieve these goals.

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[2].

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.

Twenty-two initiatives applicable to ITEC, CITA, CITOs, entities, and entity CIOs, are described in detail in the companion document titled, SIM Plan Action Plan.

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