Executive Branch Information Technology 2016–2017 Strategic Plan

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Chief Information Technology Officer

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A Message from the CITO:

I am pleased to offer the first Information Technology (IT) Strategic Plan for the Executive Branch on my watch as Chief Information Technology Officer for Governor Brownback. Having spent forty years in private sector, I intend to bring private sector thinking and private sector solutions to the great State of Kansas and its citizens. This Strategic Plan has been developed as a collaborative effort involving our newly formed Core Leadership Team, with the participation of multiple agencies, the Office Information Technology Services (OITS) shared service organization, the Kansas Information Technology Office (KITO) and the Chief Information Security Officer (CISO).

Like nearly every successful business, we must understand our customer and have a relentless focus on our customer…the Citizen of Kansas. What therefore does our customer want and need from a State IT capability? We believe our Citizen-Customer wants, and has a right to expect us to:

Be efficient – Eliminate duplicate efforts, duplicate systems and duplicate services. Like a large enterprise composed of multiple business units, we need to figure out the things we can best do collectively versus individually. In business parlance, this is called "Leveraging our Scale". Buying, running and maintaining technology is typically best done… better, faster, cheaper…as a whole, not as ~100 smaller entities.

Be easy to do business with – In particular, our Citizens and small businesses should find it easy and dare I say, enjoyable and unobtrusive to transact business with our various state offices. They should be able to initiate transactions and get answers to questions on their terms, in their language, using their preferred devices.

Ensure their information is secure and private – In order to encourage our Citizen-Customers to do business with us in easier, more efficient ways…they must trust that their information is secure. We will undertake significant initiatives and investments to ensure this is the case.

Doing What's Best for Kansas…and Kansans.

Delivering on this vision will not be easy and will require a major transformation.   The current state is:

Populated with vertical silos: Grounded in legacy, each Agency owns their own infrastructure, applications and support

Out of date: Infrastructure in particular is out of date, needing refresh and maintenance to be current and secure

Inefficient and duplicative: Everything across people, processes and technology is individualized and sub-optimized.

Fraught with risk: In my first year, there have been multiple unscheduled outages with significant business impact. We have also experienced incidents demonstrating significant data security exposures, although none have resulted in true citizen data breaches.

Our transformation will be centered on four fundamental risk mitigation measures:

1) **Security Risk:** We will centralize Cybersecurity across Executive Branch, organizationally and financially. Agencies may no longer opt out. We must dramatically increase our investment in this area. Legislation will be proposed to this end.

2) **Financial Risk:** We will centralize our ability to manage contracts, assets and finances…behaving like an Enterprise…and leveraging our scale.

3) **Project Execution Risk:** The current KITO function is a well-intended attempt to provide oversight to Kansas' largest IT projects. We will transform the existing capability to truly deliver on this intent. Our new applications will adhere to the three-fold principle: Citizen First, Cloud First, Mobile First.

4) **Operations Risk:** Our people, processes and technology are fragmented, out of date and unable to perform consistently at a level adequate for our Citizens-Customers. We cannot improve this situation adequately on our own. We will need industry partners to help.

Our Strategy addresses all of these in a top-down fashion. Our Vision, Guiding Principles, Goals and Objectives speak to our Citizen-Customer focus and the needed Transformation required to deliver the Vision.

We KAN
demonstrate that efficient government can also mean dramatically more responsive and transparent government.

We KAN
deliver and succeed.

We KAN
…and they will notice.

Phil Wittmer
Chief Information Technology Officer
State of Kansas Executive Branch

Vision

Collectively, as the State of Kansas' IT Leaders, we will manage the state's Information Technology capability in such a way that is:

- **Financially Responsible** – We will be efficient with the State's resources, and ensure they are committed to projects and assets that deliver the most value to the people of Kansas.
- **Highly Performant** – We will ensure the State's mission-critical systems and data are responsive, reliable and secure.

Guiding Principles

The following principles form the common themes that guided the Executive Branch leaders in defining the state's information technology strategic goals and objectives.

- **Customer Focused** – We begin by being responsive to our customer needs above all other priorities. In most cases, we have two sets of customers. We will prioritize their requirements/needs as follows:
    1) Kansas citizens
    2) Agency business users

- **Financial** – We will provide quality services, of the best value, assuring IT and financial investments are aligned with successful outcomes for Kansans. We will leverage dollars to benefit the state as a whole, recognizing that there may be disparate short-term financial impacts among individual agencies which will need to be addressed.

- **People** – We are dedicated to attracting, retaining and developing strong talent that produces strong results at the right price point. One of our key challenges will be to focus our internal talent on what we do best, and find partners to come alongside to fill gaps and do what they do best...better than we can do ourselves. We will increasingly become...

- **Brokers** – As IT leaders, we no longer develop all solutions. Rather we are "solutions brokers", helping our customers identify, implement and support the solution that best meets the business need and delivers the expected value.

- **Innovative** – We will find new and improved ways to solve technology problems without sacrificing other guiding principles. We must think beyond perceived constraints. We will determine the optimal blend of: Centralization, Shared Services and/or Decentralization (agency). While doing so, we will not compromise CJIS compliance and CJIS agencies requirements.

- **Security** - Security services should be centralized, in order to drive consistency in security policy and standards, ensure compliance with these policies and development of best risk mitigation strategies.

Strategic Goals:

Goal 1:
Leverage Our Scale to Achieve Efficiency
Consolidate select core responsibilities, applications, software and hardware.

Objective 1.1
Transform EBIT/OITS
The State of Kansas will consolidate Executive Branch agency mainframe and server hardware, systems software and agency application software within a hosted or managed services (hybrid cloud) environment to achieve economies of scale. Objectives are to minimize risk, reduce costs, improve reliability and scalability and to operate state information technology systems to achieve maximum availability, fault tolerance, disaster recovery and system security, while also ensuring compliance requirements of agencies, state and federal. Consolidated infrastructure will only be the first step of the EBIT transformation. Centralizing Contract, Procurement and Asset Management will provide for efficiency and effectiveness in contracting and purchasing. Centralized Management for the Executive Branch IT will allow for improved oversight of contracts and procurement, as well as identifying financial improvement opportunities.

We will launch a Transformation Program to execute these initiatives and more. The transformation will involve many threads simultaneously:
- Outsource Re-platform Mainframe
- Stand up Hybrid (Private and Public) Cloud
- Communications / Change Management
- Service Management Model Restructure / Consolidate Organization
- Security / Disaster Recovery
- Applications Management (sunsetting specific legacy applications)

Objective 1.2
Implement Kansas Microsoft Office 365
The State of Kansas (SoK) Executive Branch requires a robust and standardized suite of communication, collaboration and office productivity tools for use by its personnel. Microsoft Office 365 is being deployed for this purpose. The utilization of the Office 365 suite will simplify and expedite collaboration as well as achieve efficiencies through consolidated licensure, standardized product platform and IT architectural alignment.

Objective 1.3

Implement an Enterprise Tier 1 Service Desk

This will be an early and leading component of the Transformation. The State of Kansas has an immediate need for a single, centrally-managed channel for the intake, assignment, resolution, and reporting of IT service requests and incidents across all agencies. A centralized service desk approach that combines a common system, standardized categorization, staff working across agency boundaries, and aggregate reporting, will allow us to better leverage IT resources across the enterprise in resolving requests and incidents. It will also provide a consistent experience to users in all agencies. The system and operating requirements will be determined by the Executive Branch IT Leadership under the direction of the CITO.

Objective 1.4

Develop and implement an enterprise project management office for IT projects.

The State of Kansas can better prioritize IT projects to align with strategic goals, ensure IT project funding is more efficiently utilized, better leverage existing staff, and gain additional transparency into IT projects by centralizing IT project management functions into an enterprise project management office (EPMO). A fundamental goal is to improve the quality and consistency of project execution. A centralized EPMO approach allows for control of portfolios, programs, and projects running across the multiple business units in the enterprise allowing for better collaboration and coordination across departments. Additionally, staff in the EPMO can be uniformly trained in project management and the State's standards and policies governing it.

Goal 2:
Enhance Transparency & Access to Government Services

Objective 2.1
Develop Mobile/Cloud Computing Capabilities

The State of Kansas desires to make more government services, information and transactions available online and accessible through mobile devices. We will initiate a "Citizen Self-Service" suite of applications. The development of mobile applications that provide secure public access to government services and information as well as the ability to support mobile application tools will meet Kansans' service expectations and provide them with access to government from their mobile or other cloud-accessible devices, at their convenience wherever they are.

Objective 2.2
Mobile/Cloud "Factory"

In order to grow and sustain our Citizen and Small Business-facing suite of capabilities, we will build a "Mobile/Cloud Factory". The Factory will be comprised of people, processes and technology. It will need to span the entire lifecycle; concept; business case, design, develop, test, pilot, refine, deploy, support and replace. It will be stood up by a combination of internal and external resources. KITE will be seeking one or more innovation partners. With our partner(s), we will jointly develop both a strategy and some early pioneering apps. The strategy and development processes will proceed simultaneously and be mutually reinforcing.

Objective 2.3
Kansas Business Center

The State of Kansas recognizes the need for assisting Kansas entrepreneurs and Kansas businesses in registering a business that is quick and easy. Developing and implementing a one-stop shop for starting and maintaining a business in Kansas is yet another way to make government more accessible and convenient. Creating the Kansas Business Center (KBC) will allow easy access to information about planning a business, registering a business, operating a business, closing a business, and moving a business to Kansas. The KBC will also be mobile/cloud enabled.

Goal 3:

Heighten the Focus on Information Security

Protect sensitive and confidential data through implementation of solid security and privacy programs.

NOTE: See State of Kansas Information Security Strategic Plan, dated Sept. 2014, for more information.

Objective 3.1

Protect sensitive and confidential data through implementation of solid security and privacy programs.
Management of threats to the confidentiality, integrity, and availability of information assets will be the core mission of organizational security activities.

Objective 3.2

Develop central routine and non-routine highly trained incident response teams
Despite the best efforts of State personnel in establishing controls that defend and protect Kansas information assets, nefarious actors will continue to seek to exploit vulnerabilities, and personnel may make mistakes in provisioning and operating security controls. When these events occur, organizations must be equipped to quickly respond to these incidents in order to contain, mitigate and recover from the incident as well as gather vital evidence and detail for any breach notification process.

Objective 3.3

Deploy a vulnerability management solution for use at all levels of State government
Information system vulnerabilities provide a frequent attack vector for the exploitation of protected information. As such, managing vulnerabilities on information systems is one of the most important defenses for an enterprise security function to perform. This task is performed by continually monitoring systems that collect information, record transactions, and provide border defenses. Operating these security technologies that have reach into these information systems across the State is a vitally important task.

Objective 3.4

Develop privacy policy and law
For the purpose of this strategy, privacy addresses the appropriate collection, use, protection, and sharing of personal information. This includes protecting consumers, citizens, and other constituents from the misuse of their information by providing elements of choice, control, and correction of that information. For both privacy and security to co-exist there must be a strong correlation and partnership between the two domains. Integrating privacy subject matter expertise into organizational security functions will help to ensure that private information within State information assets remains accurate and that it is appropriately safeguarded. Finally, security controls must be implemented in a manner as to not intrude upon the privacy rights of the subjects of those records.

Goal 4:
Implement the Executive Branch Information Technology Operating Model

Kansas Governor's Executive Order 11-46 directed that all non-Regents Executive Branch agency information technology directors and all staff performing information technology functions in all Executive Branch state agencies, departments, or other entities under the Governor's jurisdiction shall report directly to the Executive Branch CITO. This directive prompts the need to restructure the IT organization across the Executive Branch agencies into one Executive Branch Information Technology (EBIT) organization. The following objectives will take place in order to achieve this new organization.

Objective 4.1

Establish Core Leadership Team
Establish a Core Leadership Team (CLT) to serve as advisors to the Executive Branch CITO. This team will be comprised of the CITO, CIO's from 5 of the 13 agencies and a representative from OITS. The CLT will consider information and recommendations from EBIT Working Committees.

Objective 4.2

Create Agency Groups
Create three Agency Groups which will meet on a regular basis and serve as a communication line between the agencies and the CLT. The purpose of these groups is to; provide a span of communications and control, and resolve issues wherever possible at a level below the CLT. Each of the Agency Groups will be led by one of the CIO's from the CLT.

The Agency Group members are as follows:
- Agency Group A – Revenue, Transportation, Commerce, Administration & OITS
- Agency Group B – Human Services, Health & Environment, Labor & Agriculture
- Agency Group C – Highway Patrol, Corrections, Wildlife & Parks & Adjutant General

Objective 4.3

Establish Working Committees

Establish Working Committees to assist in key areas of the EBIT organization.   The committees will be manned by state employees both from within IT as well as the business units. The committees and their functions are as follows:

Finance / Measures

With the recent legislative action that placed the agency IT budgets under the control of the Executive Branch CITO and State Budget Director there is a need to fully understand what that budget is. Upon realizing the IT budget, there is a need to define how it can be managed across agencies to build a sufficient/sustainable financial model for state IT, which will align with the EBIT Vision Statement. This group and the Performance /

Process / ITIL group will also develop and report measures. Anything worth doing is worth measuring. As we undergo significant transformation, we will begin by baselining key performance measures, then set goals...and continuously report and monitor progress toward our stated goals.

People

Within state IT, we face significant challenges in the recruitment and retention of qualified IT staff, largely due to compensation and geographic constraints. We will brainstorm, pilot and implement new and different ways to staff our critical roles. One of our key strategies will be to focus our internal talent on what we do best, and find partners to come alongside to fill gaps and do what they do best...better than we can do ourselves.

Performance / Process / ITIL

Define and implement processes that enable EBIT to provide services to meet the needs of the enterprise that are consistent, repeatable and sustainable. In many cases the end users of our mission-critical systems are not a state user but rather Kansans accessing services. We need to improve/develop performance and processes that ensure our systems are responsive, reliable and secure as defined in our Vision statement.

Architecture / Standards

We will make use of the recently inventoried hardware and software solutions currently in use across the state Executive Branch agencies. We will use this information to determine where we stand as an enterprise in achieving a sustainable, scalable, and cost effective architecture. We will develop a migration path, and governance model for architecture/standards which will meet our defined vision statement.