

AGENDA

Information Network of Kansas Inc.
Board of Directors Meeting
700 SW Harrison Topeka, Kansas 66603
2nd Floor Conference Room
Tuesday October 6th, 2015
10:00am - 1:00pm CST

Consent Agenda: *Please NOTE: Any Board member may request an item be removed from this consent agenda and moved to the regular agenda for discussion.*

September 2015 INK Board Minutes
September 2015 Executive Director Report
September 2015 Network Manager Report

Contracts for Approval

Development of the INK application for this service is at no cost to the government entities. These are fee services.

The following entities request an Over-the-Counter service which will allow government agency constituents to pay for government agency services using credit cards at government agency locations and receive confirmation of payment. Development of the INK application for this service is at no cost to the contracted government agencies. This are fee services.

City of Hays Public Library (KPC)
City of Elwood (KPC)

Regular Agenda:

- | | |
|---|------------|
| 1. INK 2 nd Quarter Financials | 20 minutes |
| a. IRS Filings | |
| 2. Board member nomination | 15 minutes |
| 3. Business Plan Review | 30 minutes |
| 4. KBC Update | 30 minutes |
| 5. PAVS Update | 20 minutes |
| 6. Avamar DR Environment | 20 minutes |
| 7. Portal Outage | 15 minutes |
| 8. Lunch | 15 minutes |
| 9. New Business | |
| 10. Adjourn | |

Next Meeting Scheduled for November 3rd, 2015

INK Board minutes

October 6, 2015

Members present: Kathy Sachs, Chuck Knapp, Joe Connor, Matt Billingsley, Scott Hill and Tim Metz. Other attendees included Jim Hollingsworth, Duncan Friend, Shane Myers, James Adams, Jim Minihan, and Phil Elwood.

Sachs called the meeting to order at 10:05AM.

Connor moved to accept consent agenda and seconded by Knapp. Motion passed.

Hill presented the second quarter financials. Connor moved to accept the financials and seconded by Metz. Motion passed.

Hollingsworth explained the history and purpose of the need to file three years of form 1120 with the IRS. Discussion ensued. Motion was made by Knapp to file the IRS documents, seconded by Connor. Motion carried.

Hollingsworth provided information regarding INK board member nominations. Hollingsworth stated three positions are up for the Governor's selection. The Ks Bar Association and the Ks Libraries Association are statutory members and the respective organizations submit their candidates for membership without the board's input. The third position occupies the statutory designation of a user association of statewide character. Currently, the Ks Farm Bureau is represented in this position. Motion was made by Connor and seconded by Hill to contact the Ks Farm Bureau, Ks Wheat Association and Ks Cooperative Counsel for candidates and to submit the names to the Governor's office with preference designated for Ks Farm Bureau.

Friend provided an update on the status of the KBC initiative. Discussion ensued.

Hollingsworth provided an update regarding the Portfolio Analysis/Value Statement (PAVS) committee stating they had identified the District Court Record Search as the first application to receive a request for a fee increase. The Office of Judicial Administration (OJA) was contacted and clarifying questions were received. The consensus of the board was to receive the responses to the questions prior to sending to OJA.

Minihan provided explanation of a change to the hardware environment for the portal backup maintained by INK stating the existing servers being used required upgrading and the vendor had introduced an alternative solution which combined the infrastructure, upgraded the firewall and reduced the monthly price by nearly half. Minihan stated the next iteration of recovery will include the new hardware.

Hollingsworth provided documentation on the Sept. 20, 2015 portal outage. Myers and Adams provided additional information regarding the event. The board consensus was to have KIC

provide a written report of the incident to explain the reason for the outage, the decisions made to not fail over to the alternative facility and what steps have been taken to prevent this type of outage in the future and board requested representation from ETS at the November INK Board meeting.

New Business – Hollingsworth provided update on the KDOL RFP. INK and KIC attended a meeting for the KDOL Incarceration Database and Victim Notification System at the invitation of the Procurement Negotiating Committee. While INK's bid was well-received, KDOL provided notice that they intend to contract with a vendor who can provide a comprehensive solution.

Meeting adjourned at 12:520PM.

Respectfully submitted,

Jim Hollingsworth, Executive Director



Executive Director Report

Submitted by Jim Hollingsworth
INK Executive Director

For Month Ending: **September 2015**

2015 – 2017 Strategies

Strategy 1	Increase Awareness of INK to citizens, agencies and businesses.
Strategy 2	Maintain Core Values.
Strategy 3	Unified Web/Digital strategy
Strategy 4	Diversifying Collaborative services
Strategy 5	Perform Portfolio Assessment to improve performance, enhance existing services and prioritize.
Strategy 6	Enterprise Account Management.

Strategy	Tactics	Complete	In Pro- gress	On Tar- get %	Canceled	Delayed (This Year)	Postponed (Next Year)	New
Strategy 1	4	0	4	100%	0	0	0	0
Strategy 2	5	0	4	80%	0	0	0	0
Strategy 3	1	0	1	100%	0	0	0	0
Strategy 4	3	0	2	67%	0	0	0	0
Strategy 5	2	0	2	100%	0	0	0	0
Strategy 6	2	1	0	50%	0	1	0	0
Total	17	1	13	82%	0	1	0	0

Documented System Outages:

<u>Date</u>	<u>Reported Duration</u>	<u>Time Restored</u>
06/30/15	1 hour 6 minutes	1:05 am CST
07/09/15	1 hour 20 minutes	6:44 am CST
07/12/15	0 hour 38 minutes	8:31 am CST
07/25/15	0 hour 31 minutes	9:06 am CST
09/27/15	~4 hours – have not received report	

State Entity Grants:

Active Grants

No active grants

Completed Grants

No completed grants

Strategy 1: Increase awareness of INK to citizens, agencies and businesses.

State Participation

Information Technology Executive Council (ITEC): (Executive council comprised of private and public representatives charged with the adoption of IT policies for the state enterprise (All Branches) ITEC chairmanship is rotated every year between the three CITO.)

- Did not meet in July.
- **Did not meet in August.**

Information Technology Advisory Board (ITAB) (Agency CIOs and senior managers of state information technology ITAB is chaired by the Executive Branch CITO)

- Did not meet in July.
- **Did not meet in August.**

Information Technology Security Council (State agency representatives who provide oversight and policy recommendation to ITEC regarding IT security issues for the state. The council is chaired by the Chief Information Security Officer (CISO))

- Proofpoint presented to the council their solution's ability to connect to Open Office 365 and protect against email attack and detection. No action was taken by the council.
- **CISO appointment rescinded. Council being chaired by Rod Blunt.**

Kansas Partnership for Accessible Technology (KPAT) (The Kansas Partnership for Accessible Technology (KPAT) addresses web and information technology accessibility issues and provides related policy, standards, guidelines, and procedural recommendations. KPAT is chaired by the state Accessibility Coordinator, Cole Robinson)

- Unable to attend July meeting.
- No meeting in August.
- **No meeting in September.**

Information Technology Identity Management Group (ITIMG) (State agency, universities, external organizations and Secretary of State representatives who meet to develop policies and regulations to forward the usage and adoption of electronic identity management through the use of Public Key Infrastructure (PKI) The group is chaired by Kathy Sachs).

- The group continues to work on review and edit current policy, statute and regulations to accommodate the recent implementation of the Entrust contract to provide digital certificates to the state.
- The expectation is to have all current Symantec certificates be completely swapped out for the Entrust certificates by the end of the year. Once accomplished, INK will no longer serve as the Registration Authority.
- Rod Blunt and Robert Vaile met with Entrust representatives to express our frustration with the level of support being received by the state.
- Message was well received and the group expects to see progress toward resolution of specific items such as; reader access response time and issues with SOS access to voter registration system.

GIS Policy Board (The Kansas GIS Policy Board is responsible for the development of standards, strategies, and policies that emphasize cooperation and coordination among agencies, organizations, and government entities in order to maximize the cost effectiveness of GIS by creating public and private partnerships throughout Kansas.)

- Did not meet in July.
- Spoke separately with Ken Nelson (State GIS Coordinator) regarding a grant to assist with the Enterprise License Agreement with ESRI for GIS applications and services for all state agencies.
- Board approved various grants for 2016.
- The board supported funding for the initial license and Nelson has derived a prorated cost to the agencies in order to position the state in a better negotiating position for the next round in three years. Essentially, when the first agreement was signed, many agencies already had agreements with ESRI and those term dates were allowed to continue and the amount they paid annually was proportionate to the new agreement. The problem with that methodology was that a scenario could exist that if ESRI were to

drastically increase their price, some agencies would have paid for an entire year and only receive services for several months of the year. The new methodology aligns all agencies with their expirations to end on the same day, which would coincide with the end of the then current ESRI ELA. Preliminary discussions centered around \$75k to \$100k to cover the self-imposed shortfall in order to align the service contract end dates and to provide some level of training in order to create awareness of new tools available with the most recent renewal. The training would target the use of SAAS solutions in an effort to expand the use of the ESRI contract and expand the GIS tools available for agencies who do not possess the technical skill set. I informed Nelson the next available grant cycle will occur in December.

Office of Judicial Administration

- I received notification that I have been included in the OJA website rewrite as a member of the Infrastructure Committee.
- This is a multi-year project that encompasses both the eCourt system and the website redesign. I await the first meeting invitation. The first meeting is scheduled for August 2015.
- **Kick off meeting held at Judicial Center. Chief Justice Nuss, Justice Davis and Justice Stegall presided and provided opening comments and goals. Interestingly, all three justices were careful to not steer the committee in any one direction, instead requesting “best practice” consideration.**
- **The large committee consisting of at least 30-40 people from many different administrative levels within the court system, city, county, state, administrative**
- **The committee was divided into three groups, rules, infrastructure, and administrative.**
- **INK is a member of the infrastructure sub committee**
- **The sub committees met immediately following large committee and discussed the scope of the requirements. With O’Brien (Judicial CITO) attending we discussed if the current vendor has a solution that would satisfy the court’s needs. Although somewhat noncommittal, O’Brien acknowledged that a step up solution did exist with the current vendor. The committee decided that as a first step to contact the current vendor to understand the size, speed and cost of their solution. The particulars captured will be used to evaluate possible alternatives. No date has been set for a follow up meeting.**

Strategy 2: Maintain core values.

Strategy 3: Unified web/digital strategy

INK Initiatives:

KBC Restricted Fund

Amount Requested: \$500,000

Total Expended: **\$127,873**

Remaining Balance: **\$372,127**

- SOS provided copy of the initial requirements gathering for feedback from INK and KIC. Mr. Friend is scheduled to provide an update to the board at the July meeting.
-

KDWPT RFP

- Mr. Myers was informed by email from state procurement that the RFP had concluded and that we were not selected. A 5 year contract was signed with the incumbent vendor.

Avamar Updates

- We are awaiting the recovery of our testing contractor. In order to provide level of recovery improvement, I wish to wait for our original testor..
- **Received a call from Cordero (DR Hosting environment) offering to migrate existing database and virtual machines to a larger, faster server. Also the offer would include upgrading the firewall to a faster connection. The install is currently under review with DataEdge personnel (recovered portal from OITS to Cordero environment) for specifics required by INK. INK currently pays ~\$1600 per month. With the new footprint, the quote will be reduced to ~\$800 per month.**
- **Conversations began with DataEdge to begin scheduling for INK's annual DR test. Expectation is to have the recovery complete by the end of the year.**

KDOL Incarceration Database and Victim Notification Project

- The final copy of the RFP documentation was delivered to KDOL. KDOL will next add the state legal language required and will usher the RFP through the state procurement system.
- INK, through KIC has submitted a response to the published Incarceration Database RFP.
- **Received notification that INK was not selected. Appriss was the selected vendor. Appriss operates in 47 other states providing database capability and victim notification processes.**

Strategy 4: Diversifying Collaborative services

Kansas Business Center (KBC): Effort to increase customer efficiency by collecting applications and services into a single web destination for the purposes of opening, maintaining and closing a business in Kansas. (KSOS, KDOR, KDOL, Hollingsworth, Friend, Network Manager)

Strategy 5: Perform Portfolio Assessment to improve performance, enhance existing services and prioritize.

Portfolio and Analysis Value Statements (PAVS): Subcommittee of the INK board created to review the application portfolio and provide efficiency and efficacy. (Hill, Landeck, Hollingsworth, Friend, Network Manager)

- OJA was approached with the proposal of raising the rate for District Court Record search. This application has been in place since 1999 and has never received an increase in price. It is important to note that OJA does not receive compensation from the application. All proceeds are forwarded to the individual counties. However, it was important to me that OJA was briefed prior to the introduction to the counties to avoid future issues with the Court since the expectation is that the counties will likely agree to increasing the amount of revenues they receive from the application.
- I will be reaching out to the OJA Administrator to understand what objections or agreements from the Justices she was able to obtain. Those results will be brought to the subcommittee and reported to the board.
- **Received a phone call from O'Brien who had several questions regarding the increase. I have created a response to the questions and the document is currently under review by the PAVS committee. Once the review is complete, the document will be forwarded to OJA for reply or comment.**

Strategy 6: Enterprise Account Management.

A portion of the long term strategy for the KBC is to develop and implement an account management tool for managing portal interactions.

- Recent communication iterations of the KBC project have postponed the development of the Enterprise Account Management functionality until sometime after the core of the internal functions of the KBC are determined, documented, agreed to and performed. No date has been set for completion.

INK Executive Director Board FY 2015 Meeting Follow Up Items:

July: Include Autogov contract on August agenda. **Completed**

September: Provide standard pricing from AutoGov for board review: **In Progress**

Include the new Executive Branch CITO in the discussions with AutoGov: **In Progress**

October: Include the financial update for 2nd quarter on the October meeting agenda: **Completed**

INK Executive Director FY 2015 Goal Tracking:

APPROVED: July 2015

1. Provide monthly reporting on KICs efforts/progress on requested upgrades, projects and strategic initiatives. **On going**
2. In addition to written reports offer verbal comments at each Board meeting on items of significance or where challenges/progress has occurred. **Provided as required.**
3. Monitor compliance with the Network Manager contract to ensure objectives are met and initiatives are completed. **On going**
4. Re-establish and promote the grant application process to further the strategic initiatives or enterprise expansion of the organization. **On going**
5. Refine new board member orientation materials and continue to make progress on annual board member visits.
6. Seek new product opportunities within the mission of INK to expand offerings both on and off the portal in an effort to diversify revenues and ensure future profitability of the self-funded model. **On going (AutoGov is first iteration example)**
7. Annually identify and participate in at least one professional development opportunity.
8. Work with state CITO's to effectively communicate INK priorities, raise awareness of services and expand the enterprise approach to the portal. **On going**
9. Continue to support increased marketing activities through collaboration with the Network Manager. **On going**
10. Monitor and collaboratively address retractions of applications from the portal especially among INK's largest subscribers to ensure a high level of customer satisfaction. **On going**



Information Network of Kansas
Board of Directors

Kansas Information Consortium, LLC
General Manager's Report

Month Ending September 30, 2015

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Executive Summary

KIC is staying very busy and productive as the month of September is wrapping up.

- KIC Business Development Managers and Project Managers had a busy month! BDMs launched 4 products and PMs launched 5 PCRs to both state and local government entities.
- In September, KIC's technical representatives dedicated time and effort to planning KIC's annual disaster recovery exercise.
- INK and KIC attended a meeting for the KDOL Incarceration Database and Victim Notification System at the invitation of the Procurement Negotiating Committee. While INK's bid was well-received, KDOL provided notice that they intend to contract with a vendor who can provide a comprehensive solution.

Please contact me if you have any questions at 785.296.7171 or via email at smyers@egov.com.

Respectfully submitted,

Shane Myers

Shane Myers, General Manager

New Service Requests & Contracts for Approval

Service Requests

No service requests during the month of September.

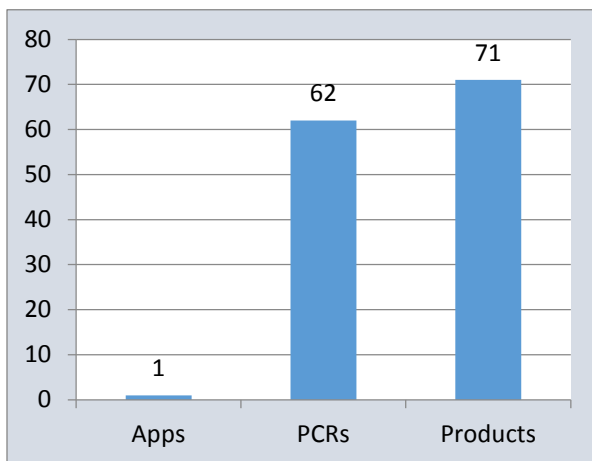
Contracts for Approval

City of Hays Public Library (KPC) – City of Hays Public Library requests an Over-the-Counter service which will allow government agency constituents to pay for government agency services using credit cards at government agency locations and receive confirmation of payment. Development of the INK application for this service is at no cost to the contracted government agencies. This is a fee service.

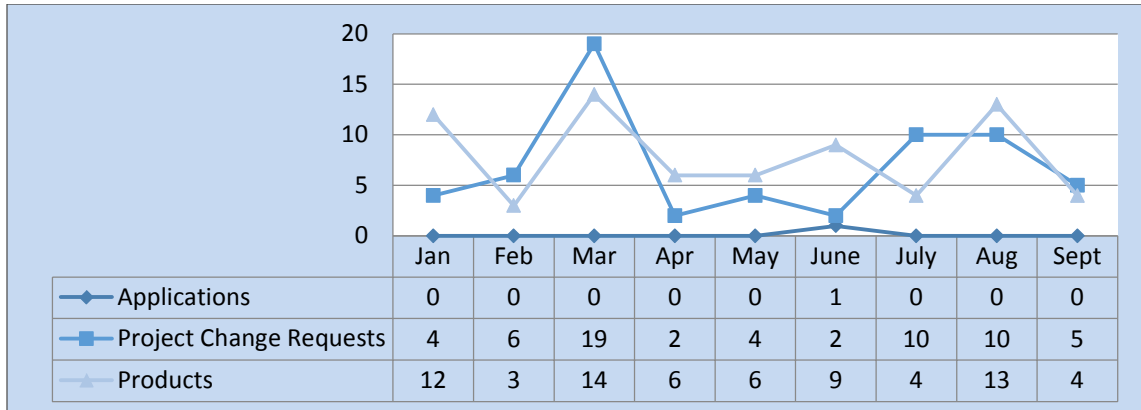
City of Elwood (KPC) – City of Elwood requests an Over-the-Counter service which will allow government agency constituents to pay for government agency services using credit cards at government agency locations and receive confirmation of payment. Development of the INK application for this service is at no cost to the contracted government agencies. This is a fee service.

Deployment Summary

Year-to-Date



Monthly Deployments (since January 2015)



Applications Deployed

Agency	Project Name	Deployment (Month)
KIC	MyKansas for Android Mobile Application	Jun-15

Project Change Requests Deployed

Agency	Project Name	Deployment (Month)
KDOR	WebFile Homestead Claim 2014 Tax Year Update	Jan-15
KDOR	WebFile Income Tax Return 2014 Tax Year Update	Jan-15
KDOR	KBC Business Tax Registration Update Statutory Content	Jan-15
KIC	KanAccess Upgrade CAS to Version 4.0	Jan-15
KCTA	Property Tax Add Year Round Feature	Feb-15
KIC	Kansas Business Center Application Content Update	Feb-15
KDOR	WebFile Income Tax Return Modify Help Content	Feb-15
KCTA	Property Tax 2015 Admin Enhancements	Feb-15
KREAB	Appraiser License Renewal 2015 Fee Updates	Feb-15
KSSBEO	Optometry License Portal 2015 Cycle Updates	Feb-15
KDOR	Title Lien and Registration Search (TLR) Upgrade Grails Version	Mar-15
KDOR	MVR Search Instant Access Upgrade Grails Version	Mar-15
BOTA	BOTA Search Suite Upgrade Grails Version	Mar-15
GEC	Ethics Opinion Search Upgrade Grails Version	Mar-15
KSBHA	Subscriber License Verification Upgrade Grails Version	Mar-15
KSBN	Nurse License Verification Upgrade Grails Version	Mar-15
KHP	Online Accident Reporting Update Grails Version	Mar-15
KDOA	KanView Upgrade Grails Version	Mar-15

KDWPT	Hunter Education Duplicate Cards Upgrade Grails Version	Mar-15
KSBEMS	Attendant License Renewal Upgrade Grails Version	Mar-15
KDA	Pesticide Product Registration Upgrade Grails Version	Mar-15
OJA	Court Records Wyandotte Legacy Upgrade Grails Version	Mar-15
OJA	District Court Record Search Upgrade Grails Version	Mar-15
KIC	KIC-Batch Plug-In Upgrade Grails Version	Mar-15
KIC	Portal Service Activity Feed Upgrade Grails Version	Mar-15
KBI	Limited Criminal History Search Upgrade Grails Version	Mar-15
KSSOS	TPE Direct Payment Processing Upgrade Grails Version	Mar-15
GOV	Grant Portal Add Instruction Link	Mar-15
KCC	Customized TPE Report	Mar-15
KSSOS	Corporate Name Change Add PL Filing Type	Apr-15
KSBN	Education Annual Report 2015 Cycle Updates	Apr-15
KBP	Pharmacy License Renewal 2015 Cycle updates	May-15
KBI	Amber Alerts Admin 2015 Updates	May-15
KDADS	HOC License Renewal 2015 Cycle Updates	May-15
KDOL	Incarceration Data Requirements Gathering	May-15
KREC	KREC License Renewal 2015 Updates	Jun-15
KIC	Portal Service Activity Feed: 2015 Updates	Jun-15
KDOR	DLR Subscriber Searches 2015 Updates	Jul-15
KDA	Seed Business Registration 2015 Updates	Jul-15
KDA	Pesticide Dealer Registration 2015 Updates	Jul-15
KIC	KanAccess 2015 Updates	Jul-15
KDOR	WebTags Receipt Information Change	Jul-15
KSBEMS	Attendant License Renewal 2015 Cycle Updates	Jul-15
KREC	License Verification 2015 Updates	Jul-15
KREC	License CEU Verification 2015 Updates	Jul-15
KDOR	DLR Interactive: 2015 Updates	Jul-15
KSBEMS	Attendant License Renewal: Modify AEMT CEU	Jul-15
KIC	KanForm: Integrate KanAccess	Aug-15
BSRB	License Verification: 2015 Updates	Aug-15
OJA	Court Records Sedgwick Legacy: Google Analytics Update	Aug-15
HCSF	Health Care Provider Compliance Lookup: Survey Gizmo Update	Aug-15
KDADS	HOC Criminal Record Check: Survey Gizmo Update	Aug-15
OJA	Court Records Wyandotte Legacy: Google Analytics & Survey Gizmo Update	Aug-15
GOV	Grant Portal: Google Analytics & Survey Gizmo Update	Aug-15
KSSOS	Electronic UCC Filings: Survey Gizmo Update	Aug-15
KIC	INK Public Website: Survey Gizmo Update	Aug-15
GOV	Grant Portal: 2015 Updates	Aug-15
BOA	Firm License Renewal: 2015 Updates	Sep-15

KBI	Limited Criminal History Search Remove Cancel Button	Sep-15
KSSOS	Lobbyist Registration CCP Implementation	Sep-15
KHP	Online Accident Reporting: 2015 Updates	Sep-15
KSBHA	License Verification & Disciplinary Action: Statutory Change for Expired License	Sep-15

Products Deployed

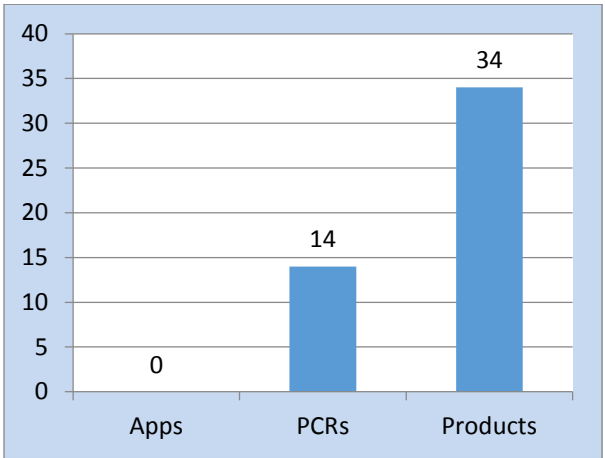
Agency	Project Name	Deployment (Month)
KDOC	KanForm: Rural Opportunities Conference Registration	Jan-15
KDOC	KanForm: Rural Opportunities Conference Sponsor Registration	Jan-15
USD330	KanPay Counter: USD 330 Mission Valley District Office	Jan-15
USD330	KanPay Counter: USD 330 Mission Valley Elementary	Jan-15
USD330	KanPay Counter: USD 330 Mission Valley High School	Jan-15
BNNRLIB	KanPay Counter: Bonner Springs Public Library	Jan-15
NWST	KanPay Counter: City of New Strawn	Jan-15
HMCOLIB	KanPay Counter: Hamilton County Library Donations ACH	Jan-15
KCC	KanPay Counter: Kansas Corporation Commission	Jan-15
ELKH	KanPay Counter: City of Elkhart	Jan-15
OVRB	KanPay Counter: City of Overbrook ACH & CC	Jan-15
OVRBPR	KanPay Counter: City of Overbrook Parks and Recreation ACH & CC	Jan-15
VLLF	KanPay Counter: City of Valley Falls	Feb-15
KSUWED14	KanPay Counter: KSU Wildcat Extension District #14	Feb-15
OVRBPR	KanPay Counter: City of Overbrook Parks and Recreation	Feb-15
CMRRLIB	KanPay Counter: City of Cimarron Library	Mar-15
CMRRLIB2	KanPay Counter: City of Cimarron Library Online	Mar-15
LNNV	KanPay Counter: City of Linn Valley	Mar-15
KCJIS	KanForm: 2015 Conference Registration	Mar-15
KCJIS	KanForm: 2015 Conference Vendor Registration	Mar-15
KUCRTORP	KanForm: TORP Conference	Mar-15
OGDN	KanPay Counter: City of Ogden	Mar-15
FRCORWD6	KanPay Counter: Franklin County RWD #6	Mar-15
FICOSD12	KanPay Counter: Finney County Sheriff- MVR	Mar-15
FICOSD13	KanPay Counter: Finney County Sheriff- Delinquent Tax	Mar-15
FICOSD14	KanPay Counter: Finney County Sheriff- CCH/Registered Offender	Mar-15
OVRB	KanPay Counter: City of Overbrook Cash	Mar-15
MRSVMC	KanPay Counter: City of Marysville Municipal Court	Mar-15
OSBC	KanPay: OSBC KSIMS	Mar-15
KREC	KanPay Counter: Kansas Real Estate Commission	Apr-15

WOCO	KanPay Counter: Woodson County Treasurer	Apr-15
SFCOHD	KanPay Counter: Stafford County Health Department	Apr-15
PLCOEMS	KanPay Counter: Phillips County EMS	Apr-15
MEDELIB	KanPay Counter: Meade Public Library	Apr-15
MEDELIBDON	KanPay Counter: Meade Public Library Online Donations	Apr-15
MDSN	KanPay Counter: City of Madison	May-15
FICOFAIR	KanPay Counter: Finney County Fairgrounds	May-15
HLCM	KanPay Counter: City of Holcomb	May-15
AGSTLIB	KanPay Counter: Augusta Public Library	May-15
KSA	KanForm: Kansas Sheriffs' Conference 2015	May-15
KSA	KanPay Counter: Kansas Sheriffs' Conference 2015	May-15
USD467	KanPay Counter: USD 467 Leoti/Wichita Co.	Jun-15
ADMR	KanPay Counter: City of Admire	Jun-15
USD303	KanPay Counter: USD 303 Ness City	Jun-15
USD501	KanPay Counter: USD 501 Chase Middle	Jun-15
JFCORWD12	KanPay Counter: Jefferson County RWD #12	Jun-15
STMR	KanPay Counter: City of St. Marys	Jun-15
USD509	KanPay Counter: USD 509 South Haven	Jun-15
USD360	KanPay Counter: USD 360 Caldwell	Jun-15
CFCORWD3	KanPay Counter: Coffey County RWD#3	Jun-15
ONGGOLF	KanPay Counter: City of Onaga Golf Course	Jul-15
GECOANIMAL	KanPay Counter: Geary County Animal Shelter	Jul-15
KUCRTORP	KanForm: KUCR TORP KGS CO2 Workshop 2015	Jul-15
KIC	KanSite: KIC Resource Center	Jul-15
INK	KanSite: INK Public Website Implementation	Aug-15
USD503	KanPay Counter: USD 503 Parsons High	Aug-15
USD503	KanPay Counter: USD 503 Parsons Middle	Aug-15
USD503	KanPay Counter: USD 503 Garfield Elementary	Aug-15
USD503	KanPay Counter: USD 503 Guthridge Elementary	Aug-15
USD503	KanPay Counter: USD 503Lincoln Elementary	Aug-15
USD496	KanPay Counter: USD 496 Pawnee Heights	Aug-15
SNCORWD8	KanPay Counter: Shawnee County RWD#8	Aug-15
KBOB	KanForm: Expired License Restoration 2015	Aug-15
KBOB	KanForm: License New and Renewals (Non Expired) 2015	Aug-15
KDOC	KanForm: MED Week 2015 Sponsorship	Aug-15
KDOC	KanForm: MED Week 2015 Registrant	Aug-15
KDHE	KanForm: Bureau of Environmental Remediation 2015 Conference Late Registration	Aug-15
KWO	KanForm: Governor's Conference on the Future of Water in KS	Sep-15
RNCO	PropTax: Reno County Late Payments	Sep-15

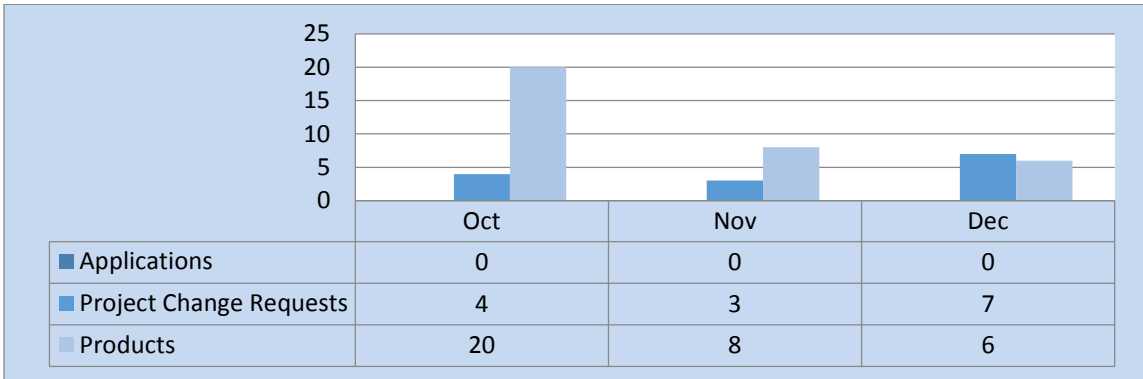
KUCR	KanForm: Juniper Gardens 50 th Anniversary Early Bird Registration	Sep-15
KSA	KanForm: Sheriff's Association Annual Conference	Sep-15

In-Development Summary

Through End of Year 2015



Monthly Deployments (through end of year 2015)



Applications in Development

Agency	Project Name	Scheduled Deploy (Month)	Schedule Variance Reason
None at this time			

Project Change Requests in Development

Agency	Project Name	Scheduled Deploy (Month)	Schedule Variance Reason
OJA	District Court Record Search: 2015 Updates	Oct-15	
KDB	License Renewal: 2015 Updates	Oct-15	
KSSOS	Corporate Annual Report 2015 Cycle Updates	Oct-15	
GEC	Lobbyist Expenditure Report: 2015 Updates	Oct-15	
KREC	License Renewals: 2015 Fee Increase	Nov-15	
KIC	KanPay Payment Portal: 2015 Updates	Nov-15	
KDHE	Dry Cleaners Registration and Renewal: 2015 Cycle Updates	Nov-15	
KDADS	HOC License Renewal:2015 Cycle Updates	Dec-15	Scope Under Review
KIC	KanForm: 2015 Updates	Dec-15	
KIC	KanSite: 2015 Updates	Dec-15	
KBI	Amber Alerts: 2015 Updates	Dec-15	
KDOR	WebFile: Homestead Claim: 2015 Cycle Updates	Dec-15	
KDOR	WebFile: Income Tax Return: 2015 Cycle Updates	Dec-15	
KSSOS	Name Availability: Requirement Changes	Dec-15	

Projects On-Hold

Agency	Project Name	On-Hold Date	On-Hold Reason
KSSOS	Nightly Corporations Batch Rewrite	Jul-14	Partner requested.
KSSOS	UCC Batch Rewrite	Jul-14	Partner requested.
KSSOS	Articles of Incorporation (AOI) Rewrite	May-15	Partner requested.

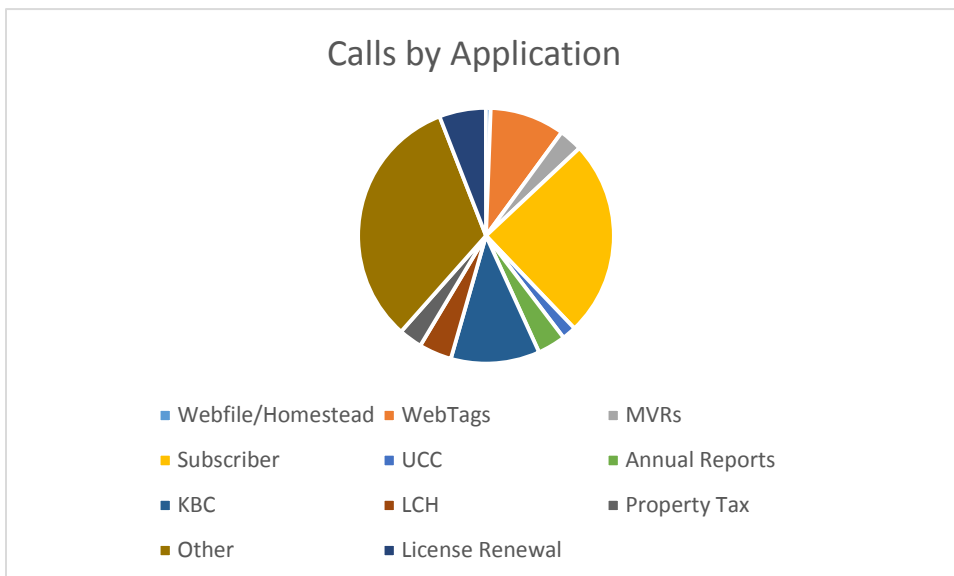
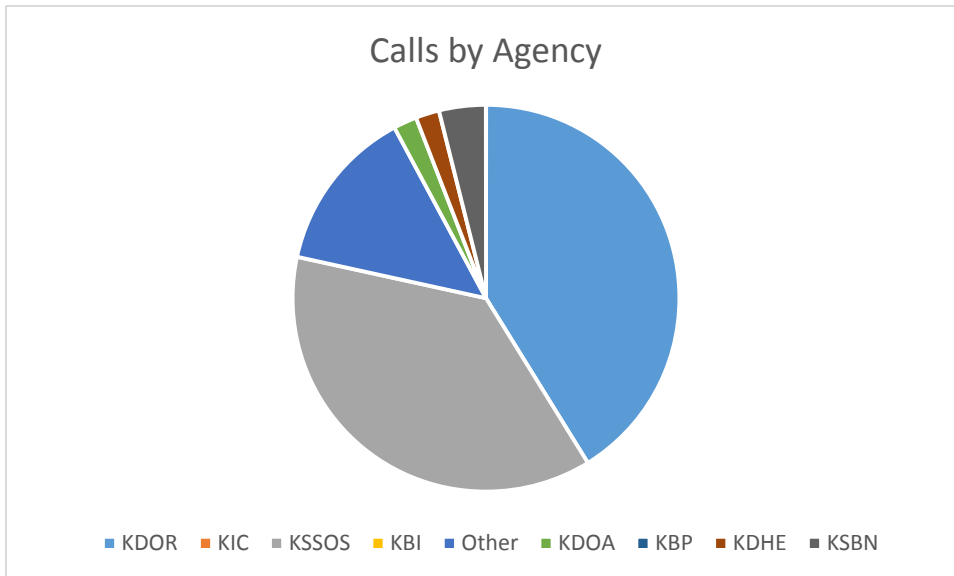
Products in Development

Agency	Project Name	Scheduled Deploy (Month)
EURKLIB	KanPay Counter: City of Eureka Public Library	Oct-15
DCF	KanPay Counter: Dept. for Children and Families	Oct-15
KSC	KanPay Counter: Kansas Sentencing Commission	Oct-15
KSC	KanForm: Kansas Sentencing Commission	Oct-15
SMTH	KanPay Counter: City of Smith Center	Oct-15
SNCO	KanPay Counter: Shawnee County Parks & Recreation	Oct-15
ELWD	KanPay Counter: City of Elwood	Oct-15
LBRL	KanPay Counter: City of Liberal	Oct-15
LBRLGOLF	KanPay Counter: City of Liberal Golf Course	Oct-15

ATCORWD1	KanPay Counter: Atchison County RWD #1	Oct-15
SNCO	KanPay: Shawnee County Parks & Recreation	Oct-15
IOLA	KanPay Counter: City of Iola	Oct-15
HSVLLIB	KanPay Counter: City of Haysville Community Library	Oct-15
GDDRLIB	KanPay Counter: City of Goddard Public Library	Oct-15
GRNTLIB	KanPay Counter: City of Garnett Public Library	Oct-15
USD356	KanPay Counter: USD 356 Conway Springs	Oct-15
RNCODPTA	KanPay Counter: RNCO Dept of Public Transportation & Aging	Oct-15
RLCOHD	KanPay Counter: Riley County Health Department	Oct-15
HAYSLIB	KanPay Counter: City of Hays Public Library	Oct-15
KUCR	KanForm: Juniper Garden's 50 th Anniversary Registration	Oct-15
NEKLS	KanPay Counter: Northeast Kansas Library System	Nov-15
FRCORWD1	KanPay Counter: Franklin Co. RWD #1	Nov-15
LYNS	KanPay Counter: City of Lyons	Nov-15
LYNSLIB	KanPay Counter: City of Lyons Public Library	Nov-15
LYNSPD	KanPay Counter: City of Lyons Police Department	Nov-15
LYNSMC	KanPay Counter: City of Lyons Municipal Court	Nov-15
RNCO	KanPay Counter: Reno County	Nov-15
RNCO	KanPay: Reno County	Nov-15
ALTA	KanPay Counter: City of Altoona	Dec-15
SNCORWD3	KanPay Counter: Shawnee Co. RWD #3	Dec-15
KSBN	KanPay Counter: KSBN	Dec-15
KDOC	KanPay Counter: KDOC Boxing Commission	Dec-15
KDOR	KanPay Counter: Driver Control Office	Dec-15
KDOR	KanPay Counter: Titles and Registrations	Dec-15

Support Statistics

Summary of incoming phone calls from Sep 1 – Sep 24



Site Promotions

The following site promotions were launched on Kansas.gov from September 1 – September 24, 2015.

Top Promoted Information
KDOL: Presents SHAPE Award

KDEM: National Preparedness Month
KDWPT: 23 rd Annual Kinsley Kids Classic
KDOR: Donate Life License Plates
KDADS: 2015 Behavioral Health Recovery Rally
KDA: 2015 Harvest Projections
GOV: City of Ottawa Awarded Grant for Commercial Rehabilitation

The below table summarizes the top 5 visited pages on Kansas.gov from September 1 – September 24, 2015.

Page	Page Views	Time on Page
Business	15,960	1:57
Services	14,605	0:49
Resident	7,168	1:29
Government	6,952	1:23
Subscribers	4,902	2:17

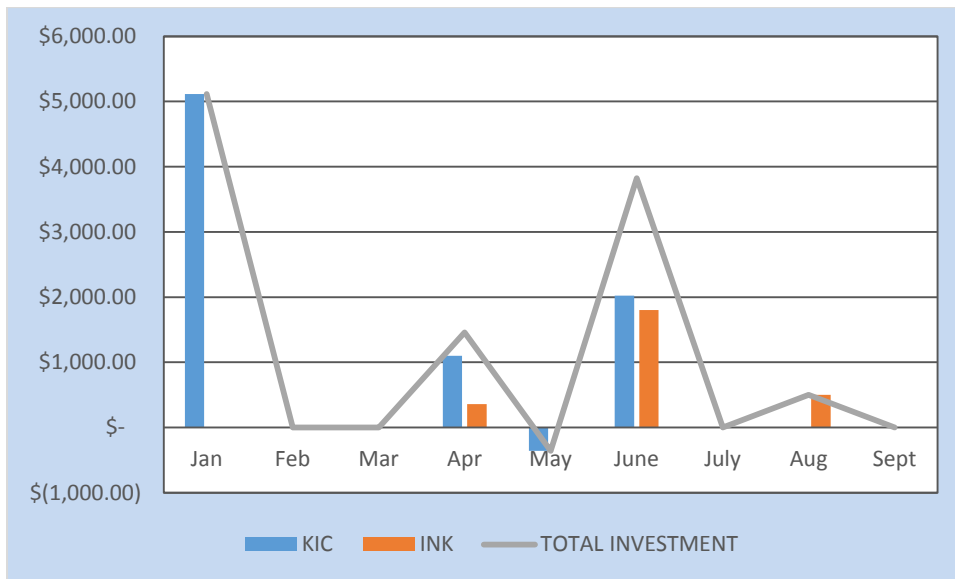
Marketing

The following promotions were launched on Kansas.gov social media sites from September 1 – September 24, 2015.

Agency	Service	Type	Description
GOV	Kansas Leads in GDP Growth	Social Networking	Statewide Interest
KSF	Kansas State Fair	Social Networking	Statewide Interest
KDOL	Upcoming Workshops Schedule	Social Networking	Statewide Interest
ALL	9.11.01 Remembrance	Social Networking	Statewide Interest
KDA	Tailgate Tips	Social Networking	Statewide Interest
KDA	2015 Harvest Projections	Social Networking	Statewide Interest
KWO	Climate and Drought Update	Social Networking	Statewide Interest
KDHE	Infant Mortality Report	Social Networking	Statewide Interest
KDA	Whole Grain Benefits Infographic	Social Networking	Statewide Interest
KDOL	Unemployment Fraud	Social Networking	Statewide Interest
KDADS	Kansas Recovery Rally	Social Networking	Site Promotion
KDADS	National Employ Older Worker Week	Social Networking	Statewide Interest
KDOT	Put the Brakes on Fatalities	Social Networking	Statewide Interest
KFB	Communication Updates	Social Networking	Statewide Interest
KDA	Taiwan Flour Mills Wheat Purchase	Social Networking	Statewide Interest

Marketing Investment

Summary of investment (since January 2015)



Post Project Surveys

	Date collected	Treated respectfully by Kansas.gov staff	Understood the process your project was to go through	As involved in the process as you wanted to be	Kept informed of projects progress	Kansas.gov met their commitments to the project timelines	Quality of the product (application or Web site)	Timely responses of Kansas.gov staff to requests/messages	Kansas.gov staff demonstrated expert knowledge in web design and development	Comments
1. 25 th Judicial Dist. Youth Services – KPC	Jan 5	5	5	5	5	5	5	5	5	“System is very user friendly.”
2. City of New Strawn- KPC	Feb 11	5	5	5	5	5	5	5	5	N/A
3. City of Elkhart – KPC	Feb 8	5	5	5	5	5	5	5	5	N/A
4. Mission Valley USD 330 – KPC	Feb 11, 15	5	5	5	5	5	5	5	5	N/A
5. City of Overbrook- KPC	Feb 27	5	5	5	5	5	5	5	5	N/A

6. City of Valley Falls- KPC	Feb 27	5	5	5	5	5	5	5	5	Kansas.gov Staff listened and advised different avenues of using reports and integrating with the city's current utility program and accounting system. Very responsive to emails; all questions still being fielded!
7. KDOR- Webfile Help Content Updates	Mar 3	5	5	5	5	5	5	5	5	I appreciated the extra time Laura took to make sure the project got done timely and correctly. There were a couple of times I felt like we were going in circles and not getting the information updated after specific notification. Laura was a key player in making the WebFile 2015 Help Content Updates get completed as requested.
8. KSU Wildcat Ext. Dist. 14 – KPC	Mar 13	4	4	4	4	4	4	4	4	N/A
9. Cimarron City Library –KPC	Mar 17	5	5	5	5	5	5	5	5	N/A
10. City of Marysville – KPC	Mar 20	5	5	5	5	5	5	5	5	Jenna was excellent to work [sic] and very knowledgeable! She made sure we felt very comfortable during the entire process. I was impressed with the on-site training --- much better than just trying to do everything via phone. THANK YOU for your service ☺
11. KBI – KCJIS Conference Registration – KanForm	Mar 20	5	4	4	4	4	3	4	4	The website could be a little more intuitive and up to date with a theme or graphics/fonts.
12. City of Linn Valley – KPC	Mar 23	5	4	5	4	5	5	4	5	N/A
13. KBI – Limited Criminal History	Mar 23	4	4	4	4	4	4	4	4	N/A
14. Franklin Co. RWD #6- KPC	Apr 6	5	5	5	5	5	5	5	5	N/A
15. KREC- KPC	Apr 23	5	5	5	5	5	5	5	5	N/A
16. KDHE-KanForm	May 1	5	5	5	5	5	5	5	5	Jenna Coates was wonderful to work with - she was always efficient and friendly....no matter how many emails I bombarded her with! Jeanine Morgan was also great! She was very pleasant as she walked me through the process of obtaining username and password. Another individual by the name of Sharon directed me to Jeanine and without her guidance I'd still be stuck! Thanks to you all!
17. KDADS- License Renewal	May 29	5	4	5	5	4	4	5	5	
18. KBI – Amber Alert Admin	June 4	5	5	5	5	5	5	5	5	Great work!
19. USD 509 South Haven-KPC	June 25	5	5	5	5	5	5	5	5	We are very pleased with the implementation of KanPay. Kansas.gov representatives have been a delight to work with.
20. USD 467 Wichita County- KPC	July 2	5	5	5	5	5	5	5	5	
21. City of Admire – KPC	July 11	5	5	5	5	5	5	5	5	Very good job in accomplishing our goals.

22. KDA- Pesticide Dealer Reg.	July 15	5	4	4	4	4	4	5	4	
23. KDA- Seed Business Reg.	July 15	5	5	4	5	4	4	5	4	
24. USD 501 Chase-KPC	July 20	5	5	5	5	5	5	5	5	Ms Jenna was a pleasure to work with. She made training very easy for me. She is very pleasant and helpful with what she does. Kuddos to the state for having such a nice young lady working for them. Sincerely. S. Trujillo
25. KREC- License Renewal	July 21	5	4	4	4	4	5	4	5	I was confused because I didn't realize at first that my request had to be split into three requests.
26. USD 503 Parsons Public Schools - KPC	July 31	5	5	5	5	5	5	3	3	Maria Cuevas did a great job of leading me through the process and also training at our school district.
27. USD 496 Pawnee Heights - KPC	Aug 11	5	5	5	5	5	5	5	5	
28. KBOA- Firm License Renewal	Sep 8	5	5	5	4	5	5	4	5	Was impressed with the team that worked on this project!
29. KSA- KanForm	Sep 12	5	5	5	5	5	5	5	5	Jenna did an excellent job for the Kansas Sheriffs Association as usual. I couldn't be happier with the relationship we have built the last couple of years. Thank you for all you do, Sandy
Total	29	143	138	139	137	138	138	137	138	
Average		4.93	4.75	4.79	4.72	4.75	4.75	4.72	4.75	

Information Network of Kansas

2015 Business Plan

for



Presented to: Information Network of Kansas Board of Directors
Approved:

Prepared by:

Jim Hollingsworth
Executive Director – Information Network of Kansas

&

Shane Myers, General Manager – INK
President, Kansas Information Consortium, LLC

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EXECUTIVE SUMMARY

NOTE to Board: Some sections will be written after approvals of other chapters

Information provides the foundation for private sector economic development, efficient government service delivery, and improved decision-making across both sectors, INK is a unique resource that can be used to expand private sector access to information and support the state in its drive for greater efficiency and effectiveness in government operations.

The general structure and operating model established in INK's enabling statutes provides the organization with independence and flexibility, creating a vehicle that has been a great asset to the development of the state's electronic services. INK is a public-private partnership that allows for the collaboration between public policy goals and private sector innovation to produce better results for the citizen. INK is governed by a non-compensated board of directors comprised of public and private executives. This unique quasi-governmental organization places together the citizens and businesses with entities across the state that are chartered to husband and collect the data and services citizens and businesses require.

INK offers web application development, infrastructure hosting, and low cost payment card processing solutions to state, county and local data providing entities. INK provides these services at no upfront costs to the entities. Development costs are recovered over a period of time by the application of an additional fee to the transaction. The fee recovers the cost of initial development, ongoing maintenance, disaster recovery and security. The value of the application is tested daily in the marketplace and its expanding usage is evidence of the value of the service. In addition, INK offers state entities with the ability to development no charge information services. Revenues generated through applications requiring payment are utilized by INK to offer the development and hosting of services for which there is no revenue generated. These services are also developed at no charge to the entity.

INK's credit card and ACH payment processing is integrated with driver's license stations in all 105 counties of Kansas, over seventy county treasurer's offices, twenty six executive and judicial state agencies, elected officials, state boards and commissions and several city and school districts. Through this dollar volume aggregation, INK is able to provide a low cost solution from which all participating entities benefit.

INK is exempt from state purchasing statutes, providing the capability to quickly take advantage of new opportunities without the sometimes lengthy procurement cycles associated with government. INK also has the ability to set the fees charged for services, a tool that can incentivize an entrepreneurial approach to service provision that fosters competition which drives increased responsiveness to its customers.

Security and reliability are INK's paramount concern. The application development, infrastructure hosting and payment processing are outsourced to a private Kansas based company. The network is hosted in a Tier-4 facility with complete backup and recovery from a separate infrastructure facility in a separate state.

INK's solutions provide an economical method for state, county and local entities to increase internal efficiency, reduce internal expenses and expand citizen and business access and participation.

2014 Achievements

INK attained several key achievements in 2014:

- Implemented mobile-first design, content and refresh to the Kansas.gov “the portal”.
- Kansas.gov “the portal” was a finalist in the 2014 e.Republic’s Center for Digital Government Best of the Web competition.
- Successfully achieved Cybertrust certification.
- Collaborated with Kansas Secretary of State’s in the development and implementation of the Kansas Business Center.
- Launched Kansas Secretary of State’s Annual Report TPE Direct Payment Processing service.
- Performed successful disaster recovery test.
- Kansas.gov Business Development Managers successfully implemented new products to new and existing partners.

2015 At a Glance

In 2015, INK will closely align its efforts with the INK’s 2015 - 2017 Strategic Plan, and will seek to support the State’s strategic initiatives. The initiatives are focused on increasing the efficiency of government and reducing its cost by aligning existing resources and utilizing innovative, enterprise information technology solutions.

The 2015– 2017 INK Strategic Plan is built upon six individual strategies. These strategies will guide the annual business planning initiatives and measurements will reflect each year’s accomplishments toward INK’s strategic goals.

- Strategy 1
 - Increase awareness of INK to citizens, agencies and businesses.
- Strategy 2
 - Maintain and deliver core values
- Strategy 3
 - Unified Web/Digital strategy
- Strategy 4
 - Diversifying collaborative services.
- Strategy 5
 - Perform portfolio assessment to improve performance, enhance existing services and prioritize.
- Strategy 6
 - Enterprise account management

The 2015 INK Business Plan utilizes the strategic goals to guide the determination of the specific tactics to accomplish in this year’s business plan. Highlights from this year’s plan include:

- Acquisition
 - Launch marketing activities to drive adoption and awareness of its services to appropriate target audiences.

-
- Improvement through cooperative partnerships.
 - Institute strategically focused grants to capture greater market share.
 - Explore opportunities to capture greater market share.
 - Expansion of KanAccess, the Single Sign-On solution to several services.
 - Penetration
 - Collaborate with existing “top-tier” partners to implement marketing best practices to drive awareness and adoption to portal service provided.
 -
 - Retention
 - Participate in annual awards to generate recognition at a state and national level.
 - Demonstrate “true value” of the services offered by the portal.
 - Grow and diversify the portal revenue base.
 - Monitor the integrity and security of the Network from attacks or intrusions.
 - Monitor the integrity and test the ability to recover the Network from in case of disaster.
 - Measure the progress toward the completion of established metrics with associated timelines.
 - Explore environmental scan of other state’s portals/systems and KS local government portals.
 - Remain relevant in implementing mobile technology solutions.
 - Establish policies in support of the portfolio assessment.
 - Monitor and track resources dedicated to development, support and maintenance of portal services and internally maintained Web sites.
 - Explore tactics to improve customer’s overall experience and keep them engaged.

MANAGEMENT TEAM

The Information Network of Kansas, Inc. (INK) was established in 1990 with the passage of KSA 74-9301 et seq. The organization is governed by a nine-member board of directors comprised of public and private executives. Board membership is designed to combine the needs of business and citizens with the entities which can assist in the delivery of the service. These positions are non-compensated and serve a term of three years.

The 2015 INK Board membership includes:

Board Officers

Joe Connor: Chair

Representing: Kansas Association of Counties

Kris Kobach: Vice Chair

Secretary of State

Jim Clark: Treasurer

Secretary of Department of Administration and
Executive Branch Chief Information Technology
Officer

Terry Holdren: Secretary

Representing: Kansas Farm Bureau

Board Members

Nick Jordan

Secretary of Department of Revenue

Gary Landeck

Kansas Libraries Association

Scott Hill

Representing: Kansas Bar Association

Open

Association of Statewide Character

The INK Board of Directors is supported by an Executive Director responsible for the customer quality assurance and monitoring the performance of the Network Manager

contract, management of the INK office, the development of the INK annual business plan, grants management, records management and state committee participation. This position was created in 2002.

INK contracts the management of the network, application development, customer support and payment processing to a private entity, Kansas Information Consortium, LLC., a wholly owned subsidiary of NIC, Inc. The public-private relationship is governed by the Network Manager Contract. In 2014, INK signed a long-term contract with Kansas Information Consortium, LLC. The seven-year contract includes an annual renewal process INK can exercise to extend the contract for additional one-year periods. The new contract was approved by the INK board of directors and went into effect July 18, 2014. With this new contract, INK and KIC extend the nation's longest-running public-private state portal management.

BENEFITS, RISKS & CHALLENGES OF e-GOVERNMENT TODAY

OVERVIEW

eGovernment uses the power of information and communications technology to help transform citizen and business interaction, and extends the availability, accessibility, quality and cost-effectiveness of public services. This transformation is revitalizing the relationship between businesses and citizens and the public bodies who work on their behalf. Successful eGovernment puts customers at the center of public bodies' planning by building diversified access to public services, creating new or enhanced communication channels to facilitate greater citizen participation and providing increased transparency into government. The quality of public service delivered will continue to be challenged to meet that of the level of service provided by the private sector in a cost-effective manner.

BENEFITS OF INK

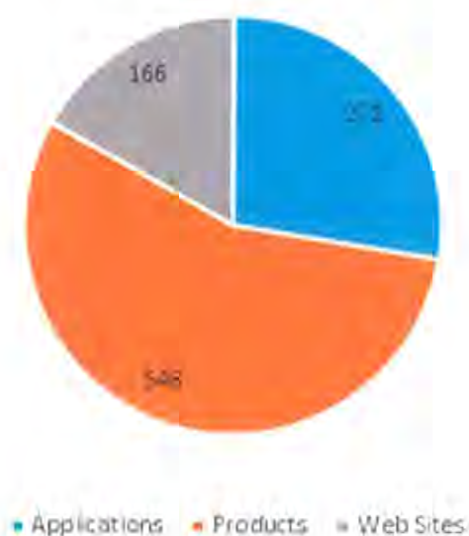
The general structure and operating model established in INK's enabling statutes provides the organization with independence and flexibility and is a great asset to the development of the state's electronic services. INK is a public-private partnership that allows for the collaboration of public policy goals with private sector innovation to produce better results for the citizen. INK is governed by a non-compensated board of directors comprised of public and private executives. This unique quasi-governmental organization places together the need of citizens and businesses for greater access to government information and services with state and local government entities across the state.

INK receives no appropriations from the state. INK is statutorily exempt from state purchasing statutes, providing the capability to more quickly take advantage of new opportunities. INK also has the statutory ability to establish the fees charged for services. This ability incentivizes an entrepreneurial approach to service provision that fosters competition which drives increased responsiveness to its customers.

INK manages the official state Web site for the state of Kansas and offers Web application development, infrastructure hosting, low cost payment card processing, and customer support solutions to state, county and local data providing entities. INK provides these services at no upfront costs to the entities. Development costs are recovered over a period of time by the application of a service fee to revenue generating transactions. The fee recovers the cost of initial development, ongoing maintenance, disaster recovery and security and credit card services. For

over twenty years, the value of the applications are tested daily in the marketplace and their expanding usage is evidence of the continuing value of the service to our customers. Perhaps the greatest benefit of INK is the ability for state entities to development no charge information services. Revenues generated through applications are utilized by INK to offer the development and hosting of services for which there is no revenue generated. These services include the state portal, license verification services and Amber Alerts and are also developed at no charge to the entity.

INK currently manages over 900 services on behalf of agencies. These services represent applications, websites and services for state, county and local entities and provide support for portal services on overall behalf of the state as a whole, including the state portal itself. The graph below identifies the breakdown of the services maintained by INK.



Security and reliability are INK's paramount concern. The network hardware and software of INK, infrastructure hosting and payment processing are outsourced to a private Kansas based company. The network is hosted in a Tier-4 facility with complete backup and recovery from a separate infrastructure facility in a separate state. The recovery of the infrastructure is performed annually.

INK's low cost or no cost solutions provides an exceptional economical method for state, county and local entities with the ability to increase internal efficiencies, reduce internal expenses and provide citizens and businesses expanded access to government information and services.

RISKS

Developing and implementing the eGovernment programs necessitates INK manage certain risks. This section identifies the major risks and the activities undertaken to mitigate those risks.

Public Confidence

INK's customers must be confident that they can conduct transactions in a secure and reliable environment, with the appropriate data privacy protections. The public has high expectations

concerning the quality and timeliness of service provided by the state. INK and other state entities risk the public trust and confidence if they do not actively pursue efforts to successfully execute a comprehensive eGovernment strategy. Security and trust in an organization is only as strong as its weakest link. INK and each agency share a responsibility to their customers and the state enterprise as a whole, to maintain a high level of security and protection procedures. To help mitigate this risk, INK's vendor is tested quarterly for its compliance with the Payment Card Industry's Data Security Standards, all applications are scanned for known vulnerabilities prior to launch, internal and external vulnerability scans are performed annually on the portal and the INK Executive Director participates with the state as a voting member of the IT Security Council and the Information Technology Executive Council to assist in developing state policies which promote a higher level of security for the enterprise regarding state purchasing, system configuration, data storage, and protection of private information.

ECONOMIC CLIMATE RISK

Budgetary Issues

State agency appropriations are projected to continue to be decreased. Agencies will look to all of their available resources to continue to meet their mission with reduced appropriation. INK will be at risk from agencies attempting to decrease INK's resource availability with low or no charge online applications and maintenance.

INK receives no state appropriation, therefore deliberate consideration will be required to balance the resource allocation between those services which are fee services and those services which do not require a fee. The IT Board of Directors will be required to assess all application development requests and their effect on the enterprise application portfolio. Consideration will need to include the analysis of the individual application, entity's existing portfolio of applications with INK and the effect of the resource allocation on the enterprise portfolio to adequately serve all of INK's customers. Bimonthly meetings are held with the INK Executive Director, board selected member(s) of the board, and the Network Manager to review and compare individual application's revenue generation to the vendor's documented hours work for creating, maintaining and refreshing the application. Any service pricing recommendations are discussed with the individual agency and recommendations are brought to the INK board for debate, approval or rejection.

A state directed effort is needed to coordinate state enterprise e-government initiatives to support the collective strategic aims of the state and INK through an assessment of competing priorities. Throughout 2015, INK will work with the ITEC and the Executive Branch CITO to identify those applications and services from the Governor's Roadmap 2.0, the state Strategic Information Management Plan and other enterprise initiatives to best utilize the resources of the enterprise and INK.

IMPLEMENTATION RISK

INK's and the state's enterprise eGovernment objectives will experience implementation risk as the cost of government is reduced. Agencies will face increasing budgetary pressures and cost effective alternatives will be required to continue to serve the public while lowering state government expenses. Aligning and integrating INK's development model to assist the state will best coordinate and align each entity's resources.

With each new application development project there are annual or semi-annual requirements to perform changes or updates to them, whether agency, customer or legislative sponsored. These changes must be integrated into the available development resources. INK currently

monitors the application and service portfolio to identify the upfront development investment compared to the ongoing costs to continue to provide the service. Innovative thought and state and local entity collaboration will be required to monitor the new application development and maintenance resource requirements so that continued expansion of online government services can be maintained.

In addition to the value of no upfront development cost provided by INK, meeting entity expectation with project delivery is vital to meeting the entity's timelines and will serve to strengthen the state's trust in INK's reliability. INK will monitor the actual project delivery dates provided to the requesting entities for application development or change requisition compared to the date provided to the entity. To monitor the project delivery timelines, the Executive Director and the Network Manager meet bimonthly to review all active projects and quarterly reporting is generated to monitor the project delivery timelines.

UNDERVALUED SERVICE RISK

Demonstrating Value

INK must effectively demonstrate the value of its services to its end user customers and data providing entities. Continued education and communication with administrative and legislative leadership will need to be coordinated and maintained in order to articulate the value of INK's services for our shared target markets (citizens, partners and business community).

AGENCY SATISFACTION

Agency relationship management is handled by Business Development Managers and project prioritization is managed by Project Managers who are required to manage this queue in order to deliver products and services on agreed-upon timelines. INK sponsored survey mechanisms are implemented and will be directed towards Agency Executive Leadership to measure level of satisfaction. Issues identified in the surveys are discussed with the entity in order to eliminate replication of the issue in the future. This methodology is designed to strengthen relationships and continue to promote our value and local attention.

ADMINISTRATIVE CHANGE RISK

New Leadership

The INK Board of Directors will experience board member turnover as member's terms expire. The Governor is responsible for appointing six of the nine members of the board. Recommendations from the board are accepted by the Governor's office for consideration. The board's recommendations consider the balance of public and private board governance representation.

INK will establish a communication plan to re-establish relationships with legislative and administration officials to ensure the executives are informed of the unique mission of INK, INK's services and the value of INK to the agency, and the state.

DATA SHARING CHALLENGES

INK is uniquely positioned to provide cross-boundary data sharing with disparate systems.

Coordinated service delivery across multiple entities will depend heavily upon executive sponsorship and a state sponsored enterprise strategy which addresses mutual organizational, cultural, legal and security barriers to sharing data. Successful implementation will require an approach that emphasizes collaboration, shared goals, open communication, transparency and constituency benefit. INK, as a member of the IT Security Council, Information Technology Advisory Board, and the Information Technology Executive Council will request the creation of state policy to develop data sharing standards.

LEGAL CHALLENGES

Protecting Data

Data security is the paramount responsibility and a constant and vital element of the portal. INK will continue its practice of collecting, maintaining and disseminating data only as authorized by law and as necessary to carry out its mission and responsibilities. Adhering to the Payment Card Industry (PCI) Data Security Standards requirements ensure the reliability and trust which can be asserted to our customers. In addition, all applications are scanned for known security vulnerabilities prior to launching to the public and additionally, PCI security scans are performed quarterly and annually on the system.

GOALS & OBJECTIVES

It is important to know and understand your target audiences. INK has three different target audiences at a primary and secondary level:

- Primary: State Government
 - Agencies & Associations (i.e. Partners)
 - Business Community
 - Citizens
- Secondary: Local Government
 - Agencies & Associations (i.e. Partners)
 - Business Community
 - Citizens
 -

The adopted strategy focuses on collaborating with state and local government entities to create services, which are enterprise in scope and highly integrated. The vision is predicated upon strategies which constitute the pillars of success. The strategies, objectives and tactics listed in this plan provide the means to accomplish the end result of the vision established by the Information Network of Kansas (INK) Board of Directors: “*Delivering world-class digital Government.*”



Strategy 1: Increase awareness of INK to citizens, agencies and businesses.

- **Objectives**
 - Acquisition
 - Attack market and capture greater market share
 - Penetration
 - Penetrate existing target audience
 - Retention
 - Win over and keep existing target audience
- **Tactics**
 - Acquisition
 - Launch marketing activities to drive adoption and awareness of its services to appropriate target audiences.
 - Penetration
 - Collaborate with existing “top-tier” partners to implement marketing best practices to drive awareness and adoption to portal service provided.
 - Retention
 - Participate in annual awards to generate recognition at a state and national level.
 - Demonstrate “true value” of the services offered by the portal.

Strategy 2: Maintain and deliver core values

- **Objectives**
 - Acquisition
 - Attack market and capture greater market share

-
- Penetration
 - Penetrate existing target audience
 - Retention
 - Win over and keep existing target audience
 - **Tactics**
 - Acquisition
 - Improvement through cooperative partnerships.
 - Retention
 - Grow and diversify the portal revenue base.
 - Monitor the integrity and security of the Network from attacks or intrusions.
 - Monitor the integrity and test the ability to recover the Network from in case of disaster.
 - Measure the progress toward the completion of established metrics with associated timelines.

Strategy 3: Unified Web/Digital strategy

- **Objectives**
 - Acquisition
 - Attack market and capture greater market share
 - Penetration
 - Penetrate existing target audience
 - Retention
 - Win over and keep existing target audience
- **Tactics**
 - Acquisition
 - Institute strategically focused grants to capture greater market share.

Strategy 4: Diversifying collaborative services.

- **Objectives**
 - Acquisition
 - Attack market and capture greater market share
 - Penetration
 - Penetrate existing target audience
 - Retention
 - Win over and keep existing target audience
- **Tactics**
 - Acquisition
 - Explore opportunities to capture greater market share.
 - Retention
 - Explore environmental scan of other state's portals/systems and KS local government portals.
 - Remain relevant in implementing mobile technology solutions.

Strategy 5: Perform portfolio assessment to improve performance, enhance existing services

and prioritize.

- **Objectives**
 - Acquisition
 - Attack market and capture greater market share
 - Penetration
 - Penetrate existing target audience
 - Retention
 - Win over and keep existing target audience
- **Tactics**
 - Retention
 - Establish policies in support of the portfolio assessment.
 - Monitor and track resources dedicated to development, support and maintenance of portal services and internally maintained Web sites.

Strategy 6: Enterprise account management

- **Objectives**
 - Acquisition
 - Attack market and capture greater market share
 - Penetration
 - Penetrate existing target audience
 - Retention
 - Win over and keep existing target audience
- **Tactics**
 - Acquisition
 - Expansion of KanAccess, the Single Sign-On solution to several services.
 - Retention
 - Explore tactics to improve customer's overall experience and keep them engaged.

PORTAL MARKETING PLAN

INK will focus on the following acquisition, penetration and retention efforts to drive adoption and awareness of its services to appropriate target audiences.

TARGET AUDIENCE

It is important to know and understand your target audiences. INK has three different target audiences at a primary and secondary level:

- Primary: State Government
 - Agencies & Associations (i.e. Partners)
 - Business Community
 - Citizens
- Secondary: Local Government
 - Agencies & Associations (i.e. Partners)
 - Business Community

-
- Citizens

APPROACH

INK plans to increase overall portal revenue by driving the target audience rapidly through the sale cycle (Awareness, Consideration, Sale, Post-Sale) with supporting tactics and marketing activities focused on Acquisition, Penetration and Retention.

- **Acquisition Campaign**
 - Objective: Generate awareness and grow number of entities within each target audience utilizing service with INK.
 - Launch marketing activities to drive adoption and awareness of its services to appropriate target audiences.
- **Penetration Campaign**
 - Objective: Generate awareness to further encourage existing entities within each target audience to try additional services with INK.
 - Collaborate with existing “top-tier” partners to implement marketing best practices to drive awareness and adoption to portal service provided.
- **Retention Campaign**
 - Objective: Generate awareness to further encourage existing entities within each target audience to continue utilizing services with INK.
 - Participate in annual awards to generate recognition at a state and national level.
 - Demonstrate “true value” of the services offered by the portal.

PORTAL CUSTOMER SERVICE PLAN

APPROACH

Customer service and support for portal services can be as important to the customer’s experience as the value and efficiency generated by an application or service. If a customer has a question or problem while using a portal service, we want to be sure that assistance is available by phone, e-mail or online live chat. The Help Center staff is well-versed in portal services, general state information, and will assist customers in a timely manner.

- **Methodology**

The INK Support Guidelines allow for a concentrated focus to be placed on customer service to ensure each support incident was given appropriate attention and followed through to completion.

Issues are reported by a partner, subscriber or citizen via the following:

- Phone
- E-mail

-
- Voicemail
 - Online Live Chat

After understanding the issue from the customer, Help Center staff attempt to replicate the issue to attempt to resolve the issue in the first customer interaction. If no resolution is made, a support ticket is created within the portal resolution tracking application and documented prioritization procedures are followed to ensure that proper attention is provided to all tickets within the ticketing system. Each ticket will be labeled with Critical, High, Medium and Low level of impact. An estimated response time is assigned to each ticket based on level of impact to the customer or agency. In addition, escalation rules have been assigned for tickets whose resolution timeline have exceeded the agreed upon timelines.

INK provides agencies a dedicated email address to ensure priority attention and timely response is provided.

- **Tools**

Changes to any hardware or software affecting a portal service are reported by initiating a request in the Eventum application. This system gives support resources maximum visibility to all technical environment changes and customer requests. In addition, the tool provides tracking mechanisms to monitor the amount of support hours dedicated to resolving customer requests by application and by agency for feedback to technical analysts for process improvement review.

PORTAL TECHNOLOGY PLAN

The INK portal services are fully hosted in the NIC Corporate Data Center and a replicate network exists at the secondary facility. All portal services and internally managed Web sites can execute in either location and controlled by the global traffic manager. INK considers the security of our partners' and citizens' information critical. Documented steps are taken to safeguard information according to established security standards and procedures, and we continually assess the new technologies for protection mechanisms.

APPROACH

INK plans to implement the supporting tactics focused on Acquisition and Retention.

- **Acquisition**
 - Objective: Attack market and capture greater market share
 - Expansion of KanAccess, the Single Sign-On solution to several services.
- **Retention**
 - Objective: Win over and keep existing target audience.
 - Monitor the integrity and security of the Network from attacks or intrusions.

-
- Monitor the integrity and test the ability to recover the Network from in case of disaster.
 - Explore environmental scan of other state's portals/systems and KS local government portals.
 - Remain relevant in implementing mobile technology solutions.
 - Explore tactics to improve customer's overall experience and keep them engaged.

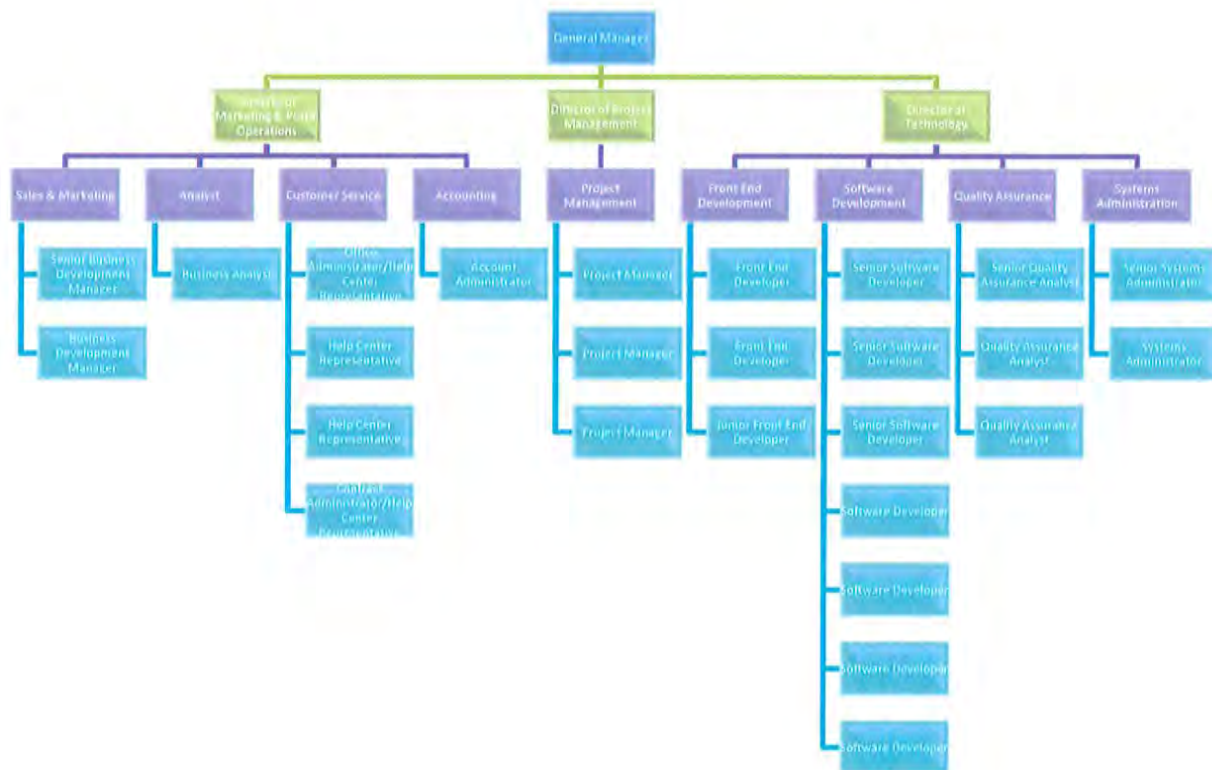
Hardware and Software Listing (current network list will be provided to INK Executive Director under separate confidential cover)

PORTAL STAFFING PLAN

APPROACH

INK outsources the network development and maintenance of the portal. The Network Manager contract requires the vendor provide their staffing plan.

- **Total employee count**
 - 30
- **Open positions**
 - 1 Senior Business Development Manager
 - 1 Help Center Representative
 - 1 Contract Administrator/Help Center Representative



- **12-Month Staffing Plan**
 - KIC will continue its efforts to hire 1 Senior Business Development Manager, 1 Help Center Representative, 1 Contract Administrator/Help Center

Representative. These individuals will ensure partner satisfaction and allow INK to tackle backlog and increase service in short term and long term for better delivery to partners. For 2015, KIC does not plan to hire additional staff.

Staffing Compensation Levels (provided to INK under separate confidential cover)

PORTAL FINANCIAL PLAN

APPROACH

INK will continue to build upon its past success and will closely align its efforts with the INK's Strategic Plan, as mentioned earlier in this document. The adopted strategy focuses on collaborating with state and local government entities to create services, which are enterprise in scope and highly integrated. The vision is predicated upon strategies which constitute the pillars of success. The strategies, objectives and tactics listed in this plan provide the means to accomplish the end result of the vision established by the Information Network of Kansas (INK) Board of Directors: *"Delivering world-class digital Government."*

- Strategy 1
 - Increase awareness of INK to citizens, agencies and businesses.
- Strategy 2
 - Maintain and deliver core values
- Strategy 3
 - Unified Web/Digital strategy
- Strategy 4
 - Diversifying collaborative services.
- Strategy 5
 - Perform portfolio assessment to improve performance, enhance existing services and prioritize.
- Strategy 6
 - Enterprise account management

FINANCIALS

See Appendix A: 2014 INK Budget Summary

GRANTS

INK offers grant awards from its retained earnings that support their statutory mission. The INK Board has developed eight specific statutory and strategic objectives which are used to rate each grant proposal. Annual grant amount availability is determined by INK's annual budgeting process.

Grant applications are considered under the following primary categories:

- Commerce/Kansas Business Center
- Legislative
- Transportation
- Medical Services
- Natural Resources/Agriculture
- Public Safety
- Education
- Infrastructure
- Mini-Grants
- Special Grants

A subcommittee reviews and rates each grant application received. The members of the committee consist of the three Chief Information Technology Officers for the three branches of Kansas government, and one member of the INK Board. The Executive Director and Network Manager serve as support staff to the subcommittee.

Agency grant submissions are reviewed two times per year. Deadline submissions are June 30 and November 30. Grant requests may also be submitted at any time if the grant is \$5,000 or less or if the grant request is a part of another funding line which has response times less than the allotted INK grant deadlines. For these types of grant requests, the requestor must contact the Executive Director for specific requirements prior to submitting the request. Grant applications can be found at www.INK/board/INK_Grants.html.

Each recipient of a grant award is required to submit a quarterly report on the status and progress of the project. If the project qualifies for CITO approval, the requestor is required to submit project approval documentation to ensure compliance with the state's project management methodology.

Upon conclusion of the grant, the INK Board of Directors requires a final report detailing the results and benefits of the grant awarded and may request a presentation from the grant recipient to the INK Board of Directors.

Grant applications and governing policies and procedures can be found at www.INK/board. Since INK's inception in 1990, grant amounts to state sponsored entities have exceeded \$4.2 million dollars to further the INK's mission, the strategic goals of the requesting organizations and support the strategic IT direction of the state. For 2015, the INK Board of

Directors has allocated \$XXX,XXX to grant availability.

EXISTING GRANTS

Kansas State Historical Society: In May of 2014, the INK Board of Directors approved a grant in the amount of \$60,000 to support an initiative to design and install a large touch screen monitor in the visitor center and to design and install information kiosks on all floors of the Kansas statehouse. The 2D graphical location information provided by the monitor and kiosks will include hearing room and legislators office locations. The 2015 ending balance of \$28,510 will be carried forward to 2015.

RESTRICTED FUNDS

Restricted Funds are funds the INK Board has designated for specific purpose or to support existing or multi-year initiatives for the current fiscal year. These funds are discretionary and are reviewed annually. For 2015, the INK Board has designated the following Restricted Funds.

Kansas Business Center: The INK Board of Directors has allocated \$500,000 in 2014 toward the support of the development of a one-stop multi-agency application to assist in state and out of state businesses with the online ability to acquire the necessary filing requirements to register and maintain their business with the Kansas. Ten percent or \$50,000 of this amount has been designated for industry expert seminars and education for the benefit of INK and the state enterprise. The 2014 ending balance of \$327,127 will be carried over to 2015 to assist in the expansion of the number of state entities participating.

Also included in this initiative is the consolidation of user ids and passwords into a single sign-on application offered by INK. This single sign-on ability will eliminate the need to maintain separate electronic identification for each of the each of the entities and in some cases, each of the reporting requirements. Lastly, the initiative is working toward providing a searchable online destination for locating business reporting documentation and providing the designation of whether reporting can be performed online or is a paper based process. This project is a multi-year initiative and will continue throughout 2015.

Public Key Infrastructure

The Public Key Infrastructure (PKI) initiative is an important component of the state's eGovernment security and trust strategy.

The Kansas PKI program is a combination of the interdependence of three areas: policy, process, and technology. The program provides a reliable method of proving and presenting a person's electronic identity that is captured in a digital certificate. The digital certificate can be used to electronically sign contracts, encrypt emails, and provide building and system access.

The Three-Legged Stool

The components of identity management can be thought of as a three-legged stool: (1) institutional policies, (2) business processes derived from those policies, and (3) the technology implementation that supports both the institutional policies and the business processes. Each leg must be built appropriately to provide the balance necessary for a well-established identity management system.

These three components support each other to balance identity management. In particular, accommodating the above motivators requires a centralized approach to policy and management responsibilities for the identity-related services that underlie enterprise-wide and high-assurance-level (high-security) services and non-repudiation auditing requirements.

The State operates a Managed PKI Infrastructure through a contract administered by the Kansas Secretary of State. INK is a voting member of the Information Technology Executive Council (ITEC) which is responsible for the Certificate Policy. INK is also a member of the Information Technology Identity Management Group (ITIMG), a subcommittee of the ITEC responsible for policy recommendations, and regulation recommendation to the Kansas Secretary of State for the Kansas Administrative Rules and Regulations. In 2009, the ITIMG and the Kansas Secretary of State contracted with VeriSign and for a two year contract with two (2) two year renewals. The current contract ends on December 31, 2014.

INK serves as the Registration Authority (RA) for the state and maintains the financial accounts of the initiative. State agencies participate as Local Registration Authorities (LRA). The LRA validates a person's identity and provides the list of individuals for the issuance, suspension, or revocation of an individual's digital certificate. INK communicates with the CA to issue or revoke a digital certificate. INK provides account management, billing and collections. There are currently over 800 Kansas digital certificate holders.

In 2014, Entrust was approved by ITEC as a RA. The state will be issuing digital certificates using Entrust as the CA and RA. Kansas State University intends to issue credentials for all students to consolidate access to facilities, information systems, and campus identification. Multi-factor authentication to sensitive or federal tax information related data is also expected to expand. ITIMG expects all current users of the Symantec model will migrate to the Entrust solution.

In 2015, INK will continue to provide the RA functions until all existing users have migrated to the new environment. The Network Manager will continue to support customer service analysts,

billing analysts and other Registration Authority functions and duties.

CONCLUSION

2015 brings challenges, change and opportunity. INK anticipates a significant increase in demand for technological enhancements to the methods and processes by which Kansas serves its citizens. INK will continue to expand its role in supporting Kansas government while strictly adhering to its statutory mission. Throughout 2015, INK will seek to position itself as a solutions provider to citizens, legislative leaders and agency executives to provide a cost-effective, highly-functional and flexible solution to assist and support the citizens.

APPENDIX A: 2014 PORTAL BUDGET SUMMARY

	<u>2015 Portal Budget</u>
Portal Gross Receipts	\$443,719,744
Agency Fee Submissions	\$435,312,274
Portal Costs	\$2,177,600
Portal Net Revenue	\$6,229,900
Network Manager	\$5,295,415
Retained Earnings	\$934,485
INK Expenses	\$567,089
Portal Net Income Before Grants	\$369,896
Existing Grant & Restricted Fund Balances	\$501,840
Net change in Cash Position	-\$131,944



Information Network of Kansas Inc.

Strategic Plan

2015 - 2017

Introduction

This strategic plan has been developed by the Information Network of Kansas, Inc. Board of directors to provide a disciplined approach to the management and expansion of the official state portal for the state of Kansas for years 2015 – 2017.

The INK strategic plan focuses on collaborating with private companies and state and local government entities to create services which are beneficial to the public, enterprise in scope, highly scalable and integrates with state and local government systems.

Questions or comments regarding the plan may be directed to the Executive Director of INK.

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INK 2015- 2017 Strategic Plan

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Executive Summary

Vision Statement (“What we want to be”)

A recognized leader in the delivery of world-class digital government.

Mission Statement (“Why we exist”)

Create and expand the electronic access to government information.

Guiding Principles (“How we will conduct ourselves”)

- Superior customer service
- Teamwork
- Efficiency
- Innovation
- Conduct ourselves in an ethical manner

Core Values (“What we will strive to attain”)

- Retain self-funded model to provide information for public benefit
- Enterprise focused – public and private
- Improvement through cooperative partnerships
- Forward Thinking
- Good stewards of the data
- Accountable, Responsible and Transparent
- Board member diversity
- Face of e-government

Strategic Goals (“What we want to accomplish”)

- Increase awareness of INK to citizens, agencies and businesses
- Maintain and deliver core values
- Develop a Unified Web/Digital strategy
- Diversify and expand collaborative services
- Perform portfolio assessment to improve performance, enhance existing services and prioritize development
- Develop Enterprise Account Management

Background

Kansas is the birthplace of eGovernment in the United States. In 1990, the Kansas legislature passed [KSA 74-9301](#) et seq., which authorized the creation of the Information Network of Kansas, Inc. (INK) to develop and expand electronic access to Kansas government information and services.

INK's inception was driven from the requirement of citizens and businesses having to physically appear at government organizations to acquire necessary documentation. The development of INK provided the means to electronically deliver information and services for all branches of state government to save state entities, citizens and businesses time and resources.

INK awarded the first network and application development contract in 1991 to the Kansas Information Consortium LLC. INK began by offering a bulletin Board service where users could dial in over a modem to access a small number of services. Citizens and businesses saved tremendous amounts of time and resources with this new capability. In 1997, the portal developed the state's first web portal. After several iterations of new portal infrastructures, new technology implementations and increasing state agency participation, in 2014, the INK Board launched its latest web portal using responsive design to better enable the explosive growth of mobile technologies.

INK contracts with a third party vendor to provide state agencies and local units of government network infrastructure, disaster recovery, electronic payment services, web application development and maintenance, customer support, marketing services, project management, credit card and ACH payment processing services, web hosting, and online forms. These services are provided to all of the agencies at no cost for development and maintenance. INK receives no appropriations from the State General Fund. INK receives remuneration from a nominal enhanced access fee from user generated payment transactions.

The INK Board of directors must approve all contracts with state entities. The self-funded model uniquely supports work to create and maintain services that produce public value at no revenue to the portal. Examples of non-revenue generating services include the creation and support of the state home page, Amber Alert, and license verifications.

The Board of directors developed a grant program to support its statutory missions in 2003. Annually, the Board determines the available grant program amount and agencies are encouraged to apply. The criterion for the grant review is directly based upon the ability of the grant request to satisfy INK statutory and strategic objectives. A subcommittee comprised of one Board member and the Chief Information Technology Officers from each of the branches of state government reviews the request and provides funding recommendations to the INK Board. The INK Board has awarded more than \$4 million dollars to all three branches of state, county and local governments.

INK is currently working with more than 150 state and local government agencies to provide a gateway for the private and public sector to create greater access to government information. For 2013, the portal was accessed by over 1.2 million people from nearly every country in the world.

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These efforts have consistently received recognition as INK has received many national awards for its continued innovation and excellence.

To build upon its past successes, the INK Board of Directors has developed this three-year plan to guide the INK Board's strategic and business activities for the future. The plan is designed to support the rapid pace of technological change to deliver services to citizen and businesses. During the course of this three year strategic plan, INK will develop annual business plans to accomplish the goals set out in this plan.

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Management Board and Staff

The Information Network of Kansas Inc. is responsible for the oversight of the contract for the development of the official Web site for the state of Kansas, Kansas.gov. The INK Board of Directors is comprised of nine public officials and private executives representing both data owners and data users. The Governor appoints the seven of members who serve a three year term and two members are statutory appointed.



The 2014 Board membership includes:

- Mr. Joe Connor represents the Association of Counties and serves as Chairman
- Secretary Kris Kobach is the Secretary of State and serves as the Vice Chairman
- Secretary Jim Clark is the Secretary of the Department of Administration and serves as the Treasurer
- Mr. Terry Holdren represents the Kansas Farm Bureau and serves as the Secretary
- Mr. Gary Landeck represents the Kansas Public Libraries
- Secretary Nick Jordan represents the Department of Revenue
- Mr. Scott Hill represents the Kansas Bar Association
- Mr. Anthony Schlinsog is the Executive Branch Chief Information Technology Officer
- Travis Rozean represents the Kansas Association of Mappers

Four Board member positions are established in INK's statute as a perpetual influence on the management and strategic direction of INK. These positions include Kansas Public Libraries,

INK 2015- 2017 Strategic Plan

Kansas Bar Association, the Secretary of State and the Executive Branch Chief Information Technology Officer. Two members are Executive Branch agency secretaries who are selected by the Governor. The remaining three member groups serve for a three-year term and are nominated by the INK Board of directors to the Governor for selection. Three names are from each member group is submitted to the Governor for consideration of appointment. The current member group representation includes county government, agriculture and geographical information systems.

The Executive Director is the only employee of INK and reports directly to the Board of Directors. This position is responsible for the compliance oversight of the Network Manager contract, customer satisfaction, managing all INK Board expenses, financial audits, and ensures compliance with policies and procedures adopted by the Board. The Executive Director also serves as a voting member of several state policy Boards and councils, including the Information Technology Executive Council, the Information Advisory Board, Information Technology Security Council, Kansas Partnership for Accessible Technology, Geographical Information Systems Policy Board, and the Information Technology Identity Management Group.

The network operations, including all hardware, software and development staff are outsourced to a private company. The Kansas Information Consortium LLC (KIC) employs a thirty person staff dedicated to Kansas agencies to build, operate, maintain and market INK's services and is part of eGovernment firm NIC's (NASDAQ: [EGOV](#)) family of companies. The NIC family of companies provides [eGovernment solutions](#) for more than 3,500 federal, state, and local agencies in the United States.

INK's Vision:

"Delivering world-class digital Government."

INK's vision is predicated upon strategies which constitute pillars for success, each with their own requirements, risks and rewards. The strategies listed in this plan provide the means to accomplish the Board's vision. INK's legislation, KSA 74-9301 et seq. describes the five statutory objectives of INK for serving the public and state entities.

Statutory Objectives

- Increase Citizen/Business Access
- Align to State Initiatives
- Expand Portal Information
- Improve Access Technologies
- Self-funding Revenue Generation

The Board determined the following core values of the organization.

- Retain self-funded model to provide information for public benefit
- Enterprise focused – public and private
- Improvement through cooperative partnerships
- Forward Thinking
- Good stewards of the data

INK 2015- 2017 Strategic Plan

- Accountable, Responsible and Transparent
- Board member diversity
- Face of e-government

Strengths and Weaknesses

The Board participated in following were items the Board articulated as the strengths and weaknesses of INK:

Strengths:

- Adequate funding available: INK Grants
- Board membership diversity provides multiple industry requirement perspectives
- Ability to leverage vendor development teams
- Corporate structure flexibility
- Strong relationship with larger agencies
- Legacy of self-funded model
- Product offerings to customers
- State (state, county, local) enterprise applicability
- Not complacent

Weaknesses:

- Lack of agency focus across the enterprise
- Lack of agency/public understanding of INK's capabilities
- Perception of INK
- Legislative risk – Sweep of funds
- Citizen awareness of Kansas.gov
- Inadequate planning for new technologies
- Slow to adapt to current industry trends and functionality
- Amount of work for single INK employee

Challenges

"The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy."

(Dr. Martin Luther King Jr.)

The challenges INK faces involving technology may not be as daunting as those spoken about by Dr. King, but they remain challenges nevertheless. Today, the INK faces challenges regarding state resources and technology:

- **Fewer human resources:** Efficiency will play a great role in the future. Agency budgets are expected to be reduced significantly and a percentage of State employees will become eligible for retirement. INK's interaction with agencies may be interrupted by organizational change within the agency to adapt. INK must continue to demonstrate and communicate value to state agencies while continuing to introduce innovative technology solutions for the public.

- **Obsolete systems and software:** More than any other facet of business, technology becomes outmoded quickly. Although progress has been made, replacing obsolete technology is a persistent challenge for INK, the state and our shared customers. INK must continue to provide a variety of technologies to integrate with state entities and still meet the progressive needs of our shared customers and provide cost effective services using evolving technologies.

Strategic Goals

The Board determined the goals of the Board over the term of the strategic plan.

- Increase awareness of INK to citizens, agencies and businesses
 - Public information officer
 - Expand agency participation with portal
 - Engage customer groups for service input
 - Develop/Implement Marketing/Education Plan
- Maintain core values
 - Enterprise focused – public and private
 - Improvement through cooperative partnerships
 - Forward Thinking
 - Good stewards of the data
 - Accountable, Responsible and Transparent
 - Board member diversity
 - Face of e-government
- Unified Web/Digital strategy
 - Proactive development of forward thinking grants
- Diversifying collaborative services
 - Unified licensing
 - Open records publication
 - Mobile development
 - Facilitate/enable multi-agency collaborative services
- Perform portfolio assessment to improve performance, enhance existing services and prioritize
 - Improve performance
 - Enhance existing services
 - Assess our capacity
 - Prioritize development
 - Identify opportunities
- Enterprise account management
 - Unified industry approved user interface

Action Items

The Board has developed the following action items for each of the strategic goals.

1. Increase Awareness: Develop a multiple pronged Marketing Analysis: **July 2014**
 - a. Agencies need to know what we can do
 - b. Within the agencies there are two customer groups to address: Decision makers and the agency professionals who are with the organizations through leadership transitions.
 - c. Businesses need to know what we have done.
 - d. Education needs to be performed with not only the agencies and the Administration but also local jurisdictions, the Legislature and Judicial branches. It will be important we understand what our constituents need.
 - e. Who is using our services?
 - f. How do we expand?
 - g. Utilize cross-marketing techniques
2. Apply for National Awards: **Annual Business Plans**
 - a. Create greater national awareness
 - b. Drives more traffic
3. Create a Public Information Office: **End of year 2014**
4. Maintaining Delivery of Core Values
 - a. Maintain portal's sustainability
5. Establish long-term contract with vendor: **May 2014**
6. Develop Leadership Continuity Plan: **1st quarter of 2015**
7. Develop Core Value Measurements: **Annual business plans**
 - a. Detailed in annual business plans
8. Unified Strategy: **End of 1st quarter 2015**
 - a. Outreach with strategically focused grants instead of waiting for entities to approach INK
 - b. Outreach should be anchored in the Portfolio Analysis
 - c. Develop a portfolio of our vendor's portfolio to include the other sister states
 - d. Develop a portfolio of our vendor's capabilities
 - e. Convene user groups to identify their needs
 - f. Develop a collaborative plan between INK and OITS to develop a shopping cart of services
9. Diversify and broaden collaborative services: **Annual business plans**
 - a. Perform environmental scan of other state's portals/systems and KS local government portals

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- b. Select services based upon Goal #1 information
10. Perform Portfolio Assessment: **Sept. 2014**
- a. Create a dashboard for portal and service performance
11. Rationalize portfolio assessment: **Dec. 2014**
- a. Third Party review
 - b. Competitive Bid
 - c. Develop required policy for identified portfolio changes
12. Assess the functionality of Enterprise account management: **Within 3 years**
- a. Need to track usage without requiring user to login
 - b. Assess federated ID/single sign-on capability
 - c. Need to continue and expand collaborative approach to projects, i.e., Kansas Business Center
 - d. Develop a portal page for public information

Conclusion

INK provides enterprise innovation and offers electronic solutions to state and local government entities. The initiatives contained in this plan are designed to accomplish the goals of this plan. INK believes this strategic plan will enhance INK's value to Kansas' state and local agencies. INK strives to provide efficient services to Kansas citizens businesses and government agencies.

INK 2015- 2017 Strategic Plan

Requirements by year:

2014

What: Increase Awareness: Develop a multiple pronged Marketing Analysis
When: A preliminary report to be completed by **July 2014**
Who: KIC and Executive Director

What: Apply for National Awards
When: **2014 business plan and annually**
Who: KIC and Executive Director

What: Create Public Information Office
When: **2014 business plan**
Who: KIC and Executive Director

What: Maintaining Core Values
When: **May 2014**
Who: INK Board of Directors

What: Develop Core Value Measurements
When: **2014 business plan then annually**
Who: KIC and Executive Director

What: Diversify and broaden collaborative services
When: **2014 business plan then annually**
Who: KIC and Executive Director

What: Perform Portfolio Assessment
When: **September 2014**
Who: Board subcommittee, assigned by chair

What: Rationalize portfolio assessment
When: **December 2014**
Who: Board subcommittee, assigned by chair

2015

What: Develop Leadership Continuity Plan
When: **Q1 of 2015**
Who: INK Board Executive Committee

What: Develop Unified Strategy
When: **Q1 of 2015**
Who: KIC and Executive Director

INK 2015- 2017 Strategic Plan

What: Develop Core Value Measurements
When: **2014 business plan then annually**
Who: KIC and Executive Director

What: Diversify and broaden collaborative services
When: **2014 business plan then annually**
Who: KIC and Executive Director

2016

What: Apply for National Awards
When: **2014 business plan and annually**
Who: KIC and Executive Director

What: Develop Core Value Measurements
When: **2014 business plan then annually**
Who: KIC and Executive Director

What: Diversify and broaden collaborative services
When: **2014 business plan then annually**
Who: KIC and Executive Director

2017

What: Apply for National Awards
When: **2014 business plan and annually**
Who: KIC and Executive Director

What: Develop Core Value Measurements
When: **2014 business plan then annually**
Who: KIC and Executive Director

What: Diversify and broaden collaborative services
When: **2014 business plan then annually**
Who: KIC and Executive Director

What: Assess the functionality of Enterprise account management
When: **Q4 of 2017**
Who: INK Board, Executive Director and KIC