

Executive Branch 3-Year IT Plan Update

2025



Submitted by Jeff Maxon
Executive Branch CITO
October 31, 2025

CITO'S MESSAGE



I'm pleased to present the State of Kansas' 3-Year IT Plan, a critical framework that guides our efforts under KSA 75-7209 (c). This plan reflects our shared vision: "Seamless and secure access to digital government resources anywhere, anytime," and represents our continued commitment to improving the delivery of reliable, secure, and cost-efficient enterprise technology and services.

This effort builds upon successful, ongoing collaboration across the Executive, Judicial, and Legislative branches, ensuring a unified and consistent approach to IT planning statewide. The projects and strategic actions outlined are a collective effort to address the evolving needs of our citizens and internal stakeholders, aligning with our four major goals for this new three-year cycle: Operational Excellence, Data Driven Culture, a Cyber Secure and Cyber Aware Environment, and Strategic Technology Transformation.

Across the Executive Branch, we have executed several fundamental strategic advancements that are transforming state service delivery and security. This work includes the successful upgrade of legacy systems and modernization of infrastructure, which has significantly improved efficiency and paved the way for modern digital service offerings. Critical to our security posture was the launch of a full-scale, 24x7 Security Operations Center (SOC), providing continuous threat monitoring and ensuring that comprehensive cybersecurity measures protect citizen data, thereby building public trust. Furthermore, we have set in motion a powerful portfolio of data initiatives designed to fuel smarter, more informed decision-making and operational excellence across all state agencies. These advancements collectively ensure the State of Kansas meets the evolving expectations of Kansans in the digital era.

Thank you, Executive Branch IT, for your forward-thinking work. Your expertise and commitment are the driving force behind our progress, and we are grateful to be building the future of Kansas IT together.

A handwritten signature in black ink that reads "Jeff Maxon". The signature is fluid and cursive, with the first and last names being clearly legible.

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

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CABINET SUCCESS STORIES

Kansas Department of Administration (KDA)



➤ **Application Modernization**

The Department of Administration successfully migrated to DofA and established in-house support for the Kansas Debt Resolution System (KDRS) and the Kansas Treasury Offset Program (KTOP) from the State Treasures Offices.

PeopleSoft Upgrade – Seamlessly upgraded the SMART and SHARP systems through both a PUM and PeopleTools upgrade.

➤ **Business Process Improvement:**

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

KDA has continued the adoption of electronic signature and business workflow automations (using DocuSign). In 2024, the agency added an additional 37 use cases to production which generated the usage of over 6,000 envelopes.

Kansas Department of Corrections (KDOC)



➤ **Connectivity**

Residents' use that is completely segregated from the staff Wi-Fi. This allows residents to complete programming and take college courses from within their cells on approved tablets that use whitelists to allow only access to approved sites.

Kansas Department of Transportation



- **Cybersecurity Advancements and Mitigation:**
KDOT successfully completed a statewide upgrade of computers and servers, which included the deployment of new security tools and patches. This comprehensive effort moved the agency to a state of full compliance in its cybersecurity score, a significant and critical achievement for the security of state infrastructure. The project involved an 8-month statewide deployment, following a successful 3-month pilot in Topeka.
 - **Application Migration:**
KDOT successfully migrated its core Document Management System (DMIS) to the cloud. This was a significant technical undertaking that was completed efficiently in just 6 months, ensuring better data accessibility, reliability, and security for critical documents.
 - **Core Infrastructure and Public Service:**
In parallel, KDOT also successfully upgraded all network equipment and deployed a new, modern public-facing website, improving internal operational speed and the quality of the public experience.
-

Kansas Department of Wildlife and Parks



- **Digitization**
KDWP has completed the CJIS Record Management Project. On August 2024, KDWP implemented electronic tickets, warnings and boating accidents. The new system will allow for better reporting to the public and legislature. KDWP continues to add to the system since the first day, looking to complete the project with the last installment for case and incident reports in October of 2025.
- **Cybersecurity Advancements**
Through four different regional meetings, KDWP IT staff installed endpoint management on all computers in the agency across that state. This has helped in the advancement of the agency's cybersecurity footprint.

NON-CABINET SUCCESS STORIES

Office of the State Bank Commissioner



➤ **Cybersecurity**

The Office focused on creating a resilient environment by enforcing comprehensive security hardening standards across their entire IT infrastructure. This effort goes beyond basic security, systematically configuring every system to meet the highest security benchmarks, which significantly minimizes potential vulnerabilities and the risk of unauthorized access.

Advanced Threat Protection - To ensure real-time defense, the Office successfully migrated its endpoint security to the industry-leading CrowdStrike Endpoint Detection and Response (EDR) tool. This modernization provides:

- 24/7 Real-Time Monitoring: Constant surveillance across all endpoints.
- Advanced Threat Detection: The ability to detect and neutralize even the most sophisticated, evolving cyber threats.
- Rapid Incident Response: A dramatic improvement in the speed and effectiveness of their security team to analyze and respond to any potential issues.

Board of Barbering



➤ **Data Integration**

The Board of Barbering has successfully integrated with OneDrive for electronic file access, marking a significant step in digitizing their record-keeping and workflow.

This successful integration has directly led to a reported increase in efficiency across the Board's operations. By moving from manual, physical files to secure, cloud-based electronic access, the Board is streamlining its processes, ensuring faster access to necessary records, and dedicating more time to serving the public and industry professionals.

Behavioral Sciences Regulatory Board



➤ **Digitization and Process Improvement**

By implementing changes to our document retention schedule, we have been able to archive over 30 file cabinets of paper records, which has allowed us increased space for staff members.

In FY 2025, the agency partnered with CE Broker to provide a free optional portal to permanent licensees to upload documentation of continuing education hours.

Division of the Budget



➤ **Application Modernization**

- **Budget Process Modernization with PowerBI:** The Division successfully implemented the PowerBI Budget Modernization Project. This new system creates a single, authoritative source of truth for budget data, fundamentally streamlining the entire process and improving accuracy.
 - **Increased Transparency in Expenditure:** To enhance fiscal clarity, the Division developed and launched the PowerBI Expenditure Authority Report. This new report provides timely and clear insights into the state's expenditure authority, offering a new level of transparency to stakeholders.
 - **Digital Access to Budget Documents:** In a major step toward public accessibility, the Division completed the Modernization of the Budget Books and Governor's Budget Report. For the first time, these key documents are now available online, making essential financial information easily accessible to the public.
-

Office of the Child Advocate



➤ **Application Modernization**

OCA worked with OITS and Granicus to successfully launch a new updated website.

Board of Healing Arts

➤ **Security Enhancements**

The Board of Healing Arts has successfully completed its Agency Firewall Replacement project. The project involved a full switchover to new ConvergeOne/Palo Alto Firewalls.

Human Rights Commission



➤ **Hardware Modernization**

With OITS guidance, the Kansas Human Rights Commission in July -August 2025 transitioned away from Windows 10 computers and laptops to Windows 11 laptops. The agency also replaced aged monitors and any defective printers to increase efficiency and customer satisfaction.

➤ **Digitization and Process Improvement**

In July 2025, the agency implemented e-mail signature blocks in compliance with Department of Administration direction.

➤ **Cybersecurity**

In calendar year 2024, KHRC staff completed the OITS cybersecurity training and executive leadership attended the Governor's Cybersecurity Summit 2024. Calendar year 2025 OITS cybersecurity training has been completed by most staff with a few remaining staff to complete the training prior to year-end.

In 2024, the Kansas Human Rights Commission, with guidance from Kansas Adjutant General staff, successfully updated its Continuity of Operations Plan (COOP).

State Board of Indigents Defense Service



➤ **Improvement of Customer Experience**

- BIDS successfully focused on improving service access across the state, which included:
- Opening a new Public Defender Office in Douglas County.
- Expanding the Olathe Office into new space.
- Opening a new Public Defender Office in the 11th Judicial District (Crawford, Labette, and Cherokee counties).
- Establishing a new DPDU Office.

➤ **Infrastructure Modernization**

- To support its expanding services and enhance security, BIDS completed several major IT upgrades:
- Cybersecurity Enhancements: Key projects included the Email Firewall Migration and upgrading to the more secure .gov Top-Level Domain (TLD) for the agency website.
- System Upgrades: BIDS upgraded its Primary File Server, Primary Application Server, and Field Office Switches.
- User and Communication Improvements: Projects were completed to upgrade phone systems and modernize desktop user computers.

These crucial investments in technology and physical infrastructure directly support BIDS's mission to provide high-quality indigent defense services across the state.

Judicial Council



➤ **Improvement of Customer Experience**

The Council is actively working on a complete redesign of its website. This project aims to enhance public access to the Council's legal research, statutory review recommendations, and publications, making vital information more user-friendly and accessible to legal professionals and the public.

➤ **Application Modernization**

The Council is implementing a new Document Management System. This will be a critical upgrade to its internal processes, improving the efficiency of creating, storing, and managing important legal documents and research materials.

State Library



➤ **Application Modernization**

The Library is actively working on replacing its core Integrated Library System, which is a foundational project to modernize its ability to manage, circulate, and provide access to its vast collection of physical and digital materials. This initiative aims to enhance the user experience and streamline internal operations.

Kansas Lottery



➤ **Improvement of Customer Experience**

Improve Customer Experience: Provide citizens with a seamless, modern, and accessible way to interact with the agency.

➤ **Increase Accessibility: Ensure participation is convenient for everyone across the state.**

Future-Proof Operations: Establish a stable, modern digital foundation capable of supporting future services and growth.

Kansas Board of Nursing



➤ **Digitization and Process Improvement**

Digitization of Core Records: In 2025, the agency successfully digitized its discipline and investigative records. This massive undertaking converted approximately 541 standard-size banker boxes, encompassing an estimated 2 million pages and more than 40,000 individual case files and meeting records, into an electronic format.

Preserving Historical Documents: KSBN launched a second phase in August 2025 to convert their Board Meeting Packet records. This includes 65 binders of historical documents dating back to the 1980s, which are being digitized to enhance accessibility.

Commission on Peace Officers' Standards and Training



➤ **Digitization and Process Improvement**

Records Management System (RMS) Replacement: CPOST is actively working to replace its existing records management system. This core project is essential for streamlining internal operations, improving data accuracy, and ensuring the efficient management of peace officer records and training data.

Improvement of Customer Experience

Public-Facing Website Development: CPOST is developing a brand-new public-facing website. This modernized resource will enhance transparency and make information about standards, training requirements, and certified officers more accessible to law enforcement agencies and the public.

Application Modernization

Enterprise Licensing Platform: The Commission is actively participating in the bid process for the statewide enterprise licensing contract (Accela). This is a crucial step toward implementing a modern, efficient licensing and certification system for all peace officers.

Kansas Board of Pharmacy



➤ **Application Modernization**

Licensing System Modernization: The Board of Pharmacy is actively participating in the bid process for the statewide enterprise licensing contract (Accela). This is a crucial step toward implementing a modern, efficient licensing system that will benefit both licensees and the public through a streamlined, user-friendly platform.

E-Prescribing and PDMP Integration: The Board is working to integrate the Kansas Prescription Drug Monitoring Program (PDMP) with E-Prescribing systems. This integration is designed to improve patient safety by ensuring prescribers have more complete and timely access to a patient's prescription history directly at the point of care.

Racing and Gaming



➤ **Application Modernization**

Artificial Intelligence (AI): Utilized for adaptive traffic analysis and anomaly detection, allowing the firewall to learn and predict new attack patterns.

➤ **Cybersecurity Enhancements**

Intrusion Prevention System (IPS): Actively blocks threats, preventing malicious network traffic from ever reaching internal systems.

Intrusion Detection System (IDS): Provides continuous monitoring and alerts on suspicious activities, ensuring rapid response to potential security events.

Kansas Real Estate Commission



➤ **Improvement of Customer Experience**

New Agency Website: The development of the Agency Website is underway, aiming to provide the public and licensees with a more streamlined and user-friendly experience for accessing information and services.

➤ **Application Modernization**

Enterprise Licensing Platform: The Commission is actively participating in the bid process for the statewide enterprise licensing contract (Accela), which is a crucial step toward implementing a modern, efficient licensing system.

Board of Tax Appeals



➤ **Improvement of Customer Experience**

BOTA successfully launched a new public-facing portal that allows citizens and legal representatives to file appeals, submit evidence, and track the status of their cases entirely online. This has dramatically reduced reliance on paper mail and in-person filing, leading to a 20% faster initial case processing time.

➤ **Digitization and Process Improvement**

The Board implemented a new Document Management System (DMS) to digitize over a decade of historical case files and streamline the handling of all new evidence. This shift has eliminated the need for offsite paper storage and provides staff and judges with instant, secure access to all necessary documents, speeding up research and decision making.

Kansas Board of Veterinary Examiners



➤ **Digitization and Process Improvement**

- The Board successfully completed the transition of its annual renewal process for all veterinarians and veterinary technicians entirely online. This digital shift has:
- Eliminated the need for paper applications and manual payment processing.
- Streamlined the process, reducing administrative overhead and speeding up license issuance.

➤ **Application Modernization**

- The agency completed a full redesign and migration of its public-facing website. The new site features a new, centralized online database for license verification, making it faster and easier for the public and employers to confirm a licensee's status.
 - The Board is actively participating in the bid process for the statewide enterprise licensing contract (Accela). This initiative is designed to modernize its core licensing and complaint management system, promising an even more efficient and user-friendly platform in the near future.
-

REGENT SUCCESS STORIES

Emporia State University (ESU)



➤ **Hardware Modernization**

- Implemented Centralized Deployment PC Installation across all of campus. This will ensure consistency in setup, improve efficiency, and reduce the time and effort required for individual PC installations. FY24 savings were estimated at \$100,000.
- Completed the Interior Camera Project across campus to enhance security and safety, providing a safe learning and living environment for students.
- ESU successfully implemented the initial phase of the Campus Digital Door Enhancement Project, which aimed to provide at least one electronic door access entry for each building across campus.
- ESU successfully installed a new generator for Cremer Hall, which houses the campus data center and IT offices.

➤ **Security Update**

- ESU successfully implemented Duo Multifactor for Students + Gmail 2-factor Authentication, adding an extra layer of security beyond just a password. This significantly reduces the risk of phishing attacks.
- successfully implemented migrating the Banner systems to the Cloud. This allows for improved performance and reliability as well as advanced security features and compliance.

Fort Hays State University



➤ **Technology Alignment**

FHSU has successfully completed a technology alignment project that brings its affiliate schools, Fort Hays Tech – Northcentral and Fort Hays Tech – Northwest, onto a unified Learning Management System (LMS).

As of this fall, both affiliate schools will be utilizing Blackboard, the same powerful LMS used by FHSU.

Kansas State University (KSU)



➤ **Improved Student Experience:**

- K-State implemented a new, streamlined graduation application process using PeopleSoft, removing manual steps and reliance on multiple systems for all graduating students.
- The undergraduate admissions process was enhanced with the implementation of the Slate Enrollment Management Platform.
- They launched a modernized Fluid Course Search, which improves the user experience for public searching of K-State courses.

➤ **Enhanced Security and Data:**

- K-State successfully completed the implementation of the Snowflake Enterprise Data Warehouse.
- They modernized the University's Single Sign-On (SSO) process, making it more accessible and user-friendly.
- The University recovered hundreds of systems, servers, and processes following a cyber incident, showcasing their resilience.
- The emergency management communication system was strengthened by moving to a mandatory 100% inclusion of modern, standardized emergency contact numbers and emails.

➤ **System Modernization:**

- They are removing custom processes and code by adopting cloud and vendor-supported solutions for transfer review and evaluation.
 - Regulatory compliance for financial aid was maintained by modernizing FWS and FAFSA processing.
-

Pittsburg State University (PSU)



➤ **Security & Data Management:**

- Pitt State implemented a Disaster Recovery Solution to ensure continuity of operations for critical systems.
- They successfully implemented the Snowflake Enterprise Data Warehouse, providing a modern, scalable platform for data analytics and reporting.

➤ **System Upgrades & Modernization:**

- The University successfully completed a Network Core Upgrade, which significantly increased capacity and reliability across the campus network.
- They successfully completed the ERP Upgrade to PeopleSoft HCM and CS 9.2, ensuring the core enterprise resource planning systems are modern and fully supported.
- The Student System Portal was modernized, improving the user experience for students accessing essential services.

➤ **New Infrastructure & Applications:**

- The University successfully deployed the Ellucian CRM Advise application, enhancing their advising capabilities for students.
 - They completed the deployment of Ignition as a new building automation platform, improving control and efficiency of campus facilities.
-

University of Kansas (KU)



➤ **Core Systems and Digital Transformation**

- **Workday Implementation:** The University successfully completed the full implementation of Workday for its core administrative functions, including HR, Finance, Payroll, and Grants. This replaces disparate legacy systems with a unified, cloud-based platform for enhanced efficiency and data accuracy.
- **Digital Health Transformation:** KU has completed its Digital Health Transformation initiative, focusing on improving the patient and provider experience, enhancing clinical workflows, and achieving greater interoperability between systems.

➤ **Cybersecurity Enhancement**

- **Security Enhancement Roadmap:** The University successfully executed its comprehensive Security Enhancement Roadmap. Key components completed include the rollout of Multi-Factor Authentication (MFA) across all critical systems and significant server and network hardening projects to protect against emerging threats.

➤ **Strategic Infrastructure for the Future**

- **Network Infrastructure Overhaul:** KU has a major project underway to overhaul its network infrastructure, which includes a complete upgrade of the campus-wide backbone and edge networking to support future bandwidth and research needs.
 - **Research Data Management Platform:** An ongoing project is the development of a dedicated Research Data Management Platform, designed to provide researchers with state-of-the-art tools for secure data storage, access, and collaboration.
-

OFFICE OF INFORMATION TECHNOLOGY SERVICES (OITS) SUCCESS STORIES

➤ **Launch of the 24x7 Security Operations Center (SOC)**

- OITS successfully launched a full-scale, 24/7 Security Operations Center (SOC). This is a crucial milestone that moves the state from reactive to proactive cybersecurity. The new SOC provides:
- Around-the-Clock Monitoring: Continuous surveillance of all critical state systems.
- Rapid Threat Detection: The ability to detect and neutralize advanced cyber threats in real-time.
- Enhanced Incident Response: A dedicated team and centralized capability to manage and mitigate security incidents at any hour.
- This operational achievement significantly raises the state's security baseline, protecting critical infrastructure and citizen data.



➤ **Appointment of the State's First Chief Data Officer (CDO)**

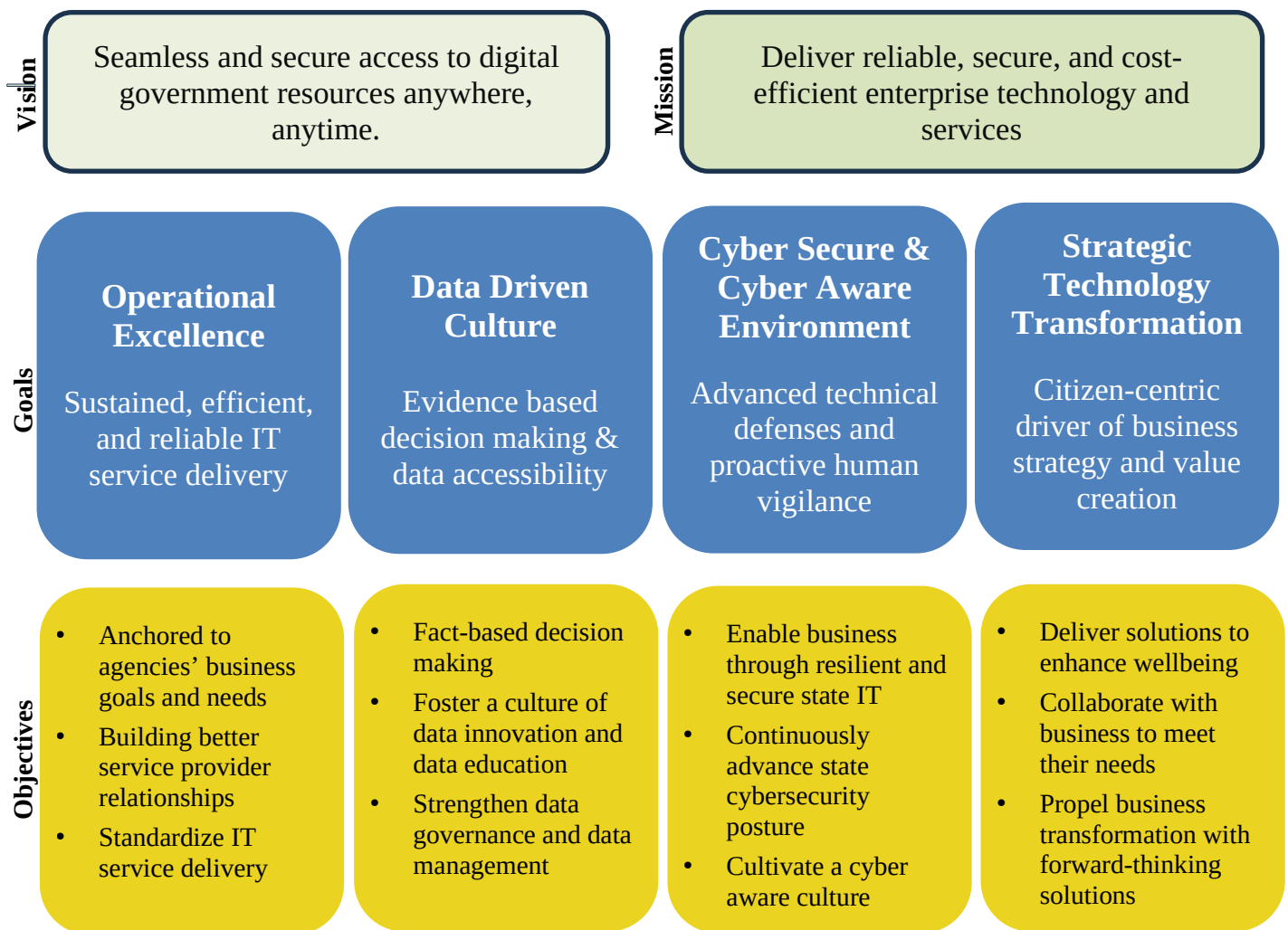
In a major strategic move, OITS led the successful effort to hire the state's first-ever Chief Data Officer (CDO). This new executive role is tasked with:

- Data Governance and Strategy: Establishing state-wide standards for data management, quality, and use.
- Driving Innovation: Unlocking the value of state data assets to improve decision-making, optimize service delivery, and foster innovation across all agencies.
- The CDO role is key to transitioning the state into a truly data-informed organization, improving transparency, and maximizing the effectiveness of public funds.

EXECUTIVE BRANCH IT FRAMEWORK & OBJECTIVES

Executive Branch IT has updated the Strategic Framework this year to align with the vision and mission for the next three years. This framework will serve as a guide to ensure alignment of projects and initiatives with key goals, vision, and mission of the organization.

As agencies align their projects with this framework and its objectives, there is increased clarity on how each effort supports the overall Executive Branch IT Goals. The diagram below illustrates the framework and relationship between its goals and objectives.



Enterprise Assessment Summary

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

Since 2022, OITS has asked agencies to identify the objectives of their IT strategic actions as listed below:

- Statutory or Regulatory or Policy Compliance
- Continuous Improvement of Customer Experience
- Promotion of Agency Services
- Digitization or Process Improvement
- Quality Assurance or Audit
- Cybersecurity
- Infrastructure Modernization
- Application Modernization
- IT Skill Enhancement
- Other

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

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

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

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

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

CABINET SUBMISSIONS

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

<u>OFFICE OF IT SERVICES</u>	21
<u>ADMINISTRATION</u>	28
<u>AGING AND DISABILITY</u>	32
<u>AGRICULTURE</u>	36
<u>CHILDREN AND FAMILIES</u>	40
<u>COMMERCE</u>	45
<u>CORRECTIONS</u>	48
<u>HEALTH AND ENVIRONMENT</u>	53
<u>HIGHWAY PATROL</u>	57
<u>LABOR</u>	61
<u>REVENUE</u>	73
<u>TRANSPORTATION</u>	76
<u>WILDLIFE AND PARKS</u>	80

Office of Information Technology Services (OITS)

Agency/Organization Leadership:

Jeff Maxon

Secretary / Chief Information Technology Officer
(CITO)

Jared Harsin

Chief of Staff

Tanya Rodriguez-Heffel

Chief Technology Officer

John Godfrey

Chief Information Security Officer

Andrew Eichinger

Chief Information Technology Architect

Kimberly DeWitt

Chief Data Officer

Agency Information:

Vision: Seamless and secure access to digital government resources anywhere, anytime.

Mission: Deliver reliable, secure, and cost-efficient enterprise technology and services.

Budget: \$69,798,754

Website: <https://ebit.ks.gov/oits/home>

Goals and Objectives:

- Operational Excellence - Creatively execute on business strategy effectively and efficiently.
- Data Driven Culture - Foster a culture where decisions are guided by accurate, accessible data and analytical insights to drive continuous improvement and organizational excellence.
- A Cyber Secure and Cyber Aware Environment - Establish and maintain a resilient digital environment where security is embedded in every process and employees are empowered through awareness to proactively safeguard information and systems.

- Strategic Technology Transformation - Drive the intentional modernization of technology, processes, and capabilities to align with organization strategy, enhance efficiency, and deliver long-term digital value

Agency Number: 335

Agency Funding Mechanism: State Funding, Fee Funding

Number of Employees: 126

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Budget: N/A

Office of Information Technology Services

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
AI Use Case Inventory	Infrastructure Modernization, Application Modernization, Cybersecurity, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Dependencies: Strong executive sponsorship (Gov office/Cabinet), engaged Agency leadership, clear enterprise framework, enterprise collection/tracking of AI projects. Risks: Shadow AI-use, agency resistance to oversight, inflexibility of strategy, insufficient funding	N/A			
Business Relationship Management (BRM) Function	Continuous Improvement of Customer Experience, Digitization or Process Improvement, Promotion of Agency Services, IT Skill Enhancement	Dependencies: BRM skillset developed/assigned to agency role, consistent service catalog management, intentional feedback/trust-building paths with agencies Risks: process/alignment gaps in services vs. needs, inconsistent relationships, agency resistance	N/A			
Cyber Preparedness Training	Cybersecurity, IT Skill Enhancement, Other	Staff & Agency Engagement	Process improvement and efficiency, User Satisfaction, Reporting and Analytics			
Data Asset Inventory	Infrastructure Modernization, Application Modernization, Cybersecurity, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Dependencies: Creation/adoption of foundational data policy/tools/standards, active agency engagement/participation, enterprise data governance platform. Risks: Inconsistent agency adoption, agency reluctance to document sensitive data assets	Process improvement and efficiency, User Satisfaction, Reporting and Analytics			
Disaster Recovery and Business Continuity	Cybersecurity, Statutory or Regulatory or Policy Compliance	Agency Adoption & Engagement, Implementation, Agency Availability, Software Platform Availability	Communication Effectiveness, Resource Allocation Efficiency, Critical Process Identification			

Office of Information Technology Services

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
End Point Detection and Response: Phase 2	Application Modernization, Cybersecurity	Agency Adoption & Engagement	Agency adoption, Deployment Rate, Threat Detection Rate			
Enterprise Data Exchange	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Dependencies: Strong executive sponsorship (Gov office/Cabinet), engaged Agency leadership, agency data strategy/modernization. Risks: Lack of agency engagement, cost overruns from infra/licensing/maintenance	N/A			
Enterprise Data Governance	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Dependencies: Strong executive sponsorship (Gov office/Cabinet), engaged Agency leadership, oversight committee/structure Risks: Agency resistance/disregard, negative perception of "unneeded bureaucracy", inconsistent support/implementation	N/A			
Enterprise Data Strategy	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Digitization or Process Improvement, Quality Assurance or Audit	Dependencies: Strong executive sponsorship, engaged Agency leadership, proper integration into existing/new IT/policy frameworks, enterprise data governance platform Risks: Inconsistent executive alignment, inflexibility of strategy, insufficient funding	Process improvement and efficiency, User Satisfaction, Reporting and Analytics			
Enterprise Data Training	Statutory or Regulatory or Policy Compliance, IT Skill Enhancement	Dependencies: Enterprise training roadmap, Agency leadership support, access to scalable/transferable platforms/content. Risks: capacity/implementation gaps, inconsistent application of policy/data ops	N/A			

Office of Information Technology Services

3-Year Strategic Roadmap

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	2026		
				2025	2026	2027
Enterprise Licensing Platform (11 NCAs)	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Agency Adoption & Engagement	Customer adoption, Accessibility and User Experience, Process Improvement and Efficiency, Reporting and Analytics, Security and Data Protection			
Enterprise Open Data	Infrastructure Modernization, Application Modernization, Cybersecurity, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Dependencies: Strong executive sponsorship, engaged Agency leadership, established data policies around classification/categorization, retention; agency collaboration, open data platform. Risks: Diminished public trust due to data quality/value, agency resistance to transparency, insufficient funding	N/A			
Firewall Infrastructure Upgrade	Infrastructure Modernization, Cybersecurity	Staff & Agency Engagement	N/A			
Identity & Access Management (IAM) - Phase 1	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity	Implementation, Agency Adoption & Engagement, Agency Availability, Operational Funding	Security and Incident Response, Compliance Adherence, Password Management			
IT Service Management: Maturity Enhancement	Continuous Improvement of Customer Experience	Agency Adoption & Engagement	Process improvement and efficiency, User Satisfaction, Reporting and Analytics			

Office of Information Technology Services

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Road map		
				2025	2026	2027
KANWIN - CORE Network Redundancy	Infrastructure Modernization	Implementation	Infrastructure Stability, Service Availability			
KANWIN - Wi-Fi Network Modernization - Phase 2	Infrastructure Modernization	Funding	User experience, Network Performance, Coverage and Signal Strength			
SB 291 Consulting Services	Statutory or Regulatory or Policy Compliance	Dependencies: Staff availability. Risk: Limited time	N/A			
ServiceNow Configuration Management Database / Hardware and Software Asset Management Solution	Continuous Improvement of Customer Experience, Digitization or Process Improvement	Implementation, Staff & Agency Engagement	Process improvement and efficiency, User Satisfaction, Reporting and Analytics			
SoK Cloud Forward Strategy - On-going	Infrastructure Modernization	Agency Adoption & Engagement, Funding, implementation	Infrastructure Stability, Service Availability			

Office of Information Technology Services

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Telephony in the Cloud	Infrastructure Modernization, Continuous Improvement of Customer Experience, Cybersecurity	Staff & Agency Engagement	Infrastructure Stability, Service Availability			
Telephony in the Cloud	Infrastructure Modernization, Continuous Improvement of Customer Experience, Cybersecurity	Staff & Agency Engagement	Infrastructure Stability, Service Availability			

Department of Administration (DOA)

Agency/Organization Leadership:

Adam Proffitt
Secretary

Kraig Knowlton
Deputy Secretary/Director of Personnel Services

Frank Burnam
Deputy Secretary/Director of Facilities & Property
Management

Samir Arif
Chief of Staff/Director of Public Affairs

Jordan Brewer
Chief Counsel

Josh White
Chief Information Officer (CIO)

Nancy Ruoff
Director of Accounts & Reports

Todd Herman
Director of Procurement and Contracts

Chris Mitchell
Director of Financial Management

Sherita Jackson
Director of Printing, Mailing & Surplus Property

Jennifer Flory
Director of State Employee Health Benefits Program

Agency Information:

Vision: N/A

Mission: Our customers are Kansas taxpayers and our fellow state employees and agencies. It is our mission to provide excellent customer service, every time.

Budget: \$993,100,000

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

Agency Number: 173

Agency Funding Mechanism: State Funding, Fee Funding

Number of Employees: 470

Number of Kansas Citizen Customers: 2,980,000

Agency IT Information:

Vision: Think analytically, communicate effectively, develop efficiently, help dependably.

Mission: Provide effective, efficient and innovative technology processing and solutions.

Budget: \$9,023,882

Number of Employees: 30

Department of Administration

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Business Application Modernization	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Statutory or Regulatory or Policy Compliance	Dependencies: Alignment, data & infra readiness, integrations, resources, compliance, change & training Risks: Scope creep, disruption, data/security issues, adoption, skill gaps, vendor lock-in, compliance	Time to Deployment, Cost Management, Performance & Efficiency, User adoption, Security & Compliance, Business impact & ROI, Data Governance, Innovation & flexibility			
Cloud Adoption and Optimization	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, IT Skill Enhancement	Dependencies: Infra readiness, cloud strategy & provider, integrations, data governance, change mgmt & training Risks: Security/privacy, vendor lock-in, compliance, downtime, data loss, migration complexity, shadow IT, skill gaps, multi-cloud challenges, governance	Cloud resource utilizations, cost efficiencies, performance and reliability, scalability, performance, operational efficiencies, UI			
Cybersecurity Enhancement	Infrastructure Modernization, Application Modernization, Cybersecurity, Statutory or Regulatory or Policy Compliance, IT Skill Enhancement	Dependencies: Security frameworks, compliance, skilled personnel, budget, business-IT alignment, incident & disaster response Risks: Complexity, business disruption, change resistance, integration issues, emerging threats, vendor lock-in, insider threats	Incident and threat management, patch management, access management, security awareness and compliance, system security, device security, data protection and loss prevention, risk management, cost efficiency			
Digital citizen/user engagement and services	Application Modernization, Continuous Improvement of Customer Experience, Quality Assurance or Audit, Promotion of Agency Services, IT Skill Enhancement	Dependencies: scalable tech, data management, user-focused design, stakeholder collaboration, compliance, cybersecurity, system interoperability Risks: tech failures, data/privacy breaches, data integrity, access inequality, limited resources, user misalignment, rapid tech changes	User adoption rate, User satisfaction, Response time, Engagement rate, cost per transaction, valuable feedback, traffic sources/referrals, digital literacy improvement			

Department of Administration

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Disaster recovery and business continuity	Cybersecurity, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Dependencies: infrastructure assessment, stakeholder alignment, compliance understanding, BIA, backup solutions, testing/maintenance, communication protocols, training, vendor coordination Risks: tech failures, human error, non-compliance, vendor risk	Recovery time objective, recovery point objective, successful test rate, mean time to recovery, cost of downtime, % of critical functions supported, compliance with recovery procedures, frequency of backup, incident response time			
IT process automation and efficiency	Application Modernization, Continuous Improvement of Customer Experience, Quality Assurance or Audit, IT Skill Enhancement	Dependencies: process documentation, stakeholder alignment, IT infrastructure, data quality, compliance, vendor/tool selection, change management, employee buy-in Risks: tech failures, data issues, compliance/security risks, vendor lock-in	Process cycle time, automation rate, error rate, cost savings, employee productivity, user satisfaction, time to market, volume of transactions processed			
IT workforce training and development	Continuous Improvement of Customer Experience, IT Skill Enhancement	Dependencies: customized training, management support, learning tech, curriculum, culture, time, career paths, tech adoption Risks: poor training, low engagement, turnover, retention issues, lack of personalization, cultural pushback, overdependence on training	Participation, Performance improvement, Retention, Employee satisfaction, Career Development, Innovation, Knowledge transfer			

Department of Aging & Disability Services (KDADS)

Agency/Organization Leadership:

Laura Howard
Secretary

Tom Pagano
Chief Information Officer (CIO) or IT Head

Agency Information:

Vision: The Kansas Department for Aging and Disability Services envisions a community that empowers Kansas older adults and persons with disabilities to make choices about their lives.

Mission: The Kansas Department for Aging and Disability Services mission is to protect Kansans, promote recovery and support self-sufficiency.

Budget: \$2,302,423,752

Website: <https://www.kdads.ks.gov/home>

Goals and Objectives:

- Modernization - Electronic Health Record Solution • Implement Enhanced Technology
 - Consolidate DCF/KDADS Infrastructure and Support • Upgrade applications as prioritized by Business
- Self-Direction and Determination - Revitalize self-direction offerings • Support self-direction and self-determination through programming policies
- Decision-making - Improve consumer-driven decision-making and program design
- Employment - Increase meaningful and community-integrated employment opportunities for populations served by KDADS • Collaborate with other State Agency's such as Department of Labor, Commerce, and DCF (Rehab Services)
- Housing - Implement comprehensive approaches to link target populations to accessible community-based housing (partnership goal)
- Workforce - Improve workforce development across the state • Staff retention options
- Data - Establish access to data for the data team Enterprise Data Warehouse / Microsoft Power BI
- Prevention - Adopt strategic prevention framework

Agency Number: 39

Agency Funding Mechanism: State Funding, Federal Funding

Number of Employees: 2,619

Number of Kansas Citizen Customers: 103,500

Agency IT Information:

Vision: HS-EBIT partners with and provides IT support to KDADS, KDCF, the State hospitals and the citizens of Kansas.

Mission: To be an IT organization that successfully supports KDADS, KDCF, the State hospitals and the citizens of Kansas. Put our customers and citizens first in everything we do.

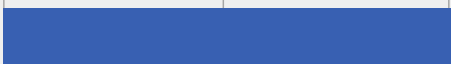
Budget: \$49,774,608

Number of Employees: 163

Department of Aging & Disability Services

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Data Center 2.0 (DCaaS Vendor Migration) (KDADS)	Continuous Improvement of Customer Experience	Service outage during migration, Vendor performance issues	N/A			
Establish Enterprise Architecture/Data and Analytics Strategy (KDADS)	IT Skill Enhancement	Cross-functional stakeholder agreement, Strategy misaligned with program Lack of skilled architects	N/A			
Firewall Upgrade (KDADS)	Infrastructure Modernization, Cybersecurity	Network outage during upgrade, Post-upgrade security vulnerabilities, Coordinated application maintenance windows	N/A			
Formalize IT Governance approach (KDADS)	Continuous Improvement of Customer Experience	"Low adoption of framework, Executive leadership buy-in, Resistance from IT teams	N/A			
IT Support for new hospital construction (Wichita)	Promotion of Agency Services	Timely property handover, Critical equipment availability, Inter-agency (KDOT/OITS) coordination	N/A			

Department of Aging & Disability Services

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Medicaid Functional Eligibility Instrument (MFEI) Implementation	Application Modernization	Insufficient program funding, Shifting political priorities	N/A			
Server Modernization (KDADS)	Infrastructure Modernization	Competing inter-agency priorities, Service disruption during migration	N/A			
ServiceNow Integration (BA's and App Devs) (KDADS)	Continuous Improvement of Customer Experience	Available ServiceNow environment, Ticket migration from CQ to Snow	N/A			
State Hospital & SUD Electronic Health Record (EHR)	Application Modernization	Political Risk, Governance of Shared Model	N/A			

Department of Agriculture (KDA)

Agency/Organization Leadership:

Mike Beam
Secretary

Kelsey Olson
Deputy Secretary

Stephanie Kramer
Chief Counsel

Shawn Lane
Chief Information Officer (CIO)

George Blush
Director of Agribusiness Services Division

Agency Information:

Vision: Kansas will be an ideal environment for long-term, sustainable agricultural prosperity and statewide economic growth.

Mission: The Kansas Department of Agriculture is committed to a balanced approach of:

- Serving Kansas farmers, ranchers, agribusinesses, and the consumers/customers they serve;
- Advocating for and promoting the agriculture industry, the state's largest industry, employer and economic contributor; while
- Supporting Kansas and its citizens by ensuring a safe and sustainable food supply, protecting public health and safety, conserving water and other natural resources, protecting animal and plant health, and providing consumer protection to the best of our ability.

Budget: \$56,127,607

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

Goals and Objectives: The Kansas Department of Agriculture will achieve its vision and mission by:

- Creating a “best-in-state plus” workforce and a work environment with a positive culture and attitude;
- Working diligently to make the agency more innovative and efficient while streamlining program operations;
- Fulfilling and upholding statutory and regulatory obligations fairly, transparently, efficiently and effectively;

- Working with industry partners to guarantee the interests of Kansas and the agriculture industry are considered in state and federal policy decisions;
- Providing customer support, timely responsiveness, educational resources, and critical information to all Kansans;
- Broadening the understanding and appreciation of agriculture and its economic contribution amongst Kansas citizens;
- Providing support and assistance to help make Kansas businesses more successful, grow rural communities, expand markets for Kansas agricultural products, level the playing field, grow the agricultural workforce, and encourage more farms, ranches and other agriculture businesses to expand in or relocate to Kansas; and
- Being a model state agency.

In order to achieve our agency goals and maintain an achievable focus, the following objectives are:

- Improving customer service and compliance training for all customers and licensees;
- Streamlining and automating internal and external systems and continuing to identify opportunities for program and agency efficiencies in daily business activities;
- Performing daily responsibilities effectively and efficiently with a focus on customers served and cross training when appropriate;
- Evaluating and adjusting program, division and agency structure to continually improve effectiveness and efficiency;
- Eliminating unnecessary and outdated regulations and/or agency activities;
- Enhancing internal communications and professional development opportunities for agency staff;
- Recruiting and retaining high quality employees — the right people, doing the right thing, with the right attitude;
- Continuing to build upon a commonsense policy and regulatory agenda and influencing federal policy issues in accordance with industry needs and interests;
- Growing agriculture in the state, eliminating barriers to growth, developing workforce, and building marketing activities in-state, out-of-state, and globally;
- Developing strategic partnerships with Kansas State University and other potential partners to better serve Kansans and the agriculture industry; and
- Advocating for agriculture at all levels and providing industry outreach.

Agency Number: 46

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

Number of Employees: 298

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: The Kansas Department of Agriculture will serve as a model for business efficiency and citizen engagement through the use of innovative technology.

Mission: KDA IT shall serve the agency as a transformative IT partner by providing an excellent customer experience, talented people, adaptability for change, technology innovation, IT leadership, and the right culture for IT transformation.

Budget: \$1,638,791

Number of Employees: 5

Department of Agriculture

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Agriculture Information Management Service (AIMS) Modernization	Application Modernization	Program Funding	Improved Process Efficiency			
Improve Agency CRM	Continuous Improvement of Customer Experience	N/A	N/A			
Switch Upgrades	Infrastructure Modernization	N/A	N/A			

Department of Children & Families (DCF)

Agency/Organization Leadership:

Laura Howard
Secretary

Tom Pagano
Chief Information Officer (CIO)

Agency Information:

Vision: Transparency, Value our staff, A culture of continuous improvement, Collaboration, Focus on data, outcomes and accountability, Ethics, Celebrate Success, Break through the roadblocks.

Mission: To protect children, promote healthy families and encourage personal responsibility.

Budget: \$1,140,540,983

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

Goals and Objectives:

- Remove Barriers to DCF Services - Better communication • Increasing partnerships • Mobile Access
- Empower Customers to Their Highest Potential - New practice models in PPS to help staff work alongside families • Families have more reliable child support • EES and VR clients earn a livable wage after exit
- Strong Workforce - Employee retention ideas • More responsive to the needs of the employees • Offer professional development and leave to support this
- Modernization - Child Support System Modernization • Comprehensive Child Welfare Information System (CCWIS) • Vocational Rehabilitation System Modernization • Faster background checks/approvals
- Innovative and Learning Organization - Take advantage of new technology such as iKAN • Utilize the enterprise data warehouse and MS Power Bi for visualization • Develop key indicators across programs • Data Driven

Agency Number: 629

Agency Funding Mechanism: State Funding, Federal Funding

Number of Employees: 2,658

Number of Kansas Citizen Customers: 287,643

Agency IT Information:

Vision: HS-EBIT partners with and provides IT support to KDADS, KDCF, the State Hospitals and the Citizens of Kansas.

Mission: To be an IT organization that successfully supports KDADS, KDCF, the State Hospitals and the Citizens of Kansas. Put our Customers and Citizens first in everything we do

Budget: \$49,774,608

Number of Employees: 163

Department of Children & Families

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Child Support Services Re-Platforming Modernization	Infrastructure Modernization, Application Modernization	External payment interface integration, Accurate batch processing logic, Critical payment processing failures	N/A			
Cloud Strategy Execution / Azure Cloud Adoption / Coordinate with OITS	Infrastructure Modernization	Uncontrolled cloud spending, Cloud security misconfigurations, Shortage of cloud expertise	N/A			
Comprehensive Child Welfare Information System Update (CCWIS/PPS)	Continuous Improvement of Customer Experience	Partnership with Vendors & State Agencies	N/A			
Data Center 2.0 (DCaaS Vendor Migration) (DCF)	Continuous Improvement of Customer Experience	Service outage during migration, Vendor performance issues	N/A			
DCF Rehabilitation Services KMIS Modernization Project	Application Modernization	Key person dependency, Data extraction timeline delays, Insufficient dedicated team capacity, Unforeseen integration complexity, System not meeting expectations	N/A			

Department of Children & Families

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Develop and Implement Disaster Recovery Strategy	Quality Assurance or Audit	Accurate business impact analysis, Inadequate or failed testing	N/A			
Electronic Access to Social Security (EATSS)	Application Modernization	Federal partner system availability, Data security or privacy breach	N/A			
Establish Enterprise Architecture/Data and Analytics Strategy (DCF)	IT Skill Enhancement	Cross-functional stakeholder agreement, Strategy misaligned with program, Lack of skilled architects	N/A			
Firewall Upgrade	Infrastructure Modernization, Cybersecurity	Network outage during upgrade, Post-upgrade security vulnerabilities, Coordinated application maintenance windows	N/A			
Formalize IT Governance approach	Continuous Improvement of Customer Experience	Low adoption of framework, Executive leadership buy-in, Resistance from IT teams	N/A			

Department of Children & Families

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Improve and formalize IT Vendor Management capability	Quality Assurance or Audit	Clear vendor performance metrics, Poor process adoption by teams, Procurement team support	N/A			
Server Modernization	Infrastructure Modernization	Competing inter-agency priorities, Service disruption during migration	N/A			
ServiceNow Integration (BA's and App Devs)	Continuous Improvement of Customer Experience	Available ServiceNow environment, Ticket migration from CQ to Snow	N/A			

Department of Commerce (KDC)

Agency/Organization Leadership:

David Toland
Secretary

Mike Beene
Deputy Secretary

Abby Works
Chief of Staff

Robert North
Chief Counsel

Jim Haugh
Chief Information Officer (CIO)

Agency Information:

Vision: As the state's lead economic development agency, the Kansas Department of Commerce strives to empower individuals, businesses and communities to achieve prosperity in Kansas.

Mission: To deliver the highest level of Business Development, Workforce and Marketing Services that build a healthy and expanding Kansas economy.

Budget: \$399,914,430

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

Goals and Objectives:

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

Agency Number: 300

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

Number of Employees: 302

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: KDC IT will strive to provide and protect an environment wherein IT infrastructure, services, and solutions are innovative, readily available, and utilized to provide exceptional support to KDC staff in their endeavors that will uphold the Kansas Department of Commerce mission.

Mission: The KDC IT mission is to provide, through customer engagement, outstanding technology infrastructure, services and solutions that empower the KDC staff to provide exceptional services to the citizens of Kansas, enrich the Kansas business experience, and effectively manage and protect institutional data.

Budget: \$1,366,475

Number of Employees: 8

Department of Commerce

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
No Strategic Action Planned	N/A	N/A	N/A			

Department of Corrections (KDOC)

Agency/Organization Leadership:

Jeff Zmuda
Secretary

Gloria Geither
Deputy Secretary

Megan Milner
Deputy Secretary

Keith Bradshaw
Executive Director

Cris Fanning
Executive Director

Jennifer King
Chief of Staff

Natasha Carter
Chief Counsel

Melissa Mounts
Chief Information Officer (CIO)

Mary Stafford
Director of Victim Services

Erica Marshall
Director of Finance

Mark Keating
Prison Review Board Chairman

Agency Information:

Vision: Transforming Lives for the Safety of All

Mission: Partnering to Promote Safety and Responsibility Through Best Practices

Budget: \$606,600,000

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

Goals and Objectives:

- Investing in Individuals - Provide opportunities to acquire new experiences and skills to support personal and professional advancement and future success.
- Creating an Environment for Change and Well-Being - Design systems that encourage positive behaviors, healthy choices and self-improvement
- Enhancing and Maximizing Communication - Improve interpersonal communication skills and expand effective communication practices at all levels of the department.
- Fostering Dignity and Safety - Establish practices and policies that honor individual difference with mutual dignity and respect, and all feel safe and supported
- Engaging and Strengthening Our Partnerships - Expand partnerships with individuals and organizations within our communities to support our mission.

Agency Number: 521

Agency Funding Mechanism: State Funding

Number of Employees: 3,188

Number of Kansas Citizen Customers: 2,980,000

Agency IT Information:

Vision: Promoting a safer Kansas by making the Kansas Department of Corrections more efficient through secure information technologies

Mission: The mission of the Information Technology Team is to provide information, resources, and related services that empower our customers by focusing on their needs and assisting in making their work more efficient.

Budget: \$12,100,000

Number of Employees: 48

Department of Corrections

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Automated Movement	Application Modernization, Continuous Improvement of Customer Experience	Wifi Project	Accuracy of Resident Location			
Body Scanners/Upgrades to Package Scanners	Digitization or Process Improvement, Promotion of Agency Services	Funding	Reduction of contraband			
Deployment of Machine Learning and Artificial Intelligence (Microsoft Azure Cognitive Engine)	Digitization or Process Improvement	Will be reliant on completion of Athena project to get maximum usage	N/A			
Enhancement to Victim Tracking System	Continuous Improvement of Customer Experience, Digitization or Process Improvement	Integration with new OMS	Efficiencies by staff			
Enhancements to EAI Case Log	Digitization or Process Improvement	Funding	Ease of use			

Department of Corrections

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Enhancements to Offender Management System	Continuous Improvement of Customer Experience, Digitization or Process Improvement	N/A	Ease of use, Efficiencies by staff			
Integration of Access Databases into core Management system	Application Modernization, Digitization or Process Improvement	Will be reliant on completion of Athena Project	Less duplication			
IT Staff Training	IT Skill Enhancement	Funding	Staff satisfaction/retention			
LEO Tech/Verus	Digitization or Process Improvement, Other	N/A	Savings by Stopping Issues before they occur, Number of Investigative Tips Successfully Used			
Redevelop Internet and Intranet	Continuous Improvement of Customer Experience, Promotion of Agency Services	N/A	Ease of maintenance by staff, Customer satisfaction			

Department of Corrections

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Upgrade of Surveillance Systems	Infrastructure Modernization	N/A	Accuracy and quality of images			

Department of Health and Environment (KDHE)

Agency/Organization Leadership:

Janet Stanek
Secretary

Ashley Goss
Deputy Secretary for the Dept of Public Health

Kate Gleeson
Deputy Secretary for the Dept of Environment

Christine Osterlund
Director of Healthcare Finance

Lisa Carlton
Human Resources Director

Amy Penrod
Chief Fiscal Officer

Shon Qualseth
General Counsel

Bob Doane
Chief Information Officer (CIO)

Agency Information:

Vision: Healthy Kansans living in safe and sustainable environments

Mission: To protect and improve the health and environment of all Kansans

Budget: \$3,619,206,700

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

Goals and Objectives:

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

- Objective #1 - Direct the services that the agency provides to the citizens of Kansas to protect the public's health and environment in a positive, helpful, and customer-oriented manner.
- Strategy for Objective #1 - Provide technical, management, and customer service training to both agency employees and to entities that are associated with health care and environmental protection.
- Objective #2 - Develop a culture of responsiveness and quality business processes to improve productivity and efficiency.
- Strategies for Objective #2 - Conduct customer service and supervisory training; develop cross training plans; promote from within where possible; continuously assess that work is being performed in the most appropriate bureau and make changes as necessary.
- Goal #2 - The goal of the Office of Legal Services is to assure that KDHE is compliant with state, federal and other regulatory statutes and regulations for the programs it is responsible for.
- Objective #1 - Maintain a continuous communication loop with the Governor's Office, Attorney General and Secretary of State, as necessary related to matters related to KDHE.
- Strategies for Objective #1 - Conduct expeditious reviews of statutes, regulations and contracts to assure compliance; recommend edits where necessary.

Agency Number: 264

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

Number of Employees: 1,927

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: We will be an integral partner in providing information technology services and solutions to public health and environment for the State of Kansas that are both financially responsible and highly performant that allow Kansans to live in healthy, safe, and sustainable environments.

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

Budget: \$8,155,467

Number of Employees: 56

Department of Health and Environment

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Bureau of Water State Revolving Fund Database	Digitization or Process Improvement	Resources	Update process with new application to move away from Access.			
Early Childhood Data Integration and System Enhancements (CLARIS)	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Internal Resource Availability	Regulated Community Satisfaction, Agency Transparency			
ePASSR (Electronic Pre-Admission Screening and Resident Review)	Statutory or Regulatory or Policy Compliance	solution that is not cost-effective. Ongoing issues with accuracy due to potential for human error. The current backlog of assessment tasks remains unaddressed. No decrease in the total time and staffing required for completing assessments. Non-compliance with federal	KDHE-DHCF, in conjunction with KDADS wishes to implement a fully automated, electronic Pre-Admission Screening and Resident Review (ePASRR) system through contracting a vendor.			
EpiTrax	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Schedule, Multiple Vendors, Resources	Implement Tools for Genomic Sequencing, Complete EpiTrax System Security Plan to document HIPPA and NIST Controls, External Security Code Review and Penetration Testing			
Kansas Early Childhood Developmental Services DB Management	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Resources, Schedule, Cost, Federal Regulations	Meeting Federal guidelines and reporting requirements, Regulated Community Satisfaction, Agency Transparency			

Department of Health and Environment

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
KIC	Application Modernization	Timely and accurate data migration from the current vendor.	A fully hosted, secure, and high-performing KIC data query portal on Linux, ensuring reliable public access, streamlined data management, and compliance with state and federal security standards.			
Newborn Screening	Infrastructure Modernization	Schedule, Resources	Revise and modernize existing outdated and inefficient process			
Radiation Control	Digitization or Process Improvement	Resources, Cost	Create app to replace paper process.			
Ryan White Program Database and Claims Modernization	Continuous Improvement of Customer Experience	Schedule, Costs, Resources	Improvement of processes for customers			
Surface Water	Application Modernization	Resources, Schedule	Create apps to replace paper process.			

Highway Patrol (KHP)

Agency/Organization Leadership:

Colonel Erik Smith
Superintendent

Tom Mai
Chief Information Officer (CIO)

Agency Information:

Vision: Service * Courtesy * Protection

Mission: The Kansas Highway Patrol is devoted to improving quality of life through spirited and dedicated service. We pledge to be responsive to concerns of citizens and public safety partners. We will do this by providing professional law enforcement services and share resources in the most effective and efficient manner possible.

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

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

Budget: \$129,392,570

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

Goals and Objectives:

- Enforcement of Impaired Driving and Occupant Protection Laws - To reduce the number and severity of traffic crashes through the enforcement of impaired driving and occupant protection laws.
- Promote the Use of Child Restraints and Safety Belts - The Patrol will promote the use of child restraints and safety belts through aggressive enforcement and educational programs.
- Deter and Arrest Motorists Driving Under the Influence - The Patrol will deter motorists from driving impaired and will arrest impaired drivers through proven DUI countermeasures, such as selective enforcement efforts and sobriety check lanes.

- **Kansas Highway Protection** - To vigorously pursue, apprehend, and prosecute those who utilize Kansas highways for criminal activities.
- **Improve the Quality of Service and Enforcement Activities** - To improve the quality of our service and enforcement activities by developing programs and incorporating technologies that enhance public safety.
- **Local Community Involvement** - To enhance public relations through local community involvement in schools, civic organizations, and businesses.

Agency Number: 280

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

Number of Employees: 784

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: Provide an enhanced, redundant, secure infrastructure that is transparent to all law enforcement and civilian personnel, allowing them to concentrate on their primary objective without concern for the technology.

Mission: To support the men and women of the Kansas Highway Patrol. It shall be the mission of the KHP IT department to maintain the lifeline of communications for effective public safety, both for the citizens of Kansas and each Trooper on the road. We will be capable of responding individually while coordinating our efforts as a team

Budget: \$3,146,043

Number of Employees: 17

Highway Patrol

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
Agency Wide Data Initiative	Continuous Improvement of Customer Experience	Funding	Data accessibility improvements, enhance data driven decisions			
CJIS Record Management Software Upgrade	Application Modernization, Digitization or Process Improvement	Funding, Application Development Resources for troubleshooting, Interoperability with other Agency systems	Improving Records Management Reduction in trouble tickets for CAD and RMS Shorter traffic stops			
Dispatch Center Hardware Refresh	Infrastructure Modernization	Funding, IT Personnel availability	Increased performance and communications			
In-Car Camera Hardware Refresh	Infrastructure Modernization	Funding	Increase performance and productivity			
IT Infrastructure Modernization	Infrastructure Modernization	IT Personnel availability	Increased performance and communications			

Highway Patrol

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Liberal Weigh Station Technology Upgrade	Infrastructure Modernization	Grant Funding	Increase productivity, customer service and citizen safety			
Olathe Weigh Station Technology Upgrade	Infrastructure Modernization	Grant Funding	Increase productivity, customer service and citizen safety			
Relocation of General Headquarters	Continuous Improvement of Customer Experience	Funding, Vendor	Increased productivity with consolidated offices, better customer facing experience			
Salina VOIP Upgrade	Infrastructure Modernization	Funding, IT Personnel availability	Increase interoperability withing the agency			

Department of Labor (KDOL)

Agency/Organization Leadership:

Amber Shultz
Secretary

Sandy Johnson
Deputy Secretary

Amy Selm
Deputy Secretary

Martin Walter
Chief Counsel

Jeffry Lewis
Chief Information Officer (CIO)

Troy Bell
Director of UI

Agency Information:

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

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

Budget: \$1,000,000,000

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

Goals and Objectives:

- Modernization - Complete UI Modernization project on-time and on-budget
 - Continue to improve legacy systems for UI where "makes business sense" to reduce load on UI staff
 - Ensure clean data migration from legacy systems
 - Collaborate with other Agencies and other organizations to ensure data "interfaces" continue to function as expected in the Modernized system
- Communications - Update website to represent KDOL services and resources
 - Top down review of all forms to make sure they are accurate and easy to understand

- Create communications tools and plans to support KDOL services and resources
- Increase outreach to partners to educate about KDOL services
- Empower employee - Create Employee career paths within KDOL
 - Offer Professional Development to re-skill staff for change related to UI Modernization
 - Formalize continuity process for each position across the agency

Agency Number: 296

Agency Funding Mechanism: Federal Funding, Fee Funding

Number of Employees: 416

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: We are devoted to innovating and modernizing the Kansas Department of Labor's technology landscape with a customer-service-first mindset. Our mission extends beyond the deployment of leading-edge technologies; we are committed to delivering solutions that add real value to both the agency and the public. Through this approach, we aim to achieve operational excellence, manage costs effectively, and most importantly, elevate the quality of service we provide to Kansas citizens and businesses, ensuring a seamless and enriching experience for all.

Mission: Our purview encompasses a comprehensive range of technological functions. From day-to-day IT support to strategic oversight, we are responsible for: Managing and maintaining all computing services across KDOL Onboarding new employees with the necessary hardware and software Providing ongoing IT support for KDOL staff Ensuring the reliability and accessibility of mission-critical applications, which reside on diverse platforms—ranging from legacy mainframes to web-based solutions. Additionally, we oversee the core IT infrastructure that sustains the agency's operations. This includes client-server systems, networking solutions, and telecommunication services.

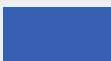
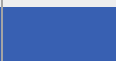
Budget: \$12,000,000

Number of Employees: 42

Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Access Rights Management	Cybersecurity	IT excellence	N/A			
Accident Prevention Program	Application Modernization	Business support	N/A			
Active Directory / Group Policy Cleanup	Application Modernization	IT excellence	N/A			
Agency-Wide Data Strategy Initiative	Cybersecurity, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Agency buy-in, SME Resources and skillsets	Business processes and UI change management to incorporate SOPs around data management. Generally, clean data as demonstrated in Report and Analytics			
ArcGIS Local Server Deployment	Other	Business support	N/A			

Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
AWS Review	Other	Business support	N/A			
Business Analytics / Data Warehouse / PowerBI	Application Modernization, Continuous Improvement of Customer Experience	Business support	N/A			
ChatBot - External	Other	Business support	N/A			
ChatBot - Internal	Other	Business Support	N/A			
Cloud ArcGIS SSO	Application Modernization	Innovation	N/A			

Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
CMDB	Application Modernization, Cybersecurity	Vendor, IT SMEs, OITS	Number of assets tracked in CMDB, CMDB accuracy rate, Time to audit assets			
CMDB	Application Modernization	IT excellence	N/A			
Continuity of Operations (COOP)	Continuous Improvement of Customer Experience, Other	Human Resources, Business SMEs, IT SMEs	COOP Plan completion, Number of successful COOP tests, Incident recovery time			
Continuity of Operations (COOP)	Digitization or Process Improvement	Business support	N/A			
Court Transcription App	Application Modernization	Vendor, Business SMEs, IT SMEs	Court transcription turnaround time, Accuracy of transcripts, Number of documents processed			

Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Create Software Development Workflows	Digitization or Process Improvement	Innovation	N/A			
Customer Intelligence & Insights (CII) (Fraud)	Other	Business Support	N/A			
Decommissioning of Legacy Systems	Infrastructure Modernization	IT Resources, Retention Management	Number of legacy systems decommissioned, Cost savings, Data migration success rate			
Disaster Recovery / IT Continuity / Incident Response Updates	Continuous Improvement of Customer Experience, Other	Human Resources, Business SMEs, IT SMEs	Recovery time objective (RTO), Incident resolution time, System uptime			
Disaster Recovery / IT Continuity / Incident Response Updates	Cybersecurity, Digitization or Process Improvement	Business support	N/A			

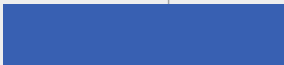
Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Document Data Standards, Dictionaries, Schema, Naming Conventions	Digitization or Process Improvement	IT excellence	N/A			
Equifax	Other	Business Support	N/A			
Evaluate and upgrade current telephony system/solution.	Continuous Improvement of Customer Experience	Business SMEs & Buy-in, OITS	Telephony system upgrade completion time, Call quality improvements, User satisfaction with telephony solution.			
IAM/SSO	Continuous Improvement of Customer Experience, Cybersecurity	Vendor, IT SMEs, OITS	Number of users utilizing SSO, Time to provision identities, User login success rate			
Identity Access Management (IAM) / Single Sign-On (SSO)	Application Modernization	IT excellence	N/A			

Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Internet Upgrade and Improvement	Application Modernization	Business support	N/A			
Investigate and evaluate AI for applications coding	Application Modernization, Continuous Improvement of Customer Experience	Vendor, IT SMEs, OITS	Time to evaluate co-Pilot AI, Number of AT-assisted coding tasks, Developer satisfaction			
IT Employee PMO Process Improvement	Infrastructure Modernization	IT excellence	N/A			
IT Knowledge Management process improvement	Continuous Improvement of Customer Experience, IT Skill Enhancement	Agency Buy-in, SME Resources and Skillsets	Number of knowledge articles published, Time to access knowledge, Knowledge utilization rate			
IT Knowledge Management Process Improvement	Digitization or Process Improvement, IT Skill Enhancement	IT excellence	N/A			

Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Keeper Password	Application Modernization	IT Excellence	N/A			
Migrate externally facing phone system to OITS solution	Infrastructure Modernization	IT excellence	N/A			
Migrate Hosted Server Environment Non-prod to Cloud	Infrastructure Modernization, Application Modernization, Digitization or Process Improvement, IT Skill Enhancement	Vendor, IT SMEs & IT buy-in	Migration completion rate, Time to migrate, System performance improvements			
Move appropriate non-UI production workloads to cloud IaaS	Infrastructure Modernization, Application Modernization, IT Skill Enhancement	Vendor, IT SMEs & IT buy-in	Number of non-UI workloads moved to cloud, Time to migrate, System performance movements			
Move Appropriate Non-UI Production Workloads to Cloud IaaS	Infrastructure Modernization	Innovation	N/A			

Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Onboarding / Offboarding / Employee Journey Process Enablement	Application Modernization, Continuous Improvement of Customer Experience	Business support	N/A			
Patch Management and Imaging	Cybersecurity	IT excellence	N/A			
Penetration Test Remediation	Cybersecurity, Quality Assurance or Audit	IT excellence	N/A			
Privileged Access Management	Application Modernization	IT excellence	N/A			
SDLC Process and Standards Documentation	Other	Business support	N/A			

Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Service Desk Ticket Monitoring, Prioritization and Metrics Improvements	Continuous Improvement of Customer Experience	IT excellence	N/A			
SIRC App	Application Modernization	Business support	N/A			
Switch Upgrades	Infrastructure Modernization	IT excellence	N/A			
Switch Upgrades (OITS)	Infrastructure Modernization, Cybersecurity	Vendor, IT SMEs, OITS	Completion of switch upgrades, Network performance improvements, Reduction in network outages			
Systems Monitoring Improvement / Tool Implementation	Infrastructure Modernization, Quality Assurance or Audit	IT Excellence	N/A			



Department of Labor

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
UI Call Center Migration	Continuous Improvement of Customer Experience, Digitization or Process Improvement	Innovation	N/A			
UITE Interfaces	Digitization or Process Improvement	IT excellence	N/A			
Windows Server 2022 Upgrades	Application Modernization	IT excellence	N/A			

Department of Revenue (KDOR)

Agency/Organization Leadership:

Mark Burghart
Secretary

Mark Beshears
Deputy Secretary

Ted Smith
Chief Counsel

Andy Sandberg
Chief Information Officer (CIO)

Agency Information:

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

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

Budget: \$126,989,559

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

Agency Number: 565

Agency Funding Mechanism: State Funding, Fee Funding

Number of Employees: 1,110

Number of Kansas Citizen Customers: 2,940,546

Agency IT Information:

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

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

Budget: \$20,086,539

Number of Employees: 91

Department of Revenue

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
AAMVA Webservice - Restful API	Application Modernization	Update the AAMVA Webservice to use RESTful API, as current AMIE/Uni system is being sunset in January 2028.	Upgrade current AAMVA Webservice to use restful API system for increased performance, security, and general modernization			
Alcoholic Beverage Control - Replace POSSE System	Infrastructure Modernization, Application Modernization	Upgrade/modernize current system. Replace fully utilized contract.	Upgrade current ABC system to a new web-based version with more functionality and customer access.			
Driver's License credential system upgrade/replacement	Continuous Improvement of Customer Experience	Upgrade/modernize current system. Replace fully utilized contract.	Replace all hardware, software, and peripherals used in the credential issuance process.			
Encapture Upgrade	Application Modernization	Upgrade/modernize current system hardware and software.	Upgrade current FileNet system for increased performance, security, and general modernization. To stay within supported versions.			
FileNet P8 Upgrade	Application Modernization	Upgrade/modernize current system hardware and software.	Upgrade current FileNet system for increased performance, security, and general modernization. To stay within supported versions.			

Department of Revenue

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Mainframe application re-platforming	Infrastructure Modernization	N/A	N/A			
Upgrade Motor Vehicle Title and Registration System (MOVRS)	Continuous Improvement of Customer Experience	Address minor deficiencies in original system design.	Improve overall system performance while concurrently addressing legislation-related changes.			
Upgrades to Commercial Motor Carrier System	Continuous Improvement of Customer Experience	Upgrade/modernize current system hardware and software.	Upgrade current KCOVRS system for increased performance, security, and general modernization.			

Department of Transportation (KDOT)

Agency/Organization Leadership:

Calvin Reed
Secretary

Greg Schieber
Deputy Secretary and State Transportation Engineer

Pam Anderson
Senior Director

Vanessa Lamoreaux
Deputy Secretary

Gelene Savage
Chief Counsel

Shawn Brown
Chief Information Officer (CIO)

Agency Information:

Vision: Kansas will be a national transportation leader with a modern, efficient, and resilient system that serves all users, businesses, and partners.

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

Budget: \$2,745,532,600

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

Goals and Objectives:

- Safety and Security - Enhance the safety and security of the transportation system for all users and workers.
 - Objective #1: Use education, enforcement, and engineering to reduce the severity of crashes and reduce the number of travel-related deaths towards zero.
- Transportation System Management - Maximize performance of the existing system by investing in transportation choices and smart assets.
 - Objective #1: Provide the information, infrastructure, and services that keep people and goods moving.
 - Objective #2: Prepare for and reduce the impact of disruptive events to make the movement of people and good more reliable.
 - Objective #3: Enhance transportation choice for users of all modes throughout the state.

- **Asset Preservation** - Address risks and maintain assets through investments that provide high value return and make best use of limited funds.
 - **Objective #1:** Provide cost-effective maintenance and rehabilitation to the state highway system using flexible, streamlined resources.
 - **Objective #2:** Strategically prioritize road and bridge preservation investments to ensure best use of limited funds.
- **Economic Vitality** - Improve reliability and increase flexibility for cost-efficient movement of people, goods, and information to bolster the Kansas economy.
 - **Objective #1:** Reduce freight costs and support the economy by improving reliability.
- **Stewardship** - Continuously improve the quality of the transportation system and surrounding communities through strong partnerships and focused, lower cost and higher value improvements.
 - **Objective #1:** Address community problems and capture emerging opportunities through partnerships that provide input, collaboration and funding.
 - **Objective #2:** Utilize all agency resources to their greatest value.
 - **Objective #3:** Collect and maintain vital transportation data that is usable and accessible to transportation partners and the public.
- **Workforce** - Get the best from our workforce by attracting and retaining talent; modeling diversity; supporting professional development; and inspiring action.
 - **Objective #1:** Promote pride in public service through roles that empower staff and work that calls for innovation, flexibility, and stewardship.
 - **Objective #2:** Build diversity through recruitment and processes that seek, engage and value different opinions.
 - **Objective #3:** Foster a culture and environment that makes safe decisions the first, easiest and most rewarding option.
 - **Objective #4:** Enhance the values and performance of our workforce by contracting diverse and experienced vendors.

Agency Number: 276

Agency Funding Mechanism: State Funding, Federal Funding

Number of Employees: 2,295

Number of Kansas Citizen Customers: 2,980,000

Agency IT Information:

Vision: To wisely deploy information systems and technology which will provide KDOT and partners with the information necessary to support the agency's goals and objectives while optimizing the cost and effort of collecting, processing, and presenting information.

Mission: The utilization of information technology tools and processes to allow employees to perform their duties as efficiently and effectively as possible, supporting knowledge transfer and decision making.

Budget: \$30,492,320

Number of Employees: 87

Department of Transportation

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Bridge Management Systems Project	Application Modernization, Quality Assurance or Audit	Staff availability, Interfaces to other applications	Successful transition from current to new systems, Customer satisfaction			
Intranet Redesign	Application Modernization, Digitization or Process Improvement	User buy-in, Consultant availability	Customer satisfaction, Successful migration to new system			
KS Crash Data System Replacement	Application Modernization, Statutory or Regulatory or Policy Compliance	Staff retention, Interagency cooperation	Customer satisfaction			
Mainframe Application Modernization	Application Modernization, Quality Assurance or Audit	Staff availability, Staff retention	Successful transition from current to new system.			
Pavement Management System	Infrastructure Modernization, Application Modernization, Quality Assurance or Audit	Staff availability	Successful transition from current to new system.			

Department of Transportation

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Reinforced Concrete Box (RCB)	Application Modernization, Quality Assurance or Audit	Staff availability, Interfaces to other applications	Successful transition from current to new system.			
Time Reporting System Replacement	Application Modernization, Quality Assurance or Audit	Staff availability, User buy-in, Funding approval	Customer satisfaction, Transition to new system, Successfully upload time data to State system			
WinCPMS Replacement	Statutory or Regulatory or Policy Compliance	Will require federal certification	Customer satisfaction, Transition to new system, Successfully upload time data to State system			

Department of Wildlife, Parks and Tourism (KDWP)

Agency/Organization Leadership:

Christopher Kennedy
Secretary

Stuart Schrag
Deputy Secretary

Kurtis Wiard
Chief Counsel

Jason Dickson
Chief Information Officer (CIO)

Agency Information:

Vision: KDWP is currently in the process of updating its strategic plan, last revisited in 2002. Early planning has identified a vision of thriving ecosystems and engaged communities that value and invest in natural resources and nature-based recreation, and the following priorities: Responsible Stewardship, Lifelong Connections, Financial Sustainability, Public Trust

Mission: The mission of the Kansas Department of Wildlife and Parks is to conserve our fish, wildlife, and habitats while connecting people to nature through meaningful outdoor experiences.

Budget: \$119,176,770

Website: <https://ksoutdoors.com/>

Goals and Objectives:

- Administrative Services Division - This division seeks to provide effective support. This goal is accomplished through the following objectives:
 - Provide accurate, timely, and efficient fiscal management, information, and administrative support.
 - Coordinate and manage the Department's motor pool operations, payroll functions, and contractual agreements.
- Executive Services Division - This division seeks to establish effective management at all levels. This goal is accomplished through the following objectives:
 - Implement quality management principles.
 - Provide technical fisheries and wildlife input, propose land use and development projects, and

- Assess the probable effects of such activities on the state's fish and wildlife resources.
- Administer the agency's permitting authority.
- Investigate pollution events affecting fish and wildlife resources comprehensively and rapidly and prevent destruction of habitats and/or populations.
- Process employee personnel transactions within 30 days of receipt.
- Complete 75.0 percent of engineering projects by the original completion date.
- Public Affairs Department - The goal is to coordinate information dissemination that successfully presents the benefits that the department has to offer. This goal is accomplished through the following objectives:
 - Provide accurate, timely information to the public on outdoor recreation opportunities, laws and regulations governing those recreational pursuits, and resource management activities of the Department.
 - Provide public relations counsel and public information support to internal and external stakeholders.
- Grants-in-Aid Program - The agency has established the following goals for this program:
 - Maintain compliance with federal guidelines for program administration.
 - Utilize all available funds for state and local recreation projects.
- Law Enforcement - The department provides oversight and protection of the state's natural resource areas. The following are objectives of this program:
 - Maintain a compliance rate for wildlife laws and regulations at 90.0 percent or higher.
 - Perform 900 wildlife license and permit checks per Natural Resources Officer annually.
- State Parks - The department's goal is to manage and protect all state parks effectively to provide a variety of recreational experiences. This goal is accomplished through the following objectives:
 - Evaluate funding opportunities to augment financial support for the state park system.
 - Maintain and enhance park infrastructure to meet the industry standards and enhance customer satisfaction.
 - Position Kansas state parks as an integral component of Kansas tourism
- Fisheries and Wildlife Program - The goals are to protect, enhance, and manage the fisheries and wildlife resources in Kansas and to plan and implement a system of recreational use opportunities. The objectives are as follows:
 - Provide the number, size, and species of fish requested by users for statewide stocking, while maintaining adequate stocks of forage and brood fish.

- Maintain the continuity of fisheries and wildlife population databases and user performance surveys.
 - Enhance the status and habitats of nongame species with emphasis placed on promoting appreciation for threatened and endangered species.
 - Increase the number of days spent hunting, fishing, and observing wildlife.
 - Reverse the trend of deteriorating quantity and quality of wildlife habitat.
 - Develop and implement a comprehensive management approach to all wildlife-related issues.
 - Protect and enhance those species classified as threatened, endangered, or in need of conservation
- Capital Improvements Program - A primary goal is to provide facilities that meet the needs of Kansas citizens. This goal will be pursued through the following objectives:
 - Maintain or improve the physical structure of all agency facilities.
 - Construct agency facilities which address the expectations of park patrons and user groups.

Agency Number: 710

Agency Funding Mechanism: Fee Funding

Number of Employees: 465

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: The KDWP IT Section will provide exemplary information technology services to the public and agency employees.

Mission: The mission of the IT Section is to support the agency's mission by providing comprehensive information technology services that address agency and public needs for end- user support, network connectivity, data processing, application development, data storage, information delivery and security.

Budget: \$896,000

Number of Employees: 8

Department of Wildlife, Parks and Tourism

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

Department of Wildlife, Parks and Tourism

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
KDWP Document Management System	Continuous Improvement of Customer Experience, Digitization or Process Improvement	Resource Availability, Funding	Customer & Staff Satisfaction			
Migration to ServiceNow	Continuous Improvement of Customer Experience, Digitization or Process Improvement	Resource Availability	N/A			
On premise security	Infrastructure Modernization	Resource Availability, Funding	Staff Satisfaction			
Public website and Marketing of the Agency	Continuous Improvement of Customer Experience, Promotion of Agency Services	Public perception, Resource Availability	Customer Satisfaction			

NON-CABINET SUBMISSIONS

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

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Abstracters' Board of Examiners (ABE)

Agency/Organization Leadership:

Shawn Herrick
Executive Director

Agency Information:

Vision: N/A

Mission: The Abstracters' Board of Examiners licenses abstracters to protect the public in land transactions. Individuals who are appointed shall currently be and for five years prior to appointment, be actively engaged in the business of making abstracts to real-estate titles in the state of Kansas in the county of which they are a resident. According to K.S.A. 74-3901 the board shall, at all times, consist of one member who is a resident of a county having a population of less than 9,000 persons; one member who is a resident of a county having a population of more than 9,000 persons and not more than 17,000 persons, and one member who is a resident of a county having a population of more than 17,000 persons.

Budget: \$25,723

Website: <https://N/A>

Goals and Objectives: N/A

Agency Number: 16

Agency Funding Mechanism: Fee Funding

Number of Employees: 1

Number of Kansas Citizen Customers: 175

Agency IT Information:

This Agency is supported by OITS.

Abstracters' Board of Examiners

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

Board of Accountancy (KBOA)

Agency/Organization Leadership:

Susan Somers
Executive Director

Agency Information:

Vision: N/A

Mission: The public's need for accounting services of a high quality gave rise to the designation "Certified Public Accountant (CPA)" as a means of identifying those accountants who have met certain minimum state qualifications in higher education, ability, and accounting experience. The Kansas Board of Accountancy is a regulatory body authorized to carry out the laws and administrative regulations governing CPAs.

Budget: \$534,357

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

Goals and Objectives: N/A

Agency Number: 28

Agency Funding Mechanism: Fee Funding

Number of Employees: 3

Number of Kansas Citizen Customers: 3,766

Agency IT Information:

This Agency is supported by OITS.

Board of Accountancy

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
Licensing Platform Database conversion for online renewal and search capability	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	N/A	N/A			

Office of Administrative Hearings (OAH)

Agency/Organization Leadership:

Loren Snell
Executive Director

Agency Information:

Vision: The Office of Administrative Hearings (OAH) will act in accordance with all applicable statutes, regulations, policies, and general principles of law. The Vision of OAH is that all parties can rely on a system that respects their dignity and Due Process rights.

Mission: The Office of Administrative Hearings (OAH) will conduct efficient, fair, and impartial hearings for individuals and other affected parties when they contest the actions of state agencies determining their legal rights and in resolving other types of disputes lawfully referred to OAH by government agencies.

Budget: \$2,164,667

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

Goals and Objectives: N/A

Agency Number: 178

Agency Funding Mechanism: Fee Funding

Number of Employees: 15

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS.

Office of Administrative Hearings

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
Improve Accessibility to and functionality of the OAH E-filing Portal.	Application Modernization, Continuous Improvement of Customer Experience	Funding, Resource Availability	Customer Satisfaction			
Improve the accessibility of the OAH website for those individuals with disabilities or impairments.	Continuous Improvement of Customer Experience	Funding, Resource availability, legal concerns	Customer Satisfaction			
Redesign of the OAH website: Complete a review and revision of the OAH website	Application Modernization, Continuous Improvement of Customer Experience, Promotion of Agency Services	Funding, Resource Availability	Customer Satisfaction			

Office of the State Bank Commissioner (OSBC)

Agency/Organization Leadership:

David L. Herndon
Bank Commissioner

Tim Kemp
Deputy Bank Commissioner

Mike Enzbrenner
Deputy Consumer & Mortgage Lending
Commissioner

Brock Roehler
General Counsel

Matt Hodges
Director of IT

Jesse Becker
Director of Finance and Administration

Agency Information:

Vision: The OSBC reaffirms its philosophy of maintaining the highest ethical and professional standards and understand the public's reliance upon our function to promote fair and equitable treatment of Kansas consumers and creditors. We undertake our responsibilities with a deep sense of commitment while constantly striving to be the premier Kansas state agency and top banking regulator in the country.

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

Budget: \$14,100,000

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

Goals and Objectives:

- Staff - Recruit, hire and retain qualified staff and develop that staff into a cohesive team.
- Guidance - Deliver prompt, accurate and fair regulatory guidance utilizing the most advanced information and delivery systems available.
- Accreditation - Maintain accreditation by the Conference of State Bank Supervisors (CSBS) for the Banking Division and earn accreditation for the CML Division.

- Events - Be an active participant in local, regional and national events focused on financial industry regulation.

Agency Number: 94

Agency Funding Mechanism: Fee Funding

Number of Employees: 117

Number of Kansas Citizen Customers: 2,970,000

Agency IT Information:

Vision: N/A

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

Budget: \$800,000

Number of Employees: 3

Office of the State Bank Commissioner

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
CIS System hardening for IT Assets	Continuous Improvement of Customer Experience	Internal staff resource availability	CIS benchmark scores as provided by CIS Workbench tools and other vulnerability and configuration scanning tools (InsightVM, Tanium, etc.).			
Continual improvement of governance, NIST Cybersecurity and ITEC policies conformance	Cybersecurity, Digitization or Process Improvement, Quality Assurance or Audit, IT Skill Enhancement	Internal staff resource availability	NCSR Scores, completion of ITEC mapping document provided by KISO			
Continual Improvement of Incident Response Preparedness for Staff	Cybersecurity, Digitization or Process Improvement, Quality Assurance or Audit, IT Skill Enhancement	Internal staff resource availability	Improved internal skills in the IR process; new and/or improved incident runbooks, and continued training on IT staff for systems & tools involved in the IR process.			
Continual Improvement of sensitive data lifecycle management	Continuous Improvement of Customer Experience, Cybersecurity, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Internal staff resources, cross-department coordination	Improved data lifecycle internal audit results; annual report on data retention compliance			

Board of Barbering (KBOB)

Agency/Organization Leadership:

Cassiopeia Capps
Executive Director

Jeri Bryant
Inspector/Office Specialist

Agency Information:

Vision: Throughout its long history the Kansas Board of Barbering has and will continue to act in accordance with the highest standards of ethics, accountability, efficiency, and openness. Members of the Board and staff continue to affirm their interests in the barbering profession. They approach their activities with a sense of purpose and responsibility. The general public and the regulated community, i.e. barbers, barber instructors, barber shops, and barber colleges and their students, may be assured of a fair, balanced, and sensible approach to regulation.

Mission: To protect the health and welfare of the consuming public through the enforcement of existing barber statutes and regulations established by the Kansas Board of Barbering and sanitary regulations established by the Kansas Department of Health and Environment for the barbering profession.

Methods of protecting the consuming public utilize processes which ensure that only qualified and well-trained barbers and barber instructors are licensed, and barbering establishments are properly licensed for operation.

Our agency strives to continue to develop new techniques to accommodate the ever-growing barbering industry and barbering professionals within the State of Kansas. To this end, the mission of this agency includes expanding electronic record keeping, maintaining the agency website, providing comprehensive barbering examinations, continuing the completion of administrative responsibilities efficiently, and implementing mandates such as electronic license verification process. All of these assist the agency to achieve its main objective of protecting the health and welfare of the consuming public.

Budget: N/A

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

Goals and Objectives:

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

Agency Number: 100

Agency Funding Mechanism: Fee Funding

Number of Employees: 2

Number of Kansas Citizen Customers: 2,358

Agency IT Information:

This Agency is supported by OITS.

Board of Barbering

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
Update database file to remain up-to-date	N/A	finances, time allotted, DofA continues to accept CSV files for the updates.	staff completion, customer satisfaction of finding public license information			

Behavioral Sciences Regulatory Board (BSRB)

Agency/Organization Leadership:

David B. Fye, JD
Executive Director

Leslie Allen
Assistant Director

Agency Information:

Vision: The Kansas Behavioral Sciences Regulatory Board will act in accordance with the statutes and regulations and will ensure that all standards are applied uniformly to all applicants and credentialed professionals. The Board and agency staff will act in accordance with the highest standards of ethics, accountability, efficiency and openness. In addition, we will also ensure that all regulated professionals and the public are treated in a respectful, helpful and nondiscriminatory manner.

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

Budget: \$1,243,446

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

Goals and Objectives:

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

Agency Number: 102

Agency Funding Mechanism: Fee Funding

Number of Employees: 12

Number of Kansas Citizen Customers: 16,500

Agency IT Information:

This Agency is supported by OITS.

Behavioral Sciences Regulatory Board

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Continue mandating cybersecurity training for all staff members	Cybersecurity, Statutory or Regulatory or Policy Compliance, IT Skill Enhancement	Dependent on training being offered	All staff will complete annually.			
Enable initial licensure requests to be submitted electronically	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Dependence on transition from MLO and eGov to Accela; Licensing system and support contract with Accela (with assistance from OITS.)	N/A			
Go paperless move records digital	Digitization or Process Improvement	Off-site document retention policies for storage/backups; Funding	N/A			
Grant access to CE Broker for managing continuing education documentation and streamlining	Continuous Improvement of Customer Experience, Digitization or Process Improvement	licensees using 3rd party services.	N/A			
Replace aging hardware	Infrastructure Modernization	Funding and performance of existing technology.	N/A			

Behavioral Sciences Regulatory Board

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Transition to new licensing vendor Accela	Infrastructure Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Timeline for other states agencies transitioning to vendor.	N/A			

Division of the Budget (Budget)

Agency/Organization Leadership:

Adam Proffitt
Executive Director

Julie Thomas
Deputy Executive Director

Agency Information:

Mission: The Division of the Budget has central responsibility for the state budget process, including related policy issues, and for providing management services to state agencies. Because of its central role in budget formulation, the Division serves as a source of explanation to the Legislature and to legislative staff and committees while the Governor's proposals are being considered for adoption.

Budget: \$2,326,533

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

Agency Number: 173

Agency Funding Mechanism: State Funding

Number of Employees: 14

Number of Kansas Citizen Customers: 95

Agency IT Information:

This Agency is supported by OITS.

Division of the Budget

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Availability of past Agency Budget Narratives on DOB Website and making future narratives available	Digitization or Process Improvement	N/A	N/A			
New Budget System	Infrastructure Modernization	N/A	N/A			

Office of the Child Advocate (OCA)

Agency/Organization Leadership:

Kerrie Lonard
Child Advocate

Agency Information:

Vision: The Office of the Child Advocate envisions a future where:

- Children are safe from harm.
- Families have the opportunity to thrive.
- Change is effectuated through strengthening collaborative relationships, a comprehensive continuum of services, and innovation.
- The public has confidence and validated trust in agencies tasked with strengthening families and caring for children in Kansas.

Mission: The Office of the Child Advocate acts as a neutral, independent agency to ensure Kansas children and families receive adequate coordination of services for child safety and well-being. OCA receives and responds to complaints regarding state agencies, service providers, and juvenile courts that adversely affect the health, safety, and wellbeing of children. Through case and systemic recommendations, OCA seeks impact for best practices, policies, and law.

Budget: N/A

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

Goals and Objectives: N/A

Agency Number: 114

Agency Funding Mechanism: State Funding

Number of Employees: 7

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS.

Office of the Child Advocate

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
CaseIQ (case management system)	Application Modernization, Digitization or Process Improvement	Integrate with outlook (email & calendar)	Improved productivity, efficiency, and reporting			
Improve Cybersecurity posture	Cybersecurity	Accessing other agency both State & private contractor/grantee databases	Improved security and protecting citizen data			
Increase team and community collaboration	Other	Ensure team community/collaboration in a secure and productive manner	Improved productivity, efficiency, and reporting; improve workforce satisfaction, & retention			
Remote workforce enablement	Other	Ensuring remote workforce capacity and productivity	Statewide presence; qualified & diverse staff; improved workforce satisfaction/retention; fiscal responsibility			
State Archive - Retention Plan	Statutory or Regulatory or Policy Compliance	N/A	N/A			

Citizens' Utility Ratepayer Board (CURB)

Agency/Organization Leadership:

Joseph Astrab
Consumer Counsel

Agency Information:

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

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

Budget: \$1,436,921

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

Goals and Objectives:

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

Agency Number: 122

Agency Funding Mechanism: Fee Funding

Number of Employees: 8

Number of Kansas Citizen Customers: 1,300,000

Agency IT Information:

Vision: N/A

Mission: N/A

Budget: N/A

Number of Employees:

Citizens' Utility Ratepayer Board

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
CURB Website Accessibility/ADA Title II Rule	Statutory or Regulatory or Policy Compliance	Resource Availability	CURB website availability to all			
Develop an Electronic Record keeping Plan (ERP)	Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Resource Availability	To develop a clear, complying retention schedule for the agency regarding digital records, when to destroy records that no longer have value			
Legislative Post Audit (SB-291)	Quality Assurance or Audit	Funding	To develop/implement boundary protection mechanisms via network segmentation to protect both the KCC and CURB assets and data			
Update the COOP Disaster Recovery IT Contingency Planning	Digitization or Process Improvement	Resource Availability	COOP Plan			

Corporation Commission (KCC)

Agency/Organization Leadership:

Andrew French
Commissioner (Chair)

Dwight Keen
Commissioner

Annie Kuether
Commissioner

Celeste Chaney-Tucker
Executive Director

Mark Brockhoff
Director of IT

Agency Information:

Vision: Our vision is a Kansas served by safe, reliable, environmentally responsible, diverse energy supplied at the lowest cost and for safe travel for the motoring public.

Mission: The mission of the Commission is to serve the people of Kansas by regulating the State's energy infrastructure, oil and gas production, and commercial trucking to ensure public safety.

Budget: \$132,600,000

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

Goals and Objectives:

- The Administrative Division includes the Office of the Commission and various supporting functions. These are:
 1. Legal
 2. Public affairs and consumer protection
 3. Human resources
 4. Information technology
 5. Docket management; and
 6. Fiscal management and support services.

- The Conservation Division protects correlative rights and environmental resources. This is done in part by preventing waste and by enforcing regulations that provide guidelines for producing resources efficiently. The Conservation office is in Wichita and has four District Offices located in Dodge City, Wichita, Chanute, and Hays.
- The Utilities Division establishes and regulates rates for public utilities, including electric, natural gas, liquid pipeline, and telecommunications. The Division also houses the pipeline safety program and administers the Kansas Universal Service Fund (KUSF) through a third-party administrator pursuant to K.S.A. 66-2008 to 66-2010.
- The Transportation Division ensures appropriate and effective regulatory oversight of motor carriers with the goal of protecting the public interest, promoting safety through comprehensive planning, licensing, education, and inspection.
- The Energy Division promotes energy conservation and efficiency in Kansas and serves as a clearinghouse for information on alternative energy and other energy topics. The Energy Division administers programs, promotes public education through outreach activities, coordinates government and private sector activities. It is also authorized to accept federal funds on behalf of the State of Kansas.

Agency Number: 143

Agency Funding Mechanism: Federal Funding, Fee Funding

Number of Employees: 205

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: Provide a secure, reliable, and efficient technology environment in support of agency personnel and the public.

Mission: Aligned to support the mission of each division within the Kansas Corporation Commission, information services will be provided in a secure, professional and service oriented manner.

Budget: N/A

Number of Employees: 13

Corporation Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Co-location Site Hardware Refresh	Infrastructure Modernization, Cybersecurity	Funding, Scope, Competing priorities	Improved process efficiencies Improved solution security Improved customer experience			
District Office Server Replacement	Infrastructure Modernization	Resource allocation, Competing priorities	Improved process efficiencies Improved solution security Improved customer experience			
Docket System Replacement	Application Modernization, Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance	Funding, Transforming business workflows	Improved process efficiencies Improved solution security Improved customer experience			
Kansas Trucking Regulatory Assistance Network (KTRAN)	Application Modernization, Continuous Improvement of Customer Experience, Promotion of Agency Services	Competing priorities, Resource allocation, Multiple endpoints, External collaboration	Improved process efficiencies Improved solution security Improved customer experience			
Operating System Modernization	Application Modernization, Cybersecurity, Statutory or Regulatory or Policy Compliance	Competing priorities	Improved process efficiencies Improved solution security Improved customer experience			

Corporation Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Oracle APEX Functionality Replacement	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Digitization or Process Improvement	Scope, Competing priorities	N/A			
Pipeline Safety Database System	Application Modernization, Continuous Improvement of Customer Experience, Promotion of Agency Services	Resource allocation, Competing priorities	Improved process efficiencies Improved solution security Improved customer experience			
RBDMS Intermediary Replacement	Application Modernization, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance, Promotion of Agency Services	Funding, Scope	Improved process efficiencies Improved solution security Improved customer experience			
Windows server 2016 retirement	Infrastructure Modernization, Statutory or Regulatory or Policy Compliance	Competing priorities	Improved solution security			

Board of Cosmetology (KBOC)

Agency/Organization Leadership:

Breanna Bell
Executive Director

Rich Christie
Assistant Director

Talysha Hickerson
Director of Licensing

Amy Williams
Director of Enforcement

Agency Information:

Vision: To provide up-to-date, secure, and user-friendly services to our licensees in order to fulfill our mission.

Mission: The mission of the Kansas Board of Cosmetology is to protect the health and safety of the consuming public by licensing qualified individuals and enforcing standards of practice.

Budget: \$1,334,062

Website: <https://www.kansas.gov/kboc/>

Goals and Objectives:

- Improvements - Improve efficiencies in licensing and enforcement by establishing a licensing database and online services that meet the needs of our licensees and the public consumers.

Agency Number: 149

Agency Funding Mechanism: Fee Funding

Number of Employees: 15

Number of Kansas Citizen Customers: 36,000

Agency IT Information:

This Agency is supported by OITS.

Board of Cosmetology

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
Big Picture Software for Licensing	Application Modernization, Continuous Improvement of Customer Experience	Funding, Information Security, Service Accessibility	Continued service to both the public and licensees.			
Big Picture Software Maintenance	N/A	Board is in the process of negotiating with vendor on number of hours to request and cost of contract. Not having the contract will drive up hourly service rate of vendor and may cost KBOC more over time.	No break in service and error free operation to ensure the public and licensees are well served.			
Compliance with SB66	Cybersecurity, Statutory or Regulatory or Policy Compliance, Other	Not being able to meet state required deadline due to vendor programming or other related issues.	Ease of public accessibility to pertinent information.			
Website Modernization	Application Modernization, Continuous Improvement of Customer Experience	Dependence on vendor selection, state IT security approvals, and integration timelines; risk of delays in implementation, misinformation	Public member and practitioner satisfaction with website usability			

Department of Credit Unions (KDCU)

Agency/Organization Leadership:

Julie Allen-Murray
Executive Director

Agency Information:

Vision: N/A

Mission: The Kansas Department of Credit Unions protects Kansas citizens from undue risk by ensuring safe and sound operation of state-chartered credit unions.

Budget: \$1,397,329

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

Goals and Objectives:

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

Agency Number: 159

Agency Funding Mechanism: Fee Funding

Number of Employees: 12

Number of Kansas Citizen Customers: 1,100,000

Agency IT Information:

This Agency is supported by OITS.

Department of Credit Unions

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

Dental Board (Dental)

Agency/Organization Leadership:

Lane Hemsley
Executive Director

Agency Information:

Vision: The vision of the Kansas Dental Board is to balance commitment and focus on public health.

Mission: The mission of the Kansas Dental Board is to ensure and protect dental health by enforcement of the Kansas Dental Law.

Budget: \$500,000

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

Goals and Objectives: N/A

Agency Number: 167

Agency Funding Mechanism: Fee Funding

Number of Employees: 3

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS.

Dental Board

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
Ready to deploy software licensing options.	Application Modernization, Continuous Improvement of Customer Experience	Funding, Collaboration with OITS and Accela	Customer satisfaction			

Council on Developmental Disabilities (KCDD)

Agency/Organization Leadership:

Sara Hart Weir
Executive Director

Agency Information:

Vision: All people with intellectual and developmental disabilities live, learn, work, play, belong, and thrive in the community they choose.

Mission: Empower individuals with intellectual and developmental disabilities and their families to lead systems change, build capacity, and advocate for inclusive, integrated, accessible communities where everyone belongs and thrives.

Budget: \$630,000

Website: <https://kcdd.org/>

Goals and Objectives:

- Five-Year State Plan - The Kansas Council on Developmental Disabilities Five-Year State Plan was developed by relying on extensive public input and the expertise of Council members, staff and allied state agencies and nonprofit organizations. The 2022-2026 Goals and Objectives include advocacy and leadership development as well as systems change and were submitted to the Administration on Intellectual and Developmental Disabilities (AIDD) to be approved and adopted by the Council.

Agency Funding Mechanism: Other

Number of Employees: 5

Number of Kansas Citizen Customers: 15,000

Agency IT Information:

This Agency is supported by OITS.

Council on Developmental Disabilities

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

Department of Education (KSDE)

Agency/Organization Leadership:

Dr. Randy Watson

Commissioner of Education

Dr. Frank Harwood

Deputy Commissioner of Fiscal and Administrative
Services

Dr. Renee Nugent

Deputy Commissioner of Learning Services

R. Scott Gordon

Chief Counsel

Ryan Kurtenbach

Chief Information Officer (CIO) or IT Head

Jake Steel

Director of Strategy and Operational Alignment

Denise Kahler

Director of Communications and Recognition
Programs

Wendy Fritz

Director of Human Resources

Kelly Chanay

Director of Child Nutrition and Wellness

Lauel Murdie

Director of Fiscal Auditing

John Hess

Director of Fiscal Services and Operations

Dale Burngardt

Director of School Finance

Dr. Jay Scott

Director of Accreditation and Design

Beth Fultz

Director of Career, Standards, and Assessment
Services

Amanda Perterson
Director of Early Childhood

Bert Moore
Director of Early Childhood

Bert Moore
Director of Special Education and Title Services

Shane Carter
Director of Teacher Licensure

Agency Information:

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

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

Budget: \$6,700,000,000

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

Agency Number: 652

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

Number of Employees: 299

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: Empowering Kansas education through innovative, secure, and reliable technology solutions that foster student success, educator effectiveness, and operational excellence.

Mission: To deliver high-quality IT services and infrastructure that support the Kansas State Department of Education and school districts in achieving their educational goals. We are committed to ensuring data security, promoting digital equity, and enabling transformative learning experiences through collaborative, responsive, and future-ready technology.

Budget: N/A

Number of Employees: 46

Department of Education

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
AI Taskforce for creation of policy, use cases, and select implementation	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity	N/A	Improved efficiency in performing tasks while maintaining security, integrity, and privacy of data.			
Development of ECIDS project for Early Childhood Development.	Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance, Promotion of Agency Services	Inter-agency data sharing	N/A			
Disaster Recovery site development	Cybersecurity, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit, Other	N/A	Minimal downtime of systems during an incident or event.			
Modernization of applications, infrastructure, and security	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Statutory or Regulatory or Policy Compliance	Funding	Improved efficiency of the running of the software and automation of manual processes.			
Rollout of Kansas Educational Data System (KEDS) project to all schools replacing Kansas Individual	Continuous Improvement of Customer Experience, Digitization or Process Improvement	Student Information System updates or changes	Accuracy of data between KEDS and KIDS			

Department of Education

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Software Development Security and Standardization	Continuous Improvement of Customer Experience, Cybersecurity, Statutory or Regulatory or Policy Compliance	Legacy applications	Standardization of code developed for interoperability and peer review. Improved security of code development earlier in the development process.			
Website modernization	Continuous Improvement of Customer Experience, Promotion of Agency Services	ADA Compliance, searchability of the site	Usability of the website			

Kansas Emergency Medical Services (KSBEMS)

Agency/Organization Leadership:

Joseph House
Executive Director

James Kennedy
Chief Information Officer (CIO) or IT Head

Agency Information:

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

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

Budget: \$2,626,416

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

Goals and Objectives:

- Emergency Medical Dispatching System - A system where Emergency Medical Dispatching (EMD) is performed on 100% of 911 medical calls.
- Statutory and Regulatory Compliance - To promptly, consistently, completely, and fairly investigate all matters involving potential non-compliance with statutory and regulatory compliance.
- Public Complaints - To ensure public complaints related to providers or services are addressed and responded to publicly.
- Meet and Exceed Requirements - To ensure that Kansas ambulance services, EMS providers, and EMS educational organizations are meeting or exceeding statutory and regulatory requirements.
- Timely Issue of Licenses and Certifications - To timely issue applicable certification, approval, license, or permit when all requirements have been met.

- Timely processing and issue of awards - To timely process and issue awards for the Education Incentive Grant and KRAF grant processes when grant and eligibility requirements have been met.
- Maintain Ambulance Service Compliance - To maintain ambulance service compliance in participation with the Kansas EMS Information System (KEMSIS).
- Increase average validity score - To increase the average validity score for all patient care reports submitted to KEMSIS.
- Utilize data to drive decisions - To utilize data to drive decisions on how best to ensure the continued provision of EMS at the local, regional, and state levels.
- Utilize data to analyze internal work processes - To utilize data to analyze internal work processes to provide better customer experience.
- Data source leveraging - To link with other data sources to help provide better outcome data for all EMS patients encountered.
- Increase clarity of regulations - To increase the clarity of regulations and to ensure they remain appropriate and not unnecessarily burdensome.

Agency Number: 206

Agency Funding Mechanism: Fee Funding

Number of Employees: 14

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: N/A

Mission: N/A

Budget: N/A

Number of Employees: 1

Kansas Emergency Medical Services

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Development/Improvement of Licensure System	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Updates to functions and features by ImageTrend	User usage and Customer Service			
Improve Data Analysis of key metrics of pre-hospital care and EMS services	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Improve Data Analysis through use of software tools.	N/A			
Increase IT Security posture	Cybersecurity, Statutory or Regulatory or Policy Compliance	Deployment of CrowdStrike, Tanium, and other tools as specified by KISO	implementation of software tools and practices			
Migrate to Ks.loc firewall and active directory	Infrastructure Modernization	KISO office implementing the migration to ks.loc Active Directory and firewall host on their equipment.	N/A			
Public Portal Promotion - Add more portal options for data maintenance and added functionality	Continuous Improvement of Customer Experience, Promotion of Agency Services	N/A	User usage and Customer Service			

Kansas Emergency Medical Services

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Transition to new website and host	Continuous Improvement of Customer Experience, Promotion of Agency Services	Selection of new website Host, development of new website	User usage and Customer Service			
Update all Windows Desktop and Notebook computers to Windows 11 capable appliances	Infrastructure Modernization	Windows 11 compatibility	N/A			

State Fair (KSF)

Agency/Organization Leadership:

Bryan Schulz
Executive Director

Janene Starks
Chief Information Officer (CIO) or IT Head

Agency Information:

Mission: The mission of the Kansas State Fair is to promote and provide a showcase for Kansas agriculture, industry, and culture; create opportunities for commercial activity and provide an educational and entertaining experience that is the pride of all Kansans.

Budget: N/A

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

Goals and Objectives:

- Goal - The Kansas State Fair has three major goals. One goal is to invite and motivate Kansans to attend, view, and participate in their fair. Another goal of the Kansas State Fair is to provide an environment for Kansas commerce through the following objectives: Expand and enhance existing trade show and exhibit space. Work closely with livestock associations and other agriculture commodity groups to maximize their promotional and marketing opportunities. The final goal of the Kansas State Fair is to provide a comfortable, accessible facility for all visitors. The agency will pursue this goal through the following objectives: Initiate more landscaping to enhance the beauty of the fairgrounds and the comfort of visitors. Make optimal use of signage to welcome and thank guests, as well as to facilitate their stay on the grounds with adequate directional and informational signage. Bring the facilities into compliance with ADA, EPA, and fire safety codes.

Agency Number: 373

Agency Funding Mechanism: State Funding, Fee Funding

Number of Employees: 28

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS.

State Fair

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
Update all content programs	Continuous Improvement of Customer Experience, Promotion of Agency Services	to continue to move forward with State Fair planning	customer satisfaction			
Upgrade equipment per lease agreement	Infrastructure Modernization	funding	customer satisfaction			
Work in conjunction with agencies for cameras on grounds	IT Skill Enhancement	N/A	customer satisfaction			

Office of the State Fire Marshal (OSFM)

Agency/Organization Leadership:

Mark Engholm
State Fire Marshal

Richard Watson
Chief Deputy State Fire Marshal

Jared Smith
Chief Counsel

Derek Welsh
Chief Information Officer (CIO) or IT Head

Wally Roberts
Director of Investigations

Amanda Yorkey
Chief of Prevention

Gregg Bollella
Chief of Emergency Response

Agency Information:

Vision: The Office of the State Fire Marshal (OSFM) is dedicated to protecting the lives and property of the citizens of Kansas from the hazards of fire, explosion, and natural and man-made disasters.

Mission: The agency's mission is to reduce the deaths, injuries, and property losses of Kansans through:

- Education
- Enforcement
- Hazardous material
- Inspection
- Investigation
- Regulation
- Search and rescue incident responses

Budget: N/A

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

Goals and Objectives:

- Reduce the deaths, injuries, and property losses of Kansans through - Coordination of search and rescue efforts, Enforcement, Fireworks and Explosives Regulation, Hazardous material incident mitigation, Inspection, Investigation, Plans Review, Public education

Agency Number: 234

Agency Funding Mechanism: Fee Funding

Number of Employees: 74

Number of Kansas Citizen Customers: 2,970,000

Agency IT Information:

Vision: Provide top quality customer support and provide network services that enable users to perform their assigned duties without disruption.

Mission: Enable the Agency to investigate, prevent, educate, and respond to critical incidents with the most reliable and technological advanced support available.

Budget: \$772,000

Number of Employees: 3

Office of the State Fire Marshal

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Hardware refresh for disaster recovery infrastructure	Infrastructure Modernization	Funding	Agency proficiency			
Move Firehouse Database to the Cloud	Infrastructure Modernization, Application Modernization	Funding	Agency proficiency			
Provide tools to track training/permits for Investigation division.	Infrastructure Modernization	Funding	Agency proficiency			
Provide tools to track training/permits for Search and Rescue/Hazmat (SAR/HAZmat) division.	Infrastructure Modernization	Funding	Agency proficiency			
Refresh core IT equipment - Servers, VMs, Storage	Infrastructure Modernization	Funding	Agency proficiency			

Governor's Office (GOV)

Agency/Organization Leadership:

Laura Kelly
Governor

David Toland
Office of Lieutenant Governor

Will Lawrence
Chief of Staff

Ryan Wright
Deputy Chief of Staff

Juliene Maska
Office of Governor Grants

Stacey Knoell
Kansas African American Affairs

Irma Faudoa
Kansas Hispanic & Latino American Affairs

Jancita Warrington
Kansas Native American Affairs

Craig Knutson
Kansas Commission on Disability Concerns

Andrea Clark
Office Of Recovery

Agency Information:

Vision: N/A

Mission: N/A

Budget: \$56,216,179

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

Goals and Objectives: N/A

Agency Number: 252

Agency Funding Mechanism: State Funding, Grant Funding

Number of Employees: 65

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS.

Governor's Office

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Change VPN platform	Cybersecurity	KISO availability	Adherence to ITEC 7230a policy and increased security posture.			
Complete Kansas Security awareness training and summits	Cybersecurity, IT Skill Enhancement	KISO training module available	Annual completion to comply with ITEC 7230a policy. Increase security posture.			
Replace Aging Information Technology Hardware - Audio and laptops	Infrastructure Modernization	Funding restrictions, supply availability	Equipment upgraded			
Windows 11 upgrade	Cybersecurity, Other	Not all hardware may be compatible	Compliance with OITS requirements for application modernization and cybersecurity.			

Board of Healing Arts (KSBHA)

Agency/Organization Leadership:

Susan Gile
Executive Director

Scott Henricks
Deputy Executive Director

Derenda Mitchell
Chief Counsel

Scott Henricks
Chief Information Officer (CIO)

Larry Bowles
IT Network Administrator

Agency Information:

Vision: The Kansas State Board of Healing Arts, created in 1957, is the licensing and regulatory Board for many health care providers in Kansas. The Board is comprised of: 15 members including:

- 5 Medical Doctors (M.D.)
- 3 Osteopathic Doctors (D.O.)
- 3 Chiropractic Doctors (D.C.)
- 1 Podiatric Doctor (D.P.M.), and
- 3 public members

Professional Councils were established by statute for each of the allied health care professions licensed and regulated by this agency to advise the Board in carrying out the provisions of their practice acts.

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

Budget: \$8,113,782

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

Goals and Objectives:

- Goals - Safeguarding the public is the Board's primary responsibility. The Board and its staff approach their responsibilities in a balanced and efficient manner so regulation can be performed aggressively, but fairly for the benefit of every patron of the State of Kansas. We license and regulate 16 different health care professions. Those health care professions include:
 - Athletic Trainers (A.T.)
 - Doctors of Chiropractic (D.C.)
 - Doctors of Osteopathic Medicine & Surgery (D.O.)
 - Doctors of Podiatric Medicine (D.P.M.)
 - Radiologic Technologists (L.R.T.)
 - Doctors of Medicine & Surgery (M.D.)
 - Naturopathic Doctors (N.D.)
 - Occupational Therapists (O.T.)
 - Occupational Therapy Assistants (O.T.A.)
 - Physician Assistants (P.A.)
 - Physical Therapists (P.T.)
 - Physical Therapist Assistants (P.T.A.)
 - Respiratory Therapists (R.T.)
 - Acupuncturists (L.Ac.)
 - Independent Certified Nurse Midwives (CNM-I)
 - Contact Lens Distributors

Agency Number: 105

Agency Funding Mechanism: Fee Funding

Number of Employees: 60

Number of Kansas Citizen Customers: 37,000

Agency IT Information:

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

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

Budget: \$476,689

Number of Employees: 5

Board of Healing Arts

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Change licensure/enforcement software	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Review of other licensing software systems is ongoing. MLO end of life will occur 6/30/2027.	User satisfaction, data, streamlined processes due to modernization, statutory compliance (SB66), staff workload			
Controlled Access and Security Camera System	Infrastructure Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Vendor and purchase approval.	Staff and agency safety and security. Modernization.			
Create agency intranet	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Digitization or Process Improvement	IT staff availability	User satisfaction, accessibility			
Replace server room air conditioner	Infrastructure Modernization, Cybersecurity	Server room & servers overheating, network/records availability	User accessibility			
Storage Increase/Upgrade	Infrastructure Modernization, Cybersecurity	Timeline and current usage rate	Storage for increasing amount of agency related records (in accordance with retention schedules)			

Board of Healing Arts

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Upgrade Patch Management	Application Modernization, Cybersecurity, Digitization or Process Improvement	N/A	Updates software when users are not on network.			
Virtualization (VDI)	Infrastructure Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	KISO compliance (TBD), Contingent on migration of data center to virtual platform.	User satisfaction (simplify connection process), less hardware cost (laptops) for agency, added security.			

Board of Hearing Aid Examiners (KBHAE)

Agency/Organization Leadership:

Danielle Dorner, AuD
Executive Director

Charles Macheers
Chief Counsel

Agency Information:

Mission: The Kansas Board of Examiners in the Fitting and Dispensing of Hearing Instruments was established in 1968. The mission of the Board is to establish and enforce standards to ensure that the people of Kansas receive competent and ethical hearing aid care.

Budget: \$37,986

Website: <https://kbhae.com>

Agency Number: 266

Agency Funding Mechanism: Fee Funding

Number of Employees: 1

Number of Kansas Citizen Customers: 350

Agency IT Information:

Vision: N/A

Mission: N/A

Budget: N/A

Number of Employees:

Board of Hearing Aid Examiners

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027

No IT plans scheduled for 2025-2027	N/A	N/A	N/A			
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State Historical Society (KSHS)

Agency/Organization Leadership:

Patrick Zollner
Executive Director

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

Matthew J. Chappell
Director of Administration

Agency Information:

Vision: To enrich people's lives by connecting them to the past.

Mission: To actively preserve and share Kansas history by collecting, preserving, and interpreting state government and history to enhance government transparency, provide economic development assistance, and educate students and families.

Budget: \$14,141,207

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

Goals and Objectives: N/A

Agency Number: 288

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

Number of Employees: 77

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: To meet the needs of the public and agency by connecting them to the past.

Mission: To continuously update and advance technology utilization across the agency and public by continued modernization of equipment, program development, and enhanced security.

Budget: \$501,044

Number of Employees: 4

State Historical Society

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Allow material to be included in Archives Catalog online	Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance, Promotion of Agency Services	Funding, Staff, Resources	Customer Satisfaction			
Answer specific inquiries from the public on a weekly basis.	Application Modernization, Continuous Improvement of Customer Experience	Staff, Resources	Customer Satisfaction			
Build archive and artifact collections database	Infrastructure Modernization	Funding, Staff, Resources	Employee and Customer Satisfaction			
Create continuing internet presence	Continuous Improvement of Customer Experience, Promotion of Agency Services	Funding, Staff, Resources	Customer Satisfaction			
Create digital stories	Continuous Improvement of Customer Experience	Staff	Customer Satisfaction			

State Historical Society

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Develop all new exhibits for the Kansas Museum of History	Other	Funding, Staff, Resources	Customer Satisfaction			
Enhance agency access to targeted audiences through social media.	Continuous Improvement of Customer Experience, Promotion of Agency Services	Funding, Staff, Resources	Customer Satisfaction			
Implemented process for establishing information technology (IT) project priorities	Digitization or Process Improvement	Funding, Staff	N/A			
Increase data backup process adding tape drives	Infrastructure Modernization	Funding, Staff, Resources	Employee and Customer Satisfaction			
Launch an updated agency website	Continuous Improvement of Customer Experience, Promotion of Agency Services	Funding, Staff, Resources	Customer Satisfaction			

State Historical Society

3-Year Strategic Roadmap

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	2026		
				2025	2026	2027
Launch the updated Kansas Memory	Infrastructure Modernization	Funding, Staff, Resources	Employee and Customer Satisfaction			
Migrate our virtual machines to hypervisor servers	Infrastructure Modernization	Staff, Resources	Employee and Customer Satisfaction			
Provide access to training and knowledge	Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance, Promotion of Agency Services	Funding, Staff, Resources	Customer Satisfaction			
Review and Compliance system upgrade	Digitization or Process Improvement	Funding, Staff, Resources	Employee and Customer Satisfaction			
Train agency IT staff and others to maintain any exhibit features	Statutory or Regulatory or Policy Compliance, IT Skill Enhancement	Funding, Staff	Customer Satisfaction			

Human Rights Commission (KHRC)

Agency/Organization Leadership:

Robert Easterling
Assistant Director

Ruth Glover
Executive Director

Agency Information:

Vision: Eternal Vigilance is the Price of Freedom

Mission: The mission of the Kansas Human Rights Commission is to prevent and eliminate discrimination and assure equal opportunities in employment relations, to eliminate and prevent discrimination, segregation or separation, and assure equal opportunities in places of public accommodations and in housing. The agency's philosophy in accomplishing its mission is to act in accordance with the highest standards of professional conduct, ethics, efficiency, and accountability. Realizing that the principles of equality and the protection of basic human rights are the most noble of human efforts, we dedicate our activities toward that purpose, believing that eternal vigilance is the price of freedom.

Budget: \$1,800,000

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

Goals and Objectives:

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

- Timely and Effective Conciliation Effort - To conduct a timely and effective conciliation effort on all cases determined to be Probable Cause, and to expeditiously refer to the Administration Hearings Office cases in which conciliation efforts have failed and a public hearing is scheduled
- Citizen Education Program - To maintain an education program to inform all citizens on what constitutes discrimination, the effects of unlawful discrimination, how to prevent discrimination and how to obtain redress.
- Timely Public Hearing Process - To expedite cases through the public hearing process and provide a timely process.

Agency Number: 58

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

Number of Employees: 17

Number of Kansas Citizen Customers: 2,900,000

Agency IT Information:

This Agency is supported by OITS.

Human Rights Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Expand KHRC Online Training Opportunities	Continuous Improvement of Customer Experience, Promotion of Agency Services	Must be compatible with the State of Kansas Learning Management System, Funding	Customer Satisfaction			
Hardware and Software Refreshes	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience	Funding	Customer Satisfaction			
Implement softphones	Continuous Improvement of Customer Experience	Funding	Customer Satisfaction			
OITS Cybersecurity Training	Cybersecurity, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Relying on OITS Support	All staff to complete the OITS cybersecurity training each calendar year with any new hires completing the training in the first week of employment			
Refresh the KHRC website	Infrastructure Modernization, Continuous Improvement of Customer Experience, Promotion of Agency Services	Funding: Must be able to complete the same functions and provide same or better access, efficiency, and information as the current website	Customer Satisfaction			

Human Rights Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Reserve .gov website extension(s)	Continuous Improvement of Customer Experience, Cybersecurity, Statutory or Regulatory or Policy Compliance	Will need to coordinate with OITS on how to reserve .gov website extension(s)	N/A			
Transition away from Windows 10 to Windows 11	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Statutory or Regulatory or Policy Compliance	Relying on OITS Support	Compliance with OITS requirements for application modernization and cybersecurity.			
Update COOP Plan - Quarterly	Cybersecurity, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	May need expertise in writing COOP plans	Meet or exceed Kansas Adjutant General scoring matrix.			
Update Security Incident Response - Annually	Cybersecurity, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	May need to consult with OITS to rely on their expertise in writing Security Incident Response Plans.	Meet or exceed OITS review matrix			
Update the KHRC's Online Harassment Prevention Training	Application Modernization, Continuous Improvement of Customer Experience, Promotion of Agency Services	Must be compatible with the State of Kansas Learning Management System, Funding	Customer Satisfaction			

State Board of Indigents' Defense Services (SBIDS)

Agency/Organization Leadership:

Ann Sagan
Executive Director

Tiffany Reed
Deputy Executive Director

Brandon Barrett
Deputy Executive Director / Chief Counsel

Michael Troxell
Lead Information Technology Specialist

Agency Information:

Vision: N/A

Mission: Our mission is to fulfill the constitutional promise of a zealous defense by providing our clients with team-based advocacy that champions their human dignity and achieves just outcomes on their behalf.

Budget: \$63,343,828

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

Goals and Objectives:

- Goal - The people of the Board of Indigents' Defense Services will strive to protect individual liberty through dedication to the Constitution and the Bill of Rights, efficient use of resources, and continuous improvement.

Agency Number: 328

Agency Funding Mechanism: State Funding

Number of Employees: 298

Agency IT Information:

Vision: N/A

Mission: N/A

Budget: N/A

Number of Employees: 4

State Board of Indigents' Defense Services

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
Admin & Third Switch Replacement	Infrastructure Modernization	Funding	Provide the most advanced security/cybersecurity possible for the agency			
Implement Multi-Factor Authentication	Infrastructure Modernization, Cybersecurity	In-progress	Provide the most advanced security/cybersecurity			
Modern Backup Solution	Infrastructure Modernization, Cybersecurity	In-progress	Provide the most advanced security/cybersecurity			
O365 Migration	Application Modernization	In-progress	Increased efficiency and productivity			
Open a New Public Defender Office in WY County	Continuous Improvement of Customer Experience	In-progress	Increased efficiency and productivity			

State Board of Indigents' Defense Services

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Replace/Reimage Windows 10 Machines	Application Modernization	In-progress	OS end of life			
Statewide Case Management System	Application Modernization	Rollout in progress	Increased efficiency and productivity			
Upgrade Bandwidth/Connectivity	Infrastructure Modernization	Partially achieved, Additional funding constraints	Increased efficiency and productivity			
Upgrade Primary Domain Controller	Infrastructure Modernization, Cybersecurity	In-progress	Provide4 the most advanced security/cybersecurity			

Bureau of Investigations (KBI)

Agency/Organization Leadership:

Tony Mattivi
Executive Director

Robert Jacobs
Deputy Executive Director

Bryan Ross
Chief Counsel

Kevin Mapes
Chief Information Officer (CIO)

Agency Information:

Vision: N/A

Mission: The Kansas Bureau of Investigation is dedicated to providing professional investigative, laboratory and criminal justice information services to criminal justice agencies for the purpose of promoting public safety and preventing crime in Kansas.

Budget: N/A

Website: <https://www.kansas.gov/kbi/>

Goals and Objectives:

- Customer Service – External - The Kansas Bureau of Investigation shall identify and provide to the Kansas Criminal Justice Community, those essential services that directly support their efforts to maintain safe environments for their citizens to live, work and raise families. The KBI shall provide those services in a timely and professional manner, at the highest level of quality possible.
- Public Safety Role - The Kansas Bureau of Investigation, in recognition our leadership role in public safety matters, shall commit available resources, initiate appropriate programs, collaborate with public and private entities, provide direct services to the criminal justice community, implement statewide strategies, advocate for statutory enhancements and take direct enforcement action with the ultimate goal of preventing and controlling crime and preventing the victimization of our citizens.

- Professional Work Environment – Internal - The Kansas Bureau shall create and maintain a professional work environment that stresses respect for all, employee integrity, employee accountability, exceptional work product, fiscal responsibility, efficiency of operations, mutual support, employee safety, pride in personal appearance and pride in our facilities.

Agency Number: 83

Agency Funding Mechanism: State Funding, Grant Funding

Number of Employees: 383

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: KBI Information Technology will be recognized as a high-performance team improving public safety in the State of Kansas.

Mission: KBI Information Technology provides secure, reliable, flexible, high-quality technology solutions in alignment with the KBI Mission, while being a leader in customer service.

Budget: N/A

Number of Employees: 39

Bureau of Investigations

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

Judicial Council (KJC)

Agency/Organization Leadership:

Laura Nordgren
Executive Director

Agency Information:

Vision: N/A

Mission: "It shall be the mission of the Judicial Council to study the administration of justice in Kansas and make recommendations for improvements therefor." KSA 20-2203

Budget: \$742,000

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

Goals and Objectives:

- Goals - Recommend statutory enactments and amendments, conducting studies requested by the Legislature and Supreme Court, publishing important legal materials including the jury instructions used in all civil and criminal jury trials, and drafting and posting on the Judicial Council's website, legal forms for use by Kansas citizens.

Agency Number: 349

Agency Funding Mechanism: State Funding

Number of Employees: 5

Number of Kansas Citizen Customers: 2,970,000

Agency IT Information:

This Agency is supported by OITS.

Judicial Council

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
4-year lease agreement with Dell for Equipment	Infrastructure Modernization, Cybersecurity	N/A	Reliability of equipment			

Lottery (KSL)

Agency/Organization Leadership:

Stephen Durrell
Executive Director

Craig Paschang
Deputy Executive Director

Darren Dreier
Chief Information Officer (CIO)

Agency Information:

Vision: N/A

Mission: The mission of the Kansas Lottery is to produce the maximum amount of revenue possible for the State of Kansas while ensuring the integrity of all games.

Budget: N/A

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

Goals and Objectives: N/A

Agency Number: 450

Agency Funding Mechanism: Fee Funding

Number of Employees: 94

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: N/A

Mission: N/A

Budget: \$900,000

Number of Employees: 8



Lottery

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Application Development Projects	Application Modernization, Continuous Improvement of Customer Experience	N/A	Customer Satisfaction			
Firewall Replacements	Infrastructure Modernization	N/A	N/A			
iLottery/Loyalty Program	Application Modernization	N/A	N/A			
Intranet Site Update	Continuous Improvement of Customer Experience	N/A	Customer Satisfaction			
Lobby Improvement Project	Continuous Improvement of Customer Experience	N/A	Customer Satisfaction			

Lottery

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Road map		
				2025	2026	2027
PC upgrades	Infrastructure Modernization, Continuous Improvement of Customer Experience	N/A	N/A			
Penetration Testing	Quality Assurance or Audit	N/A	N/A			
Public Conference Room Upgrades	Continuous Improvement of Customer Experience	N/A	N/A			
Security Monitoring Solution	Cybersecurity	N/A	N/A			
Upgrade Servers	Infrastructure Modernization	N/A	Customer Satisfaction			

Lottery

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Virtual System Repacement	Infrastructure Modernization	N/A	N/A			
Website Update	Continuous Improvement of Customer Experience	N/A	Customer Satisfaction			

Public Employees Retirement System (KPERs)

Agency/Organization Leadership:

Alan Conroy
Executive Director

Laurie McKinnon
Chief Counsel

John Cahill
Chief Information Officer (CIO)

Mary Beth Green
Chief Benefits Officer

Bruce Fink
Chief Investment Officer

Judy McNeal
Chief Fiscal Officer

Jarod Waltner
Planning and Research Officer

Susan Hancock
Chief Project Manager Officer

Arlen Zentner
Deferred Compensation Plan Officer

Emily Wilson
Communications Officer

Julie Baker
Human Resources Director

Janette Martin
Internal Auditor

Steve Guterrez
Chief Information Security Officer

Agency Information:

Vision: NA

Mission: The Kansas Public Employees Retirement System in its fiduciary capacity exists to deliver retirement, disability and survivor benefits to its members and their beneficiaries.

Budget: \$83,500,000

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

Goals and Objectives:

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

Agency Number: 365

Agency Funding Mechanism: Other

Number of Employees: 128

Number of Kansas Citizen Customers: 333,000

Agency IT Information:

Vision: N/A

Mission: N/A

Budget: \$4,389,154

Number of Employees: 39

Public Employees Retirement System

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Cybersecurity Enhancements - Adoption of NIST standards for IT and Identity	Cybersecurity	Resource availability	# of automated test; application block rate; # of security incidents; Mean Time to Detect (MTTD) Level of preparedness; Mean Time to Resolve (MTTR); Mean Time to Contain (MTTC)			
Data Cleaning and Preparation	Digitization or Process Improvement, Quality Assurance or Audit	Resource availability; Vendor Resource availability	N/A			
Data Governance	Application Modernization, Digitization or Process Improvement	Resource availability and organization change	Data accuracy			
Data Warehouse	Infrastructure Modernization, Other	Resource availability; Vendor Resource availability	N/A			
FileNet Migration	Application Modernization	Resource availability, Vendor resource availability	Accuracy of the images associated with member records			

Public Employees Retirement System

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Legacy paper, Fiche and Film Digitization	Digitization or Process Improvement	Resource availability, Vendor resource availability, old reels, paper and reels	N/A			
Modernize the current Pension administration System (KITS)	Application Modernization, Continuous Improvement of Customer Experience	Resource availability; Vendor Resource availability	Prod Costs/Plan Costs, User satisfaction surveys, Project costs to budget, EV/PV, EV/AC, % Complete to Budget			

Board of Mortuary Arts (BOMA)

Agency/Organization Leadership:

J.W. Carey
Executive Secretary

Agency Information:

Vision: N/A

Mission: The mission of the Kansas State Board of Mortuary Arts is to ensure that licensees perform their professional services in a manner providing maximum protection of the health, safety and welfare for the people of Kansas. In addition, our mission is to inform the public of the laws and options available to them when dealing with the funeral profession.

Budget: N/A

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

Agency Number: 204

Agency Funding Mechanism: Fee Funding

Number of Employees: 3

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS.

Board of Mortuary Arts

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

Board of Nursing (KSBN)

Agency/Organization Leadership:

Carol Moreland, MSN, RN, CPM

Executive Director:

Adrian R. Guerrero, CPM

Director of Operations

Adrian R. Guerrero, CPM

Chief Information Officer (CIO)

Agency Information:

Vision: The Board of Nursing will act in accordance with the highest standards of ethics, accountability, efficiency, and openness. The Board subscribes to the idea that safe nursing care is a public trust. We approach our activities with a deep sense of purpose and responsibility. The public and regulated community alike can be assured of a balanced and sensible approach to regulation.

Mission: The mission of the Board of Nursing is to protect and promote the welfare of the people of Kansas.

Budget: \$4,247,433

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

Goals and Objectives:

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

Agency Number: 482

Agency Funding Mechanism: Fee Funding

Number of Employees: 27

Number of Kansas Citizen Customers: 74,553

Agency IT Information:

Vision: Citizen and Customer Focused - Technology Driven.

Mission: The mission of the Board of Nursing is to assure the citizens of Kansas safe and competent practice by nurses and mental health technicians

Budget: N/A

Number of Employees: 2

Board of Nursing

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Business Application Modernization – Phase 2: Coordinated Licensure Information System	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Digitization or Process Improvement, IT Skill Enhancement, Other	Potential multiple vendors; Internal Resources; Training Funding, Funding	Centralized repository for investigative and discipline cases; Deployment of mobile responsive online services; Case Management and MyLicense verifications.			
Business Application Modernization – Upgrade MyLicense System Automation Licensinq Platform	Application Modernization, Digitization or Process Improvement	Potential multiple vendors, Internal Resources, Training Funding, Funding	MyLicense System Upgrade to SA Evoke, data visualization and improving online services and user experiences.			
Develop succession plans for key KSBN staff	Cybersecurity, IT Skill Enhancement, Other	Funding, Staffing Retention and Expertise	Training plan for IT staff; staff expertise & retention			
Ensure effective methods for consumer feedback to the Board	Continuous Improvement of Customer Experience, Promotion of Agency Services, Other	Internal Resource Availability, Funding	High quality, clear, accurate, current communication that includes effective methods to give feedback to the Board; Expand digital communication.			
Expand digital forms of communication. Create online videos	N/A	Staffing Retention and Expertise	high quality, clear, accurate, current communication that includes effective methods to give feedback to the Board; Expand digital forms of communication.			



Board of Nursing

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Infrastructure Modernization - Maintain infrastructure	Infrastructure Modernization	Potential multiple vendors, Internal Resources, Training Funding, Funding	Speed of change to technology infrastructure			
KSBN Information Security Program	Cybersecurity, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit, IT Skill Enhancement	Schedule, Internal Resources, State Policy Reviews, KISO Staffing Retention and Expertise	Updated KSBN Information Security Posture and Policies; align with the KISO "Whole-of-State" approach			
Maintain Quality Customer Service – Audit accuracy and timeframes	Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Internal Resource Availability, Funding	application submission to full licensure efficiency			
Migrate eForms Solution to New Platform	Infrastructure Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance, Quality	Funding and User Acceptance	Migrate software; develop digital eForms			
Monitor fiscal impact of Nurse Licensure Compact (NLC) implementation.	Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Agency budget potentially impacted by reduction in active Kansas nurse licenses	N/A			

Board of Nursing

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Paper-to-Digital Initiative - Board Meeting A.I. GPT LLM - PRA Project	Continuous Improvement of Customer Experience, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit, Other	Funding; BTCO's Staffing & Storage Availability; User Acceptance.	N/A			
Upgrade Document Management System (DMS)	Infrastructure Modernization, Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Funding and User Acceptance	Upgrade software version; import the digital storage of agency records.			

KanCare Ombudsman Office (KOO)

Agency/Organization Leadership:

Suzanne Lueker
Executive Director

Agency Information:

Vision: N/A

Mission: The primary role of the KanCare Ombudsman Office is to help individuals understand how to navigate the KanCare system, and to assist them in solving any problems or difficulties they encounter. As such, treating people with dignity and respect is a core value of the KanCare Ombudsman Office. The Centers for Medicare and Medicaid Services Special Terms and Conditions (2019- 2023), Section 36 for KanCare, provides the KanCare Ombudsman program description and objectives.

Budget: N/A

Website: <https://www.kancare.ks.gov/members/help-resources/kancare-ombudsman>

Goals and Objectives:

- Enhancing Staff Proficiency in KanCare and Medicaid Support - Understanding letters from KanCare Responding when a member disagrees with a decision or change in coverage Completing an initial or renewal application Filing an appeal or fair hearing request Filing a complaint (grievance) Learning about in-home services (Home & Community Based Services)

Agency Funding Mechanism: State Funding

Number of Employees: 3

Number of Kansas Citizen Customers: 450,000

Agency IT Information:

This Agency is supported by OITS

KanCare Ombudsman Office

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Update software system for better data collection/utilization	Application Modernization	Funding	Ability for staff to efficiently perform their tasks; Customer satisfaction			

Board of Optometry Examiners (KSSBEO)

Agency/Organization Leadership:

Callie McAtee
Executive Director

Agency Information:

Vision: N/A

Mission: The Kansas Board of Examiners in Optometry shall administer and enforce the provisions of Kansas Optometry Law so that the highest quality of eye care is provided to the citizens of Kansas.

Budget: \$279,000

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

Goals and Objectives: NA

Agency Number: 488

Agency Funding Mechanism: Fee Funding

Number of Employees: 1

Number of Kansas Citizen Customers: 742

Agency IT Information:

This Agency is supported by OITS.

Board of Optometry Examiners

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Clean up Electronic Files	Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Electronic Files could be lost	Data Retention			
Plan and initiate going paperless	Application Modernization, Digitization or Process Improvement	Go live with Accela	N/A			
Switching from old licensing database to Accela	Application Modernization	Must be compatible with current licensing program	Application processing time for application materials to license issuance			
Training replacement	Other	Ongoing training for new EO	Continuity of government			
Website Updates	Application Modernization	Resources making information available to the public	Site uses			

Commission on Peace Officers' Standards and Training (KSCPOST)

Agency/Organization Leadership:

Mike Brown
Executive Director

Laine Barnard
Chief Counsel

Agency Information:

Mission: The Kansas Commission on Peace Officers' Standards and Training (KS-CPOST) is committed to providing the citizens of Kansas with qualified, trained, ethical, competent, and professional peace officers. It is also dedicated to adopting and enforcing professional standards for certification of peace officers to promote public safety and preserve public trust and confidence.

Budget: \$1,217,446

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

Goals and Objectives: N/A

Agency Number: 529

Agency Funding Mechanism: Fee Funding

Number of Employees: 6

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS.

Commission on Peace Officers' Standards and Training

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
Identify, procure replacement Investigation Tracking Software	Infrastructure Modernization, Application Modernization, Digitization or Process Improvement, Quality Assurance or Audit	Funding	Central Repository for ALL Investigative Records, Improved Case Tracking, Increase efficiency of building, investigating and presenting cases to CIC and Hearing Committee			
Modernize Agency Website and Centralize SSL Management for all domains used by Agency	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Other	Funding	Reduce Staff time managing SSL certs and updating website, Modernize website look/feel			
Provide continued upgrades and support for Central Registry Database	Application Modernization	Funding	Law Enforcement agency compliance			
Rewrite, Improve & Enhance Central Registry Database	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Funding	Law Enforcement agency compliance, Staff efficiency, End User Experience/Satisfaction			

Board of Pharmacy (KBOP)

Agency/Organization Leadership:

Alexandra Blasi, JD, MBA
Executive Director

Jackie Yingling
Deputy Executive Director

Carly Haynes
Director of Compliance

Tessa Moren
Assistant Director of K-TRACS

Ashley Smith
Licensing Manager

Agency Information:

Vision: The Kansas Board of Pharmacy will act in accordance with the highest standards of ethics, accountability, efficiency, and openness. The Board subscribes to the ideal that pharmacy practice is a public trust. We approach our activities with a deep sense of purpose and responsibility. The public and regulated community alike can be assured of a balanced and sensible approach to regulation.

Mission: The mission of the Kansas Board of Pharmacy is to ensure that all persons and entities conducting business relating to the practice of pharmacy in this state, are properly licensed and registered. This will protect the public's health, safety and welfare and promote the education and understanding of pharmacy related practices.

Budget: \$4,081,700

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

Goals and Objectives:

- Protection - Ensure that the practice of pharmacy protects the health, safety, and welfare of Kansas citizens and provide transparency to members of the public.
- Collaboration - Collaborate with stakeholders and regulatory healthcare partners to establish consistent standards of pharmacy practice across professions and occupations.

- Compliance - Facilitate compliance with, foster respect and appreciation for, and educate on Kansas statutes, rules, and regulations regarding the practice of pharmacy and proper manufacturing, distribution, and dispensing/sale of prescription and non-prescription drugs and devices for businesses and individuals doing business in the state of Kansas.
- Regulatory Footprint - Review and align statutes and regulations to be consistent with current pharmacy practice standards.
- K-TRACS - Prioritize patient safety; promote community health; prevent prescription drug misuse, abuse and diversion; and preserve legitimate access to controlled substances through the Kansas Prescription Drug Monitoring Program.

Agency Number: 531

Agency Funding Mechanism: Fee Funding, Grant Funding

Number of Employees: 19

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS.

Board of Pharmacy

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Complete Annual KISO training	Cybersecurity, IT Skill Enhancement	KISO Training Module; Board and Committee member willingness to participate	Annual completion for all staff, Board members, Committee members			
eLicense Contract Renewal	Application Modernization, Statutory or Regulatory or Policy Compliance	Agency resources	Complete by contract end date			
HB 2066 Compliance	Statutory or Regulatory or Policy Compliance	Staff time and resources; Application volume	Days to completion			
IT Security Walk-through with KISO	Cybersecurity	Bamboo Health and NetPoint Hosting availability; KISO availability; Director and Assistant Director availability	Zero Year Findings			
K-TRACS Contract (new)	Application Modernization, Statutory or Regulatory or Policy Compliance	Agency resources; RFP process	Complete by contract end date			



Board of Pharmacy

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
MFA for eLicense Users (non-agency)	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	NetPoint Hosting availability; Staff time and resources	Days to completion			
Military License App Portal	Statutory or Regulatory or Policy Compliance	Director and Licensing Manager availability; Agency resources	N/A			
SB 66 Upgrade transmission to API	Application Modernization, Statutory or Regulatory or Policy Compliance	NetPoint Hosting availability; Staff time and resources	Days to completion			
Update COOP and Exercise COOP	Statutory or Regulatory or Policy Compliance	Staff time	Annual review			
Web Accessibility Report Corrections	Application Modernization, Continuous Improvement of Customer Experience	Granicus; Director availability	0 Violations			

Kansas Public Disclosure Commission (KPDC)

Agency/Organization Leadership:

Wade Wiebe
Executive Director

Agency Information:

Vision: N/A

Mission: The Kansas Public Disclosure Commission (KPDC) is charged with administering, interpreting and enforcing the Campaign Finance Act and laws relating to conflict of interests, financial disclosure and the regulation of lobbying. These laws establish the public's right to information about the financial affairs of Kansas' public officials, lobbyists and candidates for office. In addition, the KPDC renders advisory opinions and can adopt rules and regulations under a less comprehensive conflict of interest law covering local government officials and employees. Please Note: K.S.A. 25-4142 et seq. and K.S.A. 46-215 et seq. require candidates, lobbyists and state employees to file KPDC forms with the Secretary of State, a separate state agency and the public repository for such forms.

Budget: \$850,000

Website: <http://kpdc.kansas.gov>

Agency Number: 247

Agency Funding Mechanism: State Funding, Fee Funding

Number of Employees: 8

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS



Kansas Public Disclosure Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
No IT plans scheduled for 2024-2026	N/A	N/A	N/A			

Racing and Gaming Commission (KRGC)

Agency/Organization Leadership:

Don Brownlee
Executive Director

Judy Taylor
Chief Counsel

Roger Bailey
Director of Security, Licensing and EGM

Dan Lake
Director of IT and Cybersecurity

Brandi White
Director of Audit/Finance/Administration

Rochel Towle
Director of Human Resources

Dominic Lopez
Director of Wagering

Rick Wilson
Director of Casino Operations

Agency Information:

Vision: N/A

Mission: The Kansas Racing and Gaming Commission (KRGC) is dedicated to protecting the integrity of racing and gaming in Kansas through enforcement of Kansas laws and regulations and is committed to preserving and instilling public trust and confidence. The KRGC approaches its duties with a dedicated sense of purpose and responsibility in service to the public in order to maintain the integrity of gaming, to ensure accountability and compliance with gaming regulations, to educate the public concerning illegal and unregulated gaming operations, to educate operators and the public about responsible gambling practices, and to protect the health, safety and welfare of animals racing at licensed Kansas racetracks.

Budget: \$10,800,000

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

Goals and Objectives:

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

3. Protect the state of Kansas and its citizens from criminal activity and other potential issues related to the operation of lottery and racetrack gaming facilities.
4. Ensure the state of Kansas is receiving its fair share of gaming revenue and patrons are receiving the gaming experience according to state law.
5. Ensure compliance with KRGC rules and regulations and applicable state and federal laws.
6. Coordinate with state agencies and local authorities to reduce and minimize illegal gaming in Kansas.
7. Promote responsible gambling in the state of Kansas.

Agency Number: 553

Agency Funding Mechanism: State Funding, Fee Funding

Number of Employees: 91

Number of Kansas Citizen Customers: 704,300

Agency IT Information:

Vision: To develop an Information and Security system that is standard for all departments.

Mission: Upgrade and maintain an IT system that meets the ability to address the CIA Triad.

Budget: N/A

Number of Employees: 3

Racing and Gaming Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
2025 Firewall Upgrades	Infrastructure Modernization, Cybersecurity	Funding Secured. Supply Chain Risk	Customer Satisfaction, Compliance			
Historical Horse Racing Casino (New Satellite Site) Equipment and Software	Statutory or Regulatory or Policy Compliance, Promotion of Agency Services, Other	Funding Secured. Project in progress. Supply chain risk.	Customer Satisfaction, Vulnerability Assessment, Compliance			
Installing Endpoint Protection to agency phones	Cybersecurity	Funding Secured, Project in Progress.	Vulnerability Assessment, Risk Analysis			
KRGC Website Upgrade	Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance, Promotion of Agency Services, Other	Funding Risk, Supply Chain Risk (Backlog from Vendor)	Customer Satisfaction, ADA Compliance			
New server install for DRP and COOP	Statutory or Regulatory or Policy Compliance	Funding Risk, Supply Chain Risk	Vulnerability Assessment, Risk Analysis			

Racing and Gaming Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Upgrade aging servers (2)	Infrastructure Modernization, Cybersecurity	Funding Risk, Supply Chain Risk	Vulnerability Assessment, Risk Analysis			
Upgrade AV Equipment for Commission Meetings	Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance, Promotion of Agency Services, Other	Funding Risk, Supply Chain Risk	Customer Satisfaction, FCC Compliance			
Upgrade Badge Printer At All Sites	Infrastructure Modernization, Digitization or Process Improvement	Funding secured. Project is in progress. Supply chain risk.	Customer Satisfaction			
Upgrade door system at three casino sites	Infrastructure Modernization, Cybersecurity	Funding Risk, Supply Chain Risk	Vulnerability Assessment, Risk Analysis			
Upgrade KRGC forms on website for Digital Intake	Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance, Promotion of Agency Services	Funding Risk, Supply Chain Risk (Backlog from vendor)	Digitization or Process Improvement, Customer Satisfaction			

Racing and Gaming Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Upgrade outdated monitors for three of our sites.	Infrastructure Modernization, Cybersecurity	Funding Risk, Supply Chain Risk	Customer Satisfaction			
Upgrade satellite property equipment	Infrastructure Modernization	Funding	Customer Satisfaction, Vulnerability Scores			
Upgrade Topeka site user laptops.	Infrastructure Modernization, Cybersecurity	Funding Risk, Supply Chain Risk	Customer Satisfaction, Vulnerability Scores			
Upgrading user agency cell phones.	Infrastructure Modernization, Cybersecurity	Funding Risk, Supply Chain Risk	Customer Satisfaction, Vulnerability Scores			

Real Estate Appraisal Board (KREAB)

Agency/Organization Leadership:

Alycia Smith
Executive Director

Rae'Vyn Johnson
Assistant Executive Director

Alycia Smith
Chief Information Officer

Agency Information:

Vision: N/A

Mission: To protect consumers of real estate appraisal services by its licensees by ensuring licensees are sufficiently trained and tested to assure competency and independent judgment and to protect the public interest by enforcing federal and state laws to ensure licensees act in accordance with professional standards and ethics.

Budget: \$381,239

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

Goals and Objectives:

- Ensure compliance with KREAB rules and regulations and applicable state and federal laws - Upgrading licensing database to modernize application and licensing processes and improve efficiency.
- Ensure compliance with KREAB rules and regulations and applicable state and federal laws - Updating website to improve useability and ease of access to information, including licensing requirements.
- Ensure compliance with KREAB rules and regulations and applicable state and federal laws - Digitizing paper records.

Agency Number: 543

Agency Funding Mechanism: Fee Funding

Number of Employees: 2

Number of Kansas Citizen Customers: 2,000

Agency IT Information:

This Agency is supported by OITS.

Real Estate Appraisal Board

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
Convert paper files to digital records	Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Funding, KREAB staff resources/availability	Compliance with record retention schedules, increased security, ease of access to information			
Implement new licensing platform	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	KREAB resources, project timeline, federal compliance/complexity of licensure requirements.	Compliance with federal standards, user satisfaction, ability for online applications/record maintenance, improved tracking			
Update Website	Infrastructure Modernization, Continuous Improvement of Customer Experience, Promotion of Agency Services	KREAB resource availability	Consumer satisfaction, accessibility			

Real Estate Commission (KREC)

Agency/Organization Leadership:

Erik Wisner
Executive Director

Agency Information:

Vision: To adopt a customer-oriented consciousness within the Kansas Real Estate Commission to ensure continuous improvement in the quality of service provided and fulfillment of the agency mission.

Mission: To protect the public interest in the selling, purchasing and leasing of real estate and developing responsive policies and procedures which are customer service focused and not unduly burdensome to regulated real estate licensees.

Budget: \$1,546,772

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

Goals and Objectives:

- Requirements for Licensing Under Kansas Law - Licensing only those individuals who have successfully completed all pre-licensing and continuing education requirements required by Kansas law • Thoroughly review applications for licensure to ensure they meet statutory requirements. • Contract with a reliable third-party testing service to develop and administer pre-licensure examinations. • Renew only real estate salesperson and broker licenses meeting mandatory continuing education requirements.
- Provide more online services to licensees including license transfers, change of company affiliation and demographic data
- Enhancing Knowledge of Kansas Real Estate Practice Law Through Education and Outreach - Increasing consumers' and licensees' knowledge of Kansas real estate practice law through education and outreach. • Ensure education course outlines submitted for approval meet the objectives of pre-licensing and continuing education. • Monitor education courses to ensure education provided by instructors match approved outlines. • Facilitate meetings with schools and staff members to identify common violations of the license law, and brokerage relationships law, and new topics that should be taught to licensees.

- Ensuring Compliance with Real Estate Regulations Through Licensing Oversight - Regulating real estate licensed activities to require compliance with commission statutes and regulations.
 - Review trust account records and transaction files of real estate brokers to ensure licensees' compliance with the license law and the Brokerage Relationships in Real Estate Transactions Act.
 - Respond promptly to inquiries and complaints made by consumers and licensees.
 - Respond promptly with disciplinary action against licensees who violate Kansas real estate practice laws and regulations.

Agency Number: 549

Agency Funding Mechanism: Fee Funding

Number of Employees: 12

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS.

Real Estate Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Automated Case Management System	Application Modernization, Cybersecurity, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Project past deadline. Data migration.	Processing times to complete complaint and compliance reviews.			
Automating initial license application	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Project past deadline. Data migration.	Processing time for application materials to license issuance.			
Implement OITS Softphone Solution	Continuous Improvement of Customer Experience, Digitization or Process Improvement, Promotion of Agency Services	Ability for OITS to implement solutions, hardware compatible with any additional memory or hard drive usage by app.	Number of phone calls answered.			
ITEC Policy 5310 - Business Contingency Planning Implementation	Cybersecurity, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Resourcing and assistance from CISO and KDEM	Fulfill all requirements of COOP			

Board of Regents (KBOR)

Agency/Organization Leadership:

Blake Flanders
President and CEO

John Yeary
General Counsel

Steve Funk
Director of IT

Agency Information:

Vision: N/A

Mission: The Kansas Board of Regents shall pursue measurable continuous improvement in the quality and effectiveness of the public postsecondary educational system in Kansas, while expanding participation for all qualified Kansans. To achieve that mission, the Board will demand accountability, focus resources, and advocate powerfully.

Budget: \$395,206,100

Website: <https://kansasregents.gov>

Goals and Objectives:

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

Agency Number: 561

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

Number of Employees: 61

Number of Kansas Citizen Customers: 708,000

Agency IT Information:

Vision: N/A

Mission: N/A

Budget: N/A

Number of Employees: 3

Board of Regents

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
Implement multifactor authentication for in-house web applications	Cybersecurity	Depends on chosen method of MFA, still to be determined. Depends on staff resources.	N/A			
Improve disaster recovery time	Digitization or Process Improvement	Relies on Microsoft Cloud services. Misconfiguration could reduce performance or inappropriately increase risk	N/A			
Migrate virtualization platform from VMWare to an alternative yet to be determined	Infrastructure Modernization	Depends on staff time to evaluate alternative and perform non-disruptive migration	N/A			

Sentencing Commission (KSSC)

Agency/Organization Leadership:

Scott Schultz
Executive Director

Agency Information:

Vision: The philosophy of the Kansas Sentencing Commission is that criminal sentences should be imposed fairly, rationally and consistently, and that incarceration should be reserved for the most serious offenders. Senate Bill 50, which became law in 1989, established the Kansas Sentencing Commission, and directed the Commission to: "Develop a sentencing guidelines model or grid based on fairness and equity and provide a mechanism for linking justice and corrections policies. The sentencing guideline model or grid shall establish rational and consistent sentencing standards which reduce sentence disparity, to include, but not be limited to, racial and regional biases which may exist under current sentencing practices.

Mission: To develop post-implementation monitoring procedures and reporting methods to evaluate guideline sentences; to advise and consult with the secretary of corrections and members of the legislature in developing a mechanism to link guidelines sentence practices with correctional resources and policies, which includes review and determination of the impact of the sentencing guidelines on the state's prison population; to consult with and advise the legislature with reference to implementation, management, monitoring, maintenance and operations of the sentencing guidelines system; and to make recommendations to the legislature relating to modification and improvement of the sentencing guidelines.

Budget: \$16,000,000

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

Goals and Objectives:

- Sentencing Guidelines Monitoring System Development - To develop and maintain a monitoring system that allows for comprehensive evaluation of the sentencing guidelines.
- Forecast Prison Population and Impacts - To forecast the state's adult populations incarcerated in state institutions, and to determine the impact of proposed legislation on the prison population.
- Information Resource for Sentencing Guidelines - To serve as an information resource for the legislature and various state criminal justice agencies.
- Sentencing Guideline Education - To assist in the process of educating and training judges, attorneys, court services officers, state parole officers, correctional officers, law enforcement officials and other criminal justice groups in the understanding and application of sentencing guidelines.

Agency Number: 626

Agency Funding Mechanism: State Funding, Federal Funding

Number of Employees: 15

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: N/A

Mission: N/A

Budget: N/A

Sentencing Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Case Management Software Development for SB 123 division	Digitization or Process Improvement	Funding	Streamline agency systems for more efficient access to data, quality assurance and audit capabilities			
Integrate felony journal entry application with Ofc of Jud Admin's eFile System	Digitization or Process Improvement	OJA Cooperation, Funding and Resources	Further automation of statewide eJE project			
Migrate Firewall Management to KISO	Infrastructure Modernization, Cybersecurity	KISO approval and reinitialization of support	Improved agency resiliency, connection and supportability			
Server Cloud Backup	Cybersecurity	Funding	Increase redundancy, security and availability around server backup			
Server Replacement	Other	Funding	Maintenance refresh			

Sentencing Commission

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Statewide digitization of paper felony journal entry forms	Infrastructure Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Funding and Stakeholder Adoption	Reduction in agency cost. Streamline of processes for entry and processing. Improved reporting through validation at the entry point.			
Upgrade statistical software	Infrastructure Modernization, Application Modernization	Funding	Continued supportability			
Vulnerability management reassessment	Cybersecurity	Vendor licensing	Minimization of vulnerabilities present in the environment, and improved visibility for KISO. Confirm with KISO licensure and ensure operations.			

State Gaming Agency (KSGA)

Agency/Organization Leadership:

Kala Loomis
Executive Director

Agency Information:

Vision: N/A

Mission: Is to uphold the integrity of Indian gaming operations in Kansas by enforcing the Tribal-State Compacts and Tribal Gaming Oversight Act.

Budget: \$1,539,558

Website: <https://www.kansas.gov/ksga/>

Goals and Objectives:

- Goal - To stay up to date with all new cybersecurity measures that will ensure we protect all proprietary information and provide all required services

Agency Number: 553

Agency Funding Mechanism: State Funding, Fee Funding, Other

Number of Employees: 12

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS.

State Gaming Agency

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

State Library (KSSL)

Agency/Organization Leadership:

Ray Walling

State Librarian

Valarie Lamoreaux,

Deputy State Librarian

Charles Macheers

Agency General Counsel

Laura Foster

Technical Support Consultant

Sarah Tenfelde-Dubois

Director of User Services Division

Brett L. Rurode

Director of Collection and Access Services Division

Alice Smith

Director of Library Development Division

Michael Lang

Director of Talking Books Services Division

Agency Information:

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

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

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

Budget: \$6,712,882

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

Goals and Objectives:

- **Deliver Essential Resources and Services to State Employees and Elected Officials** - Provide the resources and services needed by state employees and elected officials in the course of their work. Objective 1: Realize a 5% annual usage increase of the user services division databases through promotion, training, and support services. Objective 2: Build a collection of government resources that is responsive to state government needs.
- **Be the Go-To Resource for Kansans on State Government, Legislative Processes, and Research Inquiries** - Be an authoritative source for Kansans to ask questions regarding state government, the legislative process, legislator contact information, and other research topics. Objective 1: Increase awareness of services provided to Kansans by the user services division, realizing an increase of 5% each year.
- **Improve Access to Kansas Government Information** - Develop and promote a repository that collects, preserves, and makes state government information accessible. Objective 1: Increase the number of items available through and preserved by Kansas Government Information (KGI) Online by 43,000 additional items annually. Objective 2: Increase the usage of KGI resources by 5% annually through promotion, training, support services, and targeted digitization.
- **Digital Growth** - Develop, promote, and support digital resources that foster Kansans' personal, educational, and professional growth. Objective 1: Realize a 5% increase of database usage each year. Objective 2: Realize a 5% increase in user accounts and 7% increase of downloads/views each year from the digital book collections. Objective 3: Increase awareness of continuing education resources that support Kansans' life-long-learning needs, as seen by a 5% increase of usage and accounts each year.
- **Promote Awareness of Print Disabilities and Accessibility Needs** - Raise awareness of print disabilities and accessibility needs of the print disabled Objective 1: Reach 750 new people over 3 years
- **Expand Resource Sharing** - Support tangible resource sharing between all Kansas libraries. Objective 1: Subsidize 25% of the cost of the Kansas Library Express courier program each year to provide cost efficient resource sharing.
- **Accessible Library Services for Individuals with Print Disabilities** - Provide library and information services for persons with a print disability. Objective 1: Increase awareness of the TBS division to expand the user base of BARD by 4% and all Talking Books Services by 1% annually. Objective 2: Engage existing users to expand circulation by 1% and BARD downloads by 4% annually. Objective 3: Upload 30 titles annually to BARD

Agency Number: 434

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

Number of Employees: 26

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: NA

Mission: NA

Budget: N/A

Number of Employees: 1

State Library

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
Decommission unneeded agency servers (Backup Domain Name Server)	Infrastructure Modernization, Cybersecurity, Quality Assurance or Audit	services that need to be rolled off first, leave ourselves open for cyber attack	LPA auditors satisfaction			
Improve the user experience with public access to library electronic resources	Continuous Improvement of Customer Experience	Vendor capabilities, regional system agreement to participate	Customer satisfaction			
Improve the user experience with public access to library electronic resources through SSO	Application Modernization, Continuous Improvement of Customer Experience	Ability to get updated IP addresses for all state offices, implementation schedule of SSO / Need to provide for both Exec and Legislative Branch	Customer satisfaction			
Transition our virtual servers from VMware to Hyper-V	Statutory or Regulatory or Policy Compliance	Potential loss of data, loss of connection, loss of access to VMware servers before planned	Fulfilling vendor mandated needs			

Board of Tax Appeals (BOTA)

Agency/Organization Leadership:

Kristen D. Wheeler
Board Chair

Jonathan Roberts
Executive Director

Gabriel W. Bullard
Chief Information Officer (CIO) or IT Head

Agency Information:

Vision: The Board envisions integrating new technologies with its existing case resolution protocols over the next three years in a way that will improve user experience for Kansas taxpayers and County representatives.

Mission: The Board's mission is to resolve disputes between taxpayers and taxing authorities promptly and impartially and to help maintain public confidence in the state and local tax system.

The Board is committed to fulfilling its mission in a highly efficient and professional manner, using all available technology and human resources to best meet the needs of the public.

Budget: \$2,600,000

Website: <https://www.kansas.gov/bota/>

Goals and Objectives:

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

Agency Number: 562

Agency Funding Mechanism: State Funding, Fee Funding

Number of Employees: 16

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: N/A

Mission: N/A

Budget: N/A

Number of Employees: 1

Board of Tax Appeals

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Agency website redesign	Application Modernization, Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance	Funding, Utilization of Third-Party Contractor	Customer Satisfaction			
Collaborate with OITS to move agency information systems to ESOB DC and redesign infrastructure	Infrastructure Modernization, Continuous Improvement of Customer Experience, Cybersecurity	Funding, Security, Resource Allocation	Continuity of Operations, Improved Security Compliance			
Deliver Backup and Immutability services to ensure COOP and successful Disaster Recovery	Infrastructure Modernization	Funding, Security	Continuity of Operations, Improved Security Compliance			
Disaster Recovery - Establish and validate DR strategy	Infrastructure Modernization, Cybersecurity, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Funding, Security, Resource Allocation	Continuity of Operations, Improved Security Compliance			
Disaster Recovery - Establish offsite DR location	Infrastructure Modernization, Cybersecurity, Statutory or Regulatory or Policy Compliance	Funding, Security	Continuity of Operations, Improved Security Compliance			



Board of Tax Appeals

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Endpoint management Phase 2: Collaborate with agencies to best leverage technology stack	Infrastructure Modernization, Application Modernization, Cybersecurity, Digitization or Process Improvement	Resource Allocation	Continuity of Operations, Improved Security Compliance			
Evaluate solutions for two-way secure file sharing with External Organizations	Application Modernization, Continuous Improvement of Customer Experience	Funding, Security, Reliance Upon Third-Party Software	Customer Satisfaction, Administrative Efficiency			
Identify and deploy multi-factor authentication solution for secure access to agency resources	Infrastructure Modernization, Application Modernization, Cybersecurity, Statutory or Regulatory or Policy Compliance	Funding, Security, Resource Allocation	Continuity of Operations, Improved Security Compliance			
Implement a strategy for electronic submission of appeals, and other case related documents	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	N/A	N/A			
Implement an automated digital signature capture, and publication solution.	Application Modernization, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Funding, Utilization of Third-Party Contractor	Customer Satisfaction, Administrative Efficiency, Statutory Compliance			

Board of Tax Appeals

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Implement data retention policies	Application Modernization, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Funding, Security	Customer Satisfaction, Administrative Efficiency, Statutory Compliance			
Implement online payment processing capabilities	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Funding, Reliance on Third-Party Vendor, Compatibility with State Accounting Systems	Customer Satisfaction, Administrative Efficiency			
Partner with OITS: KISO to maximize value of firewall investment	Infrastructure Modernization	Resource Allocation	Continuity of Operations, Improved Security Compliance			
Partner with OITS: KISO to plan and deploy proxy services available through existing firewall	Infrastructure Modernization	Funding, Security, Resource Allocation	N/A			
Partner with OITS: KISO to plan for and deploy centralized logging and monitoring of all information	Infrastructure Modernization	Funding, Security, Resource Allocation	Continuity of Operations, Improved Security Compliance			

Board of Tax Appeals

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Partner with other Agencies and identify data sharing use cases to increase government transparency	Infrastructure Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Funding, Security, Resource Allocation	Continuity of Operations, Improved Security Compliance, Access to Information			
Provide a publicly searchable database of Board decisions.	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance	Funding, Utilization of Third-Party Contractor	Customer Satisfaction, Statutory Compliance			
Replace end-of-life content management system	Infrastructure Modernization, Application Modernization, Cybersecurity	Funding, Security	Customer Satisfaction, System Uptime, Administrative Efficiency			
Server Hardware & OS Upgrades	Infrastructure Modernization	Funding, Security	Lifecycle Management			
Upgrade version of the Boards case management software	Application Modernization, Continuous Improvement of Customer Experience	Planning, Coordination	N/A			

State Board of Technical Professions (KSBTP)

Agency/Organization Leadership:

Brad Parker
Executive Director

Agency Information:

Vision: N/A

Mission: The Mission of the Agency is to provide maximum protection of the health, safety, property and welfare of the people of Kansas by assuring that the practice of architecture, engineering, geology, landscape architecture, and land surveying in the state is carried out only by those persons who are proven to be qualified as prescribed by the statutes and rules and regulations of the Board of Technical Professions.

Budget: \$870,000

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

Goals and Objectives: N/A

Agency Number: 663

Agency Funding Mechanism: Fee Funding

Number of Employees: 5

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

This Agency is supported by OITS.

State Board of Technical Professions

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
New licensing platform	Application Modernization, Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance	risk of not adhering to legislative requirements and lack of communication programs and licensees	improved communications, adherence to legislative changes			
New platform for board packets	Infrastructure Modernization	Learning curve	Improved cybersecurity and communications with the board, save money.			

Commission on Veterans' Affairs (KCVAO)

Agency/Organization Leadership:

Bill Turner
Director

Eric Rohleder
Deputy Director

Robert Hutchison
Chief Counsel

Jeremy Miller
Chief Information Officer (CIO) or IT Head

Agency Information:

Vision: Our vision is to establish Kansas as the best place to live, work and raise a family. We do this by providing outstanding service to all veterans and eligible family members and ensuring they have access to the benefits and services to which they are entitled as a result of their military service. These services include long term nursing and assisted living care, interment options and maintenance of our four state veterans cemeteries and coordination with partner agencies to provide financial assistance for health care and disability income.

Mission: The mission of the KCVAO is to honor Kansas veterans and eligible family members by creating and sustaining an environment in which veterans can thrive as valued contributing members of our Kansas community.

Budget: \$56,307,091

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

Goals and Objectives:

- Veteran Services - Provide information and advocacy to Kansas Veterans and eligible family members by assisting them in obtaining all federal and state benefits they have earned.
- Veteran Cemetery Program - Provide Veterans and their eligible family members with interment opportunities for burial with dignity and honor in a Kansas Veterans' Cemetery.
- Kansas Veterans Home and Kansas Soldiers Home - Provide quality long term healthcare services to eligible Kansas Veterans through services provided by the Kansas Veterans' Home and Kansas Soldiers' Home.

Agency Number: 694

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

Number of Employees: 368

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

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

Budget: \$1,114,099

Number of Employees: 5

Commission on Veterans' Affairs

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
No Strategic Action Planned	N/A	N/A	N/A			

Board of Veterinary Examiners (KBVE)

Agency/Organization Leadership:

Mark Olson
Executive Director

Kevin Fowler
Chief Counsel

Jessica Wrosch
Administrative Specialist

Agency Information:

Vision: Public protection

Mission: Our agency's mission is to promote public health, safety and welfare relative to the practice of veterinary medicine.

Budget: \$413,050

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

Goals and Objectives:

- To assure the public consumer that each licensed veterinarian and each registered veterinary technician is qualified, properly trained, and performing in accordance with the Kansas Veterinary Practice Act. To assure that all Kansas veterinary premises meet or exceed minimum premise standards to assure adequate facilities for providing veterinary services to the public in a sanitary and safe manner. To guard against negligent and fraudulent practices, and respond efficiently and effectively in the investigation of all allegations of violations reported to the agency. To implement the KBVE's strategic priorities of providing clear leadership in proposing Practice Act updates, proactively promote compliance of the Practice Act, create consistent inspection and sanction guidelines, foster stronger relationships with stakeholders, and continuously improve KBVE's efficiency and effectiveness.

Agency Number: 700

Agency Funding Mechanism: Fee Funding

Number of Employees: 4

Number of Kansas Citizen Customers: 2,970,606

Agency IT Information:

This Agency is supported by OITS.

Board of Veterinary Examiners

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
Implementing - Replacement for Licensing Database	Application Modernization, Continuous Improvement of Customer Experience	Funding-Statement of Work and funding signed with Accela	Consumer and customer satisfaction			
Updating hardware regularly	Continuous Improvement of Customer Experience	Funding completed	Customer Satisfaction			

Water Office (KWO)

Agency/Organization Leadership:

Connie Owen
Executive Director

Matt Unruh
Deputy Executive Director

Debra Jones
Chief Fiscal Officer

Agency Information:

Vision: N/A

Mission: Provide comprehensive planning which coordinates and guides the management, conservation and development of the state's water resources; providing for Kansans' current and future water needs, both in quantity and quality, regarding surface water and groundwater; and employing sound science, technology and policy, while protecting the public interest in our state's most vital resource.

Budget: \$74,831,091

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

Goals and Objectives: Goals - As defined in Kansas Statute 74-2608:

- Collect and compile information pertaining to climate, water and soil as related to the usage of water for agricultural, industrial and municipal purposes and the availability of water supplies in the several watersheds of the state;
- Develop a state plan of water resources management, conservation and development for water planning areas;
- Develop and maintain guidelines for water conservation plans and practices; and
- Shall establish guidelines as to when conditions indicative of drought exist.

Agency Number: 709

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

Number of Employees: 19

Number of Kansas Citizen Customers: 2,940,000

Agency IT Information:

Vision: N/A

Mission: N/A

Budget: N/A

Number of Employees: N/A

Water Office

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
No Strategic Action Planned	N/A	N/A	N/A			

REGENT SUBMISSIONS

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

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Emporia State University (ESU)

Agency/Organization Leadership:

Ken Hush
University President

Brent Thomas
Provost

Kelly Hein
Chief of Staff/COO

Tyler Pettigrew
Chief Counsel

Doug Polston
Chief Information Officer (CIO) or IT Head

Agency Information:

Vision: Changing lives for the common good.

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

Budget: \$106,000,000

Website: <https://emporia.edu>

Goals and Objectives:

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

Agency Number: 379

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

Number of Employees: 658

Number of Kansas Citizen Customers: 3,947

Agency IT Information:

Vision: We will provide Emporia State University with technology vision, leadership, and partnership.

Mission: ESU IT is committed to technology leadership, awareness, and support for Emporia State University's students, alumni, faculty and staff by identifying innovative solutions and providing the highest quality service and support.

Budget: \$7,021,962

Number of Employees: 43

Emporia State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Core switch replacement for Business Continuity USP replacement Infrastructure Modernization, Continuous Improvement of Customer Experience	N/A	N/A				
Data Center Business Continuity USP replacement	Infrastructure Modernization, Continuous Improvement of Customer Experience	Vendor Support Available Resources Updating systems impacted	N/A			
Interior Camera Project	Continuous Improvement of Customer Experience	Vendor Support	Customer satisfaction Process Metrics (Tickets)			
KBOR sponsored Pen Test	Cybersecurity, Statutory or Regulatory or Policy Compliance	Vendor Support/ Available Internal Resources	NIST SP 800-171			
Secondary Campus Internet POP	N/A	Vendor Support Access to Resources Available Resources	Customer satisfaction			

Fort Hays State University (FHSU)

Agency/Organization Leadership:

Dr. Tisa Mason
University President

Dr. Jill Arensdorf
Provost

Joseph Bain
Chief Counsel

Mark Griffin
Chief Information Officer (CIO) or IT Head

Agency Information:

Vision: We will be accessible to those who seek higher education, unlocking potential aligned with the democratic, economic, and social needs of our communities, our region, and our world.

Mission: Fort Hays State University provides accessible quality education to Kansas, the nation, and the world through an innovative community of teacher-scholars and professionals to develop engaged global citizen-leaders.

Budget: \$172,600,192

Website: <https://fhsu.edu>

Goals and Objectives:

- Academic Excellence - Foster evidence-based best practices in teaching and learning supported by scholarly activities and professional development.
- Student Success - Create opportunities for all students and empower them to identify, evaluate, and achieve their goals while becoming engaged global citizens.
- Strategic Growth - Design and implement a plan for sustainable university growth.
- Resources and Infrastructure - Maintain and improve infrastructure and resources to keep pace with growth.
- Community and Global Engagement - Cultivate impactful partnerships, internally, locally, nationally, and globally.

Agency Number: 246

Agency Funding Mechanism: State Funding, Fee Funding

Number of Employees: 2,426

Number of Kansas Citizen Customers: 9,400

Agency IT Information:

Vision: N/A

Mission: The Office of Technology Services maintains and supports all aspects of technology at Fort Hays State University, including enterprise administrative systems and applications, networking and infrastructure, telecommunications, information security, user support, training and documentation, technology purchasing, and desktop, lab and classroom support.

Budget: \$6,564,432

Number of Employees: 40

Fort Hays State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Evaluation of ERP System for Process and Data Improvements	Application Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement	Funding, Staffing, Process Changes	Improved user experience, More consistent data			
Forms Workflow Re-Platform and Moderization	Infrastructure Modernization, Continuous Improvement of Customer Experience	Funding, Acquiring New Skillsets, Staffing	Customer satisfaction			
Forsyth Library - Major remodel	Infrastructure Modernization, Continuous Improvement of Customer Experience	Funding, Staffing	Customer satisfaction			
Implement Device Management Software for Workstation and Laptop Deployment	Continuous Improvement of Customer Experience, Cybersecurity, Digitization or Process Improvement	Staffing, Process Changes	Quicker/simpler deployment of workstations			
Integrate affiliate schools with FHSU	N/A	N/A	N/A			

Fort Hays State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Stroup Hall Addition	Infrastructure Modernization, Continuous Improvement of Customer Experience	Funding, Staffing	Customer satisfaction, Increased nursing enrollment			
Updating Security Posture	Cybersecurity, IT Skill Enhancement	Funding, Staffing, Ever Changing Environment, Nefarious Bad Actors	Meeting NIST standards			

Kansas State University (KSU)

Agency/Organization Leadership:

Dr. Richard Linton
University President

Dr. Jesse Mendez
Provost

Marshall Stewart
Chief of Staff

Charles E. Jake
Chief Counsel

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

Nathan Scherman
Interim Director of PMO

Agency Information:

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

Mission: The mission of Kansas State University is to foster excellent teaching, research, and service that develop a highly skilled and educated citizenry necessary to advancing the well-being of Kansas, the nation, and the international community. The university embraces diversity, encourages engagement and is committed to the discovery of knowledge, the education of undergraduate and graduate students, and improvement in the quality of life and standard of living of those we serve.

Budget: \$998,900,000

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

Goals and Objectives: N/A

Agency Number: 367

Agency Funding Mechanism: State Funding

Number of Employees: 5,910

Number of Kansas Citizen Customers: 20,295

Agency IT Information:

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

Budget: \$25,000,000

Number of Employees: 100

Kansas State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Create Identity Management (IDM) Modernization Strategy	Digitization or Process Improvement	Success depends on improving provisioning processes and implementing tools to streamline user access management.	Provisioning/Deprovisioning time, authentication success, access request fulfillment time, compliance metrics, IDM security incident rates			
Establish and Execute Enterprise Resource Planning (ERP) Maintenance and Modernization Strategy	Application Modernization	Ongoing ERP upgrades depend on partner input; reducing customizations is key to simplifying and standardizing systems.	Number of PUMs and patches applied, number of custom applications and processes transitioned to ERP delivered functionality.			
Formalization of IT Governance	Digitization or Process Improvement, Other	Success depends on timely implementation of IT governance to align strategy, manage risk, and ensure stakeholder value.	IT project alignment rate w/strategic goals, IT project completion rate, governance stakeholder satisfaction rate			
Implement Enterprise CRM Strategy	Application Modernization, Continuous Improvement of Customer Experience	Progress relies on successful CRM rollout to centralize student communications and support degree completion.	Reduction in disparate CRMs, adoption of core CRM systems.			
Implementation of Enterprise Time and Leave System	Digitization or Process Improvement	Unified time/leave system success relies on phased process reviews, system selection, and effective user training.	Overtime/Compensatory time off, leave/time stamp errors, total cost of ownership			



Kansas State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Implementation of Security Posture Improvements	Cybersecurity	Security project success depends on balancing technical changes with user experience to meet standards and adoption.	Domain joined machines, retired user accounts, isolated networks, IP address consolidation, personal device numbers			
Improve IT Service Delivery	Continuous Improvement of Customer Experience, Digitization or Process Improvement	Standardization hinges on AVP roles to align people, processes, ITIL, and PPM across the institution.	First call resolution, aging ticket reports, client satisfaction numbers.			
Integrated IT Org Structure - Phase II	Other	Timely hiring of skilled IT staff by FY26 is critical to support modernization, security, and strategic IT alignment.	Operational cost reduction, user satisfaction, service response times, increase in users covered by core IT services			
IT Business Continuity and Disaster Recovery Planning	Statutory or Regulatory or Policy Compliance	BCDR success relies on regular testing, clear plans, and risk assessments to ensure IT continuity during disruptions.	Coverage of systems and services, tabletop outcome information, number of plan review and updates			
KBOR NIST assessment and response	Cybersecurity, Quality Assurance or Audit	Security improvements depend on timely assessment review and action plan execution from the 2025 NIST evaluation.	Number of recommended enhancements complete. Measured against NIST maturity framework to track improved security posture			

Kansas State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Student ID Center Transition	Other	Success depends on smooth ID Center move to IT, unifying system admin and expanding support with a new Service Desk location.	Number of integrations leveraging standard badge/ID data. User satisfaction.			
Unified Communications	Infrastructure Modernization	Teams Calling rollout depends on phased implementation to replace aging phone systems and ensure campus-wide adoption.	Number of telephony devices converted, Departments/units converted, User satisfaction results			
Unified Device Management	IT Skill Enhancement	Endpoint management relies on licensed tools, CoE standards, and continuous feedback to boost security and productivity.	User satisfaction. Number of devices in management platforms. Reduction in support requests by enabling self-service for standard application installation.			

Pittsburg State University (PSU)

Agency/Organization Leadership:

Dr. Thomas Newsom
University President

Dr. Susan Bon
Provost & Executive Vice President

Emily McElwain
Executive Director of University Affairs

Jamie Cook
General Counsel

Angela Neria
Associate Vice President of Technology/CIO

Luecrista Haraughty
Director of IT Process and Project Management

Agency Information:

Vision: To educate and prepare students to make positive contributions to their chosen professions and future communities. providing access to quality educational programs and experiences for students. working to ensure students achieve their educational goals. embracing a historic commitment to learning by doing. creating an inclusive educational and work environment where everyone feels valued. connecting Kansas to the world and the world to Kansas. driving regional economic prosperity and competitiveness through education, research and creative activity, arts and culture, and community engagement. engaging with diverse communities and organizations to develop innovative solutions to critical social, technical, cultural, and environmental issues.

Mission: To make life better through education.

Budget: \$134,526,608

Website: <https://pittstate.edu>

Goals and Objectives:

- Valuable Education Experience
- Student Achievement
- Access, Inclusion, and Belonging

- Organizational Culture
- Scholarship, Research, and Creative Activity
- Economic Development
- Community Engagement and Partnerships
- Continuous Improvement
- Sustainability and Stewardship
- Health, Wellness, and Safety

Agency Number: 385

Agency Funding Mechanism: State Funding, Fee Funding

Number of Employees: 1,584

Number of Kansas Citizen Customers: 3,365

Agency IT Information:

Vision: The ITS vision statement is to continually support student success by matching the pace of constantly evolving technology by proactively modernizing IT services, applications, and infrastructure. Attracting, developing, and retaining qualified and capable professionals by providing a dynamic work environment. Earning recognition as an IT Leader both regionally and nationally.

Mission: The mission of ITS is to provide the university community with stable and timely IT experiences that support student success.

Budget: \$4,748,063

Number of Employees: 35

Pittsburg State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Acquire/Develop IT Warehousing System	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity	R: Re-engineering processes and change management. R: Educating campus on the reasoning for this change in process. R: Scope creep. R: Learning curve of new product(s) D: Ease of use. D: IT expertise. D Vendor expertise.	Evaluate market to decide on build vs. buy, Develop project plan and milestones with vendor, implement product with minimal disruption, Create a comms plan for IT and campus clients, Design and deliver training for IT and clients.			
Deploy Intune tools within our MS A3 licensing	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity	R: Scope creep. R: Learning curve of new product(s) D: Internal knowledge/expertise D: Vendor expertise.	Create project plan with vendor, implement product seamlessly, develop IT comms plan, design IT training and materials.			
Develop Change Management Tools for Campus	Continuous Improvement of Customer Experience	R: Re-engineering processes and change management. R: Educating campus on the reasoning for this change in process. D: Developed culture of change. D: IT expertise. D Leadership support.	Align with CIO/PM on needed CM tools, research CM resources, develop campus tools, launch with comms and training.			
Develop Identified NIST CSF 2.0 compliant policies	Cybersecurity	R: Scope creep into research R: Possible Costs to consider R: Learning curve/Education of new product(s) D: Internal knowledge/expertise D: Vendor expertise.	Form policy review team with IT and stakeholders, prioritize and develop policies, secure approvals, create comms plan.			
Evaluate and recommend a GRC system	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity	R: Scope creep into research R: Possible Costs to consider R: Learning curve/Education of new product(s) D: Internal knowledge/expertise D: Vendor expertise.	Form stakeholder team, evaluate GRC systems, recommend system for purchase.			

Pittsburg State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Evaluate Oracle AI Agent Studio	Application Modernization, Continuous Improvement of Customer Experience	R: Scope creep into research R: Possible Costs to consider R: Learning curve/Education of new product(s) D: Internal knowledge/expertise D: Vendor expertise.	Form stakeholder team, Evaluate Oracle AI Agent Studio, recommend whether to add tool to Oracle environment.			
Evaluate, compare (with current), and recommend an IT Security Training tracking system	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity	R: Scope creep into research R: Possible Costs to consider R: Learning curve/Education of new product(s) D: Internal knowledge/expertise D: Vendor expertise.	Form stakeholder team, research and compare IT Security Training Tracking Systems, recommend keep or buy new.			
Fully Implement Self-Service Portals for Lenovo and Dell Devices	Application Modernization, Continuous Improvement of Customer Experience	R: Learning curve of new product(s) D: Internal knowledge/expertise D: Vendor expertise.	Create project plan with vendor, Implement product smoothly, Develop IT comms plan, Design IT training and materials.			
Implement a new Payment Gateway System for campus	Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity	R: Re-engineering processes and change management. R: Scope creep. R: Learning curve of new product(s) D: Ease of use. D: Business Office and IT expertise. D Vendor and Implementation Partner expertise.	Work with campus clients on needs through focus group discussions. Create a beta and work with clients to test. Make adjustments to meet specifications. Test and release.			
Implement Code Scanning Tool	Application Modernization, Cybersecurity	R: Re-engineering processes and change management. R: Scope creep. R: Learning curve of new product(s) D: Ease of use. D: IT expertise. D Vendor expertise.	Research and select product with Dev team, create project plan with vendor, implement smoothly, develop IT comms and training			

Pittsburg State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Implement the Grants module of Oracle Cloud (we own) working with an implementation partner	Application Modernization, Continuous Improvement of Customer Experience	R: Re-engineering processes and change management. R: Scope creep. R: Learning curve of new product(s) D: Ease of use. D: Grants Team and IT expertise. D Vendor and Implementation Partner expertise.	Create project plan with dev team, gather client needs, beta test with clients, adjust, test, release, and communicate change			
Research moving students from DUO to MS MFA	Continuous Improvement of Customer Experience, Cybersecurity	R: Scope creep into research R: Possible Costs to consider R: Learning curve/Education of new product(s) D: Internal knowledge/expertise D: Vendor expertise.	Form stakeholder product search team, research and compare two systems, recommend staying with DUO or moving to MS.			
Security Upgrades for IT sites	Infrastructure Modernization, Cybersecurity	R: Re-engineering processes and change management. D: IT expertise. D: Vendor/Physical Plant Expertise	Research site security systems on the market. Develop an RFP. Select product(s). Work with the vendor closely on training staff on how to access sites. Configure, Install, Test, and cutover to new site security.			
Upgrade Campus Wifi and ACs	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity	R: Scope creep. R: Learning curve of new product(s) D: Internal knowledge/expertise D: Vendor expertise.	Research enterprise wireless APs on the market. Develop an RFP. Select product(s). Configure, Install, Test, and cutover to new devices.			
Upgrade Residence Hall Wifi	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity	R: Scope creep. R: Learning curve of new product(s) D: Internal knowledge/expertise D: Vendor expertise.	Research wireless residential/hotel model APs on the market. Develop an RFP. Select product(s). Configure, Install, Test, and cutover to new devices.			

University of Kansas (KU)

Agency/Organization Leadership:

Douglas A. Girod
University President

Barbara A. Bichelmeyer, Ph.D.
Provost

Julie Murray
Chief of Staff

Kimberly M. Grunewald
Chief Counsel

Ed Hudson
Chief Information Officer (CIO)

John Rinnert
Director of Academic Technology

Larry Lusk
Director of Infrastructure

Jeremy Pennington
Chief Information Security Officer

Tom Johnson
Director of Support Services

Agency Information:

Vision: To be an exceptional learning community that lifts each other and advances society.

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

Budget: \$1,151,800,919

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

Goals and Objectives:

- Healthy & Vibrant Communities - Strengthen service to local and global communities
Improve diversity, equity, inclusion, and belonging Improve health and wellness
Increase workplace satisfaction Ensure stewardship of the institution
- Research & Discovery - Grow KU research Recruit, retain and recognize top researchers
Expand the impact of KU research in Kansas and beyond Promote innovation and entrepreneurship <https://jayhawksrising.ks.edu/>

- Student Success - Increase Enrollment Assure retention and completion through student engagement and satisfaction Support student long-term success by improving placement & reducing debt Assure quality of academic programs

Agency Number: 682

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

Number of Employees: 3,670

Number of Kansas Citizen Customers: 15,353

Agency IT Information:

Vision: To be a best-in-class IT organization that enables all Jayhawks to realize their academic, research, workplace, and community goals with secure technology.

Mission: KU Information Technology supports the University of Kansas academic and research missions by providing a broad range of technology services, including key campus technical infrastructure.

Budget: \$37,952,326

Number of Employees: 222

University of Kansas

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Firewall Upgrade	Infrastructure Modernization, Cybersecurity	FY26 funding, resources	Successful upgrade			
Network Switch Upgrade	Infrastructure Modernization	FY26 funding, resources	Successful Upgrade			
Replace virtual machine infrastructure	N/A	Key dependencies; staff resources; risks: Funding	Server and storage hardware			
SIEM Implementation	Cybersecurity	FY26 funding, resources	Successful implementation			

University of Kansas Medical Center (KUMC)

Agency/Organization Leadership:

Steven Stites
University President

Chris Harper
Chief Information Officer (CIO) or IT Head

Jeremy Pennington
Chief Information Security Officer

Ed Xia
Deputy Chief Information Officer

Agency Information:

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

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

Budget: N/A

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

Goals and Objectives:

- Pillar 1: Education
 - Attract and retain diverse and exceptional health sciences learners and leaders.
 - Deliver high-quality, innovative curriculum that promotes post-graduate readiness for all learners.
 - Foster a supportive culture of belonging and collaboration across KU Medical Center.
 - Empower KU Medical Center learners to drive impact across the state during their education and beyond.
- Pillar 2: Healthy Communities
 - Engage and sustain a community network that expands KU Medical Center's reach and impact, building trust across the state.
 - Improve accessibility to health care to promote health equity for all Kansans, emphasizing underserved populations.

- Streamline and fortify community engagement activities within KU Medical Center and with clinical partners, including The University of Kansas Health System, to serve communities more effectively.
- Pillar 3: Research and Discovery
 - Be the leading basic, translational and implementation research institution in the Heartland.
 - Increase the national prominence of KU Medical Center schools by fostering growth and excellence in research endeavors.
 - Attract and retain exceptional researchers across every career stage, from student to postdoctoral scholar to faculty.
- Pillar 4: Employees
 - Improve well-being and reduce burnout for employees
 - Improve satisfaction and engagement for employees
 - Enhance diversity, equity and inclusion for all employees

Agency Number: 683

Agency Funding Mechanism: State Funding

Agency IT Information:

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

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

Budget: N/A

Number of Employees: 130

University of Kansas Medical Center

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Enhanced Email Security	Cybersecurity	Funding, Community support, Vendor Support	Number of malicious emails delivered, Customer Experience			
Firewall Replacement	Infrastructure Modernization	Funding, Team capacity, Community support, Vendor Support	Reduction of hardware, Number of modem rules, Uptime			
Health System and Medical Center ITSM integration	Continuous Improvement of Customer Experience	Funding, Data migration strategy, pre-work to document and align UKHS/KUMC business processes	Customer Experience, ServiceDesk Surveys and reporting metrics			
Huron Research Suite (Animal Ops)	Application Modernization, Continuous Improvement of Customer Experience	Completion of IACUC module, Data migration strategy, Funding, Resource capacity, data integrity during overlapping system use	Operational efficiency, reduction in administrative overhead for business unit, integration/alignment with other research business processes			
IAM Directory Simplification	Infrastructure Modernization	Team capacity, Community support, Vendor support	Percent of systems or processes reduced, satisfaction of internal stakeholders			

University of Kansas Medical Center

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Load Balancer Replacement	Infrastructure Modernization	Funding, Supply chain	Continuous availability of network resources			
Mature NIST Cybersecurity Framework Scores	Cybersecurity	Team capacity, Community support, Tooling, Funding	NIST Cybersecurity Framework Scores continue to improve, Percentage of third-party audit recommendations addressed			
MEDS Re-architecture and Redesign	Application Modernization, Continuous Improvement of Customer Experience	Resource capacity, funding	Reduction of technical debt, reduction of manual processes, reduction in administrative overhead for business unit			
Network Access & Core Layer Switch Replacements	Infrastructure Modernization	Funding, Supply chain, Team capacity	Continuous availability of network resources			
Network Storage Expansion	Infrastructure Modernization	Funding, Supply chain, Team capacity	Amount of available storage; speed of access; percent of data replicated to DR site			

University of Kansas Medical Center

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Network Wireless Access Point Replacements	Infrastructure Modernization	Funding, Supply chain, Team capacity	Continuous availability of network resources			
Secondary/Disaster Recovery Datacenter	Infrastructure Modernization, Continuous Improvement of Customer Experience	Funding, Supply chain, Team capacity	Availability of services during an outage			
Standardized Disaster Recovery Framework	Cybersecurity, Statutory or Regulatory or Policy Compliance	Team capacity, Community support	Number of system Classified based on the framework, outcomes from table top exercises, live failovers			
Telecom Safety Services Solution	Statutory or Regulatory or Policy Compliance	Community support, Funding	Percent of emergency calls routed to the correct PSAP			
Wichita campus backup system replacement	Infrastructure Modernization	Team capacity, funding	Continuous availability of network resources			

University of Kansas Medical Center

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Wichita campus Safety and Security virtualization cluster	Infrastructure Modernization	Funding, Supply chain, Team capacity	Continuous availability of technology resources for business unit			
Wichita campus wireless access point replacements	Infrastructure Modernization	Team capacity, funding	Continuous availability of network resources			
Windows 11 Readiness and deployment	Infrastructure Modernization	Team capacity, Community support	Percent of supported systems updated to Windows 11 by the EoL date, Customer Experience			

Wichita State University (WSU)

Agency/Organization Leadership:

Dr. Richard Muma, Ph.D.
University President

Dr. Monica Lounsbery, Ph.D.
Provost

Zach Gearhart
Chief of Staff

Stacia Boden
Chief Counsel

Ken Harmon
Chief Information Officer (CIO) or IT Head

Agency Information:

Vision: To be one of the nation's premier urban public research universities, known for providing impactful applied learning experiences and driving prosperity for the people and communities we serve.

Mission: The mission of Wichita State University is to be an essential educational, cultural and economic driver for Kansas and the greater public good.

Budget: \$906,200,000

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

Goals and Objectives: N/A

Agency Number: 715

Agency Funding Mechanism: State Funding, Fee Funding

Number of Employees: 5,754

Number of Kansas Citizen Customers: 12,269

Agency IT Information:

Vision: N/A

Mission: N/A

Budget: \$10,879,728

Number of Employees: 70

Wichita State University

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Automated workflow improvements	Digitization or Process Improvement	Department (end-user) engagement, Competing project priorities	Before & after process times and labor requirements			
Communications Platform Revisioning	Continuous Improvement of Customer Experience	Project scoping, User engagement	On-time, on-budget completion of projects, initial requirements met			
Improve Demonstrable Compliance with all relevant IT security statutes	Statutory or Regulatory or Policy Compliance	N/A	Adherence to regulations and frameworks, audit results.			
Support expansion and changes to the Innovation Campus	Other	Schedule will be determined by agreements with current and future industry partners.	On-time, on-budget completion of projects.			