
Information Network of Kansas

2014 Business Plan

for



Presented to: Information Network of Kansas Board of Directors

Approved:

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EXECUTIVE SUMMARY

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

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

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

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

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

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

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

2013 Achievements

INK attained several key achievements in 2013:

- Completed migration of Topeka-based portal services to a Tier 4 primary facility.
- Established backup and failover processes for portal services in secondary facility.
- Implemented content and graphic refresh to the Kansas.gov portal.
- Maintained credit card industry security and fee language standards.
- Implemented Governor's Graphic Standards across all services and internally maintained Web sites.
- Completed migration of portal services to a vBlock environment the primary facility.
- Migrated secondary facility to vBlock infrastructure.

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- Performed disaster recover test on the vBlock infrastructure at the secondary facility,
 - Golden Gate software implementation is scheduled for December of 2013.
 - Successfully launched 3 new services, 37 project change requests and 56 products.

2014 At a Glance

In 2014, INK will closely align its efforts with the INK's 2011 - 2014 Strategic Plan, and will seek to support the State's strategic initiatives. The initiatives are focused on increasing the efficiency of government and reducing its cost by aligning existing resources and utilizing innovative, enterprise information technology solutions.

The 2011– 2014 INK Strategic Plan is built upon six strategies. These strategies will guide the annual business planning initiatives and measurements will reflect each year's accomplishments toward INK's strategic goals.

1. Provide increased *Access* to multiple entities with Kansas state, county and local entities.
2. Demonstrate *Value* of collaboration with state portal to state, county and local governments.
3. Demonstrate expanded data *Distribution* mechanisms to agencies and associations, business community and citizens.
4. Implement a recoverable, scalable *Infrastructure* environment.
5. Maintain a highly *Secure* environment to attain compliance to applicable industry standards.
6. Accomplish *Benchmarks* to measure the progress toward the completion of established metrics with associated timelines.

The 2014 INK Business Plan utilizes the strategic goals to guide the determination of the specific tactics to accomplish in this year's business plan. Highlights from this year's plan include:

- Development and implementation of an e-book for Ks. Wildlife Parks and Recreation
- Development of an improved subscriber portal
- Conduct business community forum on expanded usage of information
- Attend 7 local trade shows and conferences
- Implement new service fee pricing strategy
- Deploy 30 products to new partners
- Deploy 40 new products to existing partners
- Perform 82 project change and enhancement requests
- Migrate payment portal platform to provide additional features
- Maintain CyberTrust accreditation
- Apply google analytics to internally hosted websites

MANAGEMENT TEAM

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

The 2014 INK Board membership includes:

Board Officers

Joe Connor: Chair

Representing: Kansas Association of Counties

Kris Kobach: Vice Chair

Secretary of State

Jim Clark: Treasurer

Secretary of Department of Administration

Terry Holdren: Secretary

Representing: Kansas Farm Bureau

Board Members

Nick Jordan

Secretary of Department of Revenue

Gary Landeck

Kansas Libraries Association

Anthony Schlinsog

Chief Information Technology Officer: Executive Branch

Scott Hill

Representing: Kansas Bar Association

Travis Rozean

Representing: Kansas Association of Mappers

The INK Board of Directors is supported by an Executive Director responsible for the customer quality assurance and monitoring the performance of the Network Manager contract, management of the INK office, the development of the INK annual business plan, grants management, records management and state committee participation. This position was created in 2002.

INK contracts the management of the network, application development, customer support and payment processing to a private entity, Kansas Information Consortium, LLC., a wholly owned subsidiary of NIC, Inc. The public-private relationship is governed by the Network Manager Contract. In 2008, KIC signed a new contract with INK for three years, beginning January 2010, with two (2) two-year additional renewals. In 2013, an extension of existing the agreement declared for an additional 1 year (through Dec. 31, 2014); one 2-year extension available, followed by one 1-year extension

available through Dec. 31, 2017. With this new contract, INK and KIC extend the nation's longest-running public- private state portal management.

BENEFITS, RISKS & CHALLENGES OF e-GOVERNMENT TODAY

OVERVIEW

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

BENEFITS OF INK

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

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

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

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

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

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

RISKS

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

Public Confidence

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

ECONOMIC CLIMATE RISK

Budgetary Issues

State agency appropriations are projected to continue to be decreased. Agencies will look to all of their available resources to continue to meet their mission with reduced appropriation. INK will be at risk from agencies attempting to decrease INK's resource availability with low or no charge online applications and maintenance. The INK Board of Directors will be required to assess all application development request and their effect on the enterprise application portfolio .

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

A state directed effort is needed to coordinate state enterprise e-government initiatives to support the collective strategic aims of the state and INK through an assessment of competing priorities. Throughout 2014, INK will work with the ITEC and the Executive Branch CITO to identify those applications and services from the Governor's 25 IT Initiatives, the state Strategic Information Management Plan or other enterprise initiatives to best utilize the resources of the enterprise and INK.

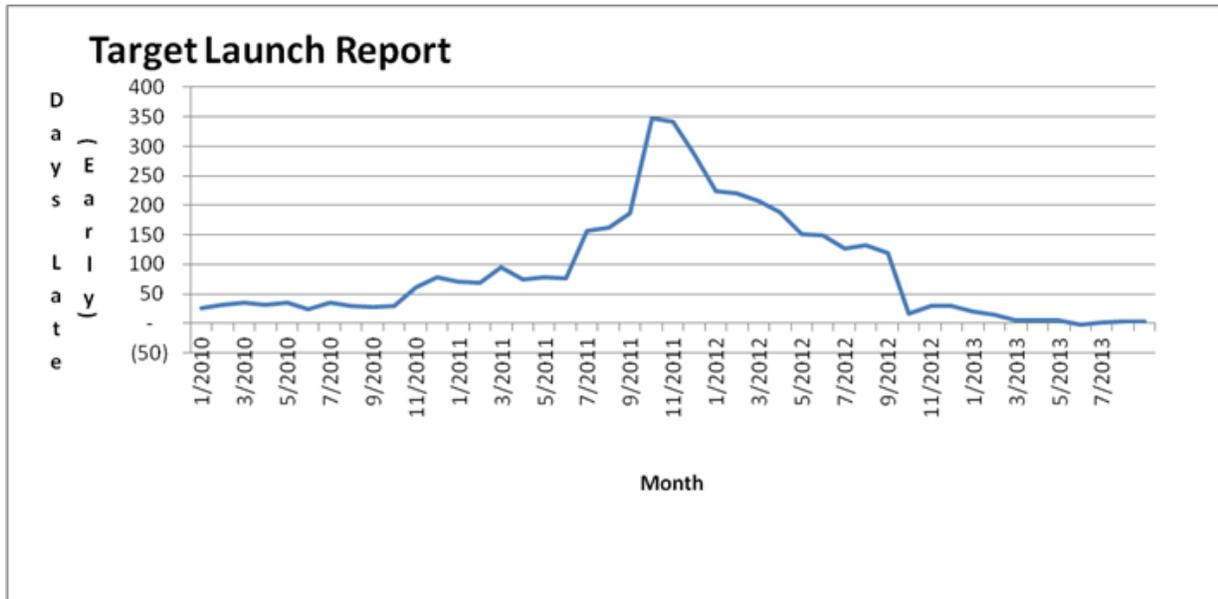
IMPLEMENTATION RISK

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

INK will monitor the actual project delivery dates provided to the requesting entities for application development or change requisition compared to the date provided to the entity. In addition to the value provided by INK, meeting entity expectation with project delivery is vital to meeting the entity's

timelines and will serve to strengthen the entity's trust in INK's reliability. To monitor the project delivery timelines, the Executive Director and the Network Manager meet bimonthly to review all active projects and quarterly reporting is generated to monitor the project delivery timelines. Below is the most recent graphical representation of INK's delivery timelines.

As the graph indicates, good progress has been made since the end of 2011. Throughout 2014, INK will continue to monitor the project delivery dates in order to maintain or improve their delivery timelines.



UNDERVALUED SERVICE RISK

Demonstrating Value

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

AGENCY SATISFACTION

As a result of twenty three years of developing new online applications and services for businesses and citizens, the portal receives a high volume of enhancements and maintenance requests which are necessary, but do not generate new or incremental revenue for those services. Agency relationship management is handled by Business Development Managers and project prioritization is managed by Project Managers who are required to manage this queue in order to deliver products and services on agreed-upon timelines. INK sponsored survey mechanisms will be implemented and will be directed towards Agency Executive Leadership to measure level of satisfaction. This will strengthen relationships and continue to promote our value and local attention.

ADMINISTRATIVE CHANGE RISK

New Leadership

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

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

DATA SHARING CHALLENGES

INK is uniquely positioned to provide cross-boundary data sharing with disparate systems. Multiple entity service delivery will depend heavily upon a state sponsored enterprise strategy which addresses mutual organizational, cultural, legal and security barriers to sharing data. Successful implementation will require an approach that emphasizes collaboration, shared goals, open communication, transparency and constituency benefit. INK, as a member of the IT Security Council, Information Technology Advisory Board, and the Information Technology Executive Council will request the creation of state policy to develop data sharing standards.

LEGAL CHALLENGES

Protecting Data

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

GOALS & OBJECTIVES

INK serves three distinct target audiences at the state and local government level (Agencies, Business Community and Citizens). This business plan focuses on collaborating with state and local government entities to create expanded data access and development of services, which are enterprise in scope and highly integrated. Accomplishment of the plan is predicated upon strategies, requirements and objectives to provide the means to provide accountability and accomplish the vision established by the Information Network of Kansas (INK) Board of Directors, in collaboration with leadership from Kansas Information Consortium LLC (KIC):

“Be recognized as the premier electronic gateway to Kansas government information and services.”

Strategy Overview:

1. Provide increased Access to multiple entities with Kansas state, county and local entities.

Anyone needing to do business with Kansas government will be able to go to the state’s Web site, easily find the information or service they need, and if they desire, complete all appropriate transactions electronically.

- **Requirements**
 - Maintain modern best-practice and optimized access solutions and technologies.
 - Provide service, information and open-government capabilities, enhancing transparency, accountability, interaction, collaboration and engagement.
 - Employ integration and one-stop solutions that provide seamless cross-boundary access for partners, including citizens, businesses and other governmental entities.
 - Provide new-media services, including social networking and mobile platforms.
- **Objectives**
 - Acquisition
 - Attack market and capture greater market share
 - Penetration
 - Penetrate existing target audience
 - Retention
 - Win over and keep existing target audience
- **Tactics**
 - Acquisition
 - Implement a minimum of 4 large KanSite (dotCMS) instances. (Ashley)
 - Establish fellow membership with Dole Institute to develop lecture series on transparent and open government applications and services.(Jim)
 - Meet and discuss with League of Municipalities a state-wide contest for developing a “Mobile City”.
 - Retention
 - Implement responsive design, content and refresh to the Kansas.gov portal. (James)
 - Implement responsive design, content and refresh to a minimum of 5 portal services and internally maintained Web sites. (James)
 - Migrate a minimum of 2 legacy KanSite sites to KanSite (dotCMS) instances. (James)
 - Establish wireframes for the creation/implementation of a user portal. (James)
 - Collaborate with State Director of IT Accessibility in building a stronger relationship, further demonstrating our value and staying abreast of accessibility requirements. (James)
 -

2. Demonstrate *Value of collaboration with state portal to state, county and local governments.*
INK must demonstrate the cost effectiveness of its solutions as agencies examine internal operations to determine cost-effective e-government applications and solutions.

▪ **Requirements**

- For each application development request, INK must consider and document the value of expanded collaboration.
 - Self-Funded Model – Must demonstrate the advantages of self-funding to government partners, legislators and customers.
 - Perceived Affordability – Must demonstrate the cost effectiveness of INK solutions.
 - Reduced Agency Cost – Must identify the agency cost avoidance through INK solutions.
 - Streamline Agency Processes – Work with entities to better understand their processes when converting them to electronic means.
 - Enterprise Services – Understand the larger picture of how individual entities processes fit into the overall government process.
 - Accuracy – The customer must have confidence that the information presented is correct and accurate.

▪ **Objectives**

- Acquisition
 - Attack market and capture greater market share
- Penetration
 - Penetrate existing target audience
- Retention
 - Win over and keep existing target audience

▪ **Tactics**

- Retention
 - Tackle backlog and increase service in short term and long term for better delivery to partners. (Wayne)
 - Provide project reports to demonstrate the value provided to our existing “top-tier” partners. (Ashley)
 - Provide service statements to demonstrate the value provided to our existing “top-tier” services. (Ashley)
 - Provide agency statements to demonstrate the value provided to our existing “top-tier” partners. (Ashley)
 - Deliver post-project surveys to continue to focus on partner appreciation efforts. (Ashley)
 - Implement service assessment process. (Shane)
 - Perform a minimum of 1 business community focus group to better understand needs and current usage of portal services. (Ashley)
 - Perform INK Board annual financial and contractual audit. (Shane)
 - Work with the Legislative Chief Information Technology Officer and the INK Board to develop a legislative communication plan. (Jim)
 - Develop customer feedback mechanism for data providing entities (Jim)

3. Demonstrate expanded data *Distribution mechanisms to agencies and associations, business community and citizens.*

INK must expand the method of service delivery to increase the service availability of government applications and services.

▪ **Requirements**

- Self-Funded Model – Must demonstrate the advantages of self-funding to Education and Awareness – Develop promotional materials to demonstrate INK’s expanded service delivery mechanisms.
- Build Transition Plans for Government Leadership Changes – Communicate INK opportunity to new leaders.

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- Balanced Marketing Approach to Target Audiences: Citizens, partners, business community.
 - Local Government Offering - Strengthen and expand partnerships beyond state government into local governments and private sectors, including connectivity, health, education, energy and other functional/service areas.
 - Expanded Data Sources – Look for opportunities for data sharing from both state and local levels through the portal.
 - Enhanced Technologies – All application development services must consider multiple delivery mechanisms to serve customers such as; Mobile, RSS feeds, and Web services.
 - Data Integrity – Ensure data transmitted is protected properly.
- **Objectives**
 - Acquisition
 - Attack market and capture greater market share
 - Penetration
 - Penetrate existing target audience
 - Retention
 - Win over and keep existing target audience
- **Tactics**
 - Acquisition
 - Utilize Kansas.gov portal site promotions to drive awareness of portal services, partner campaigns or events. (Ashley)
 - Implement marketing campaigns to drive adoption and awareness of the Kansas.gov “the entity”, Property Tax, KanPay, KanSite KanPay Counter, and Secure Socket Layer (SSL) certificates. (Ashley)
 - Launch a minimum of 10 press releases for new and seasonal services throughout the year. (Ashley)
 - Attend a minimum of 7 local trade shows and conferences to drive adoption and awareness of local government offering (KanPay Counter, KanForm, KanSite, KanPay, Property Tax), Kansas.gov (the entity) and Kansas County District Court Record Search service. (Ashley)
 - Launch a minimum of 3 KanForm instances to new partners. (Ashley)
 - Launch a minimum of 15 KanPay Counter instances to new partners. (Ashley)
 - Launch a minimum of 6 KanPay (CCP) instances to new partners. (Ashley)
 - Launch a minimum of 5 Property Tax instances to new partners. (Ashley)
 - Monitor, research and respond to relevant RFPs released. (Ashley)
 - Penetration
 - Launch a minimum of 12 KanForm instances to existing partners. (Ashley)
 - Launch a minimum of 5 KanPay Counter instances to existing partners. (Ashley)
 - Explore GovDelivery’s e-mail & text communication solutions that could benefit new and existing partners. (Ashley)
 - Explore Call Experts’ after-hours customer service for KanPay (CCP) services to better serve the constituents of Kansas. (Ashley)
 - Collaborate with existing “top-tier” partners to implement a minimum of 2 marketing best practices to drive awareness and adoption to portal service provided. (Ashley)
 - Outreach to the Kansas Secretary of State for the development of the Business Identify Theft service. (Ashley)
 - Outreach to the Kansas Wildlife, Parks and Tourism for the development of online hunting license renewals. (Ashley)
 - Outreach to the Kansas State Board of Education for the development of NIC Education (EDConnect). (Ashley)
 - Retention
 - Complete annual maintenance projects within 30 days of notification unless otherwise negotiated with the partner. (Wayne)
 - Perform a minimum of 2 rewrites of existing portal services. (Wayne)
 - Participate in a minimum of 5 annual awards to generate recognition at a state and national level. (Ashley)
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- Migrate a minimum of 5 legacy KanPay instances to KanPay (CCP) instances to existing partners. (Wayne)
 - Manage and provide RAA support for PKI service. (Ashley)

4. Implement a recoverable, scalable *Infrastructure* environment.

- **Requirements**
 - Continue evolving INK's technology standards and architecture to enable a robust and agile service delivery platform.
 - Utilize best practices in the management of INK assets, including hardware, software, and data as well as information systems and applications.
 - Provide optimal levels of security and citizen privacy.
- **Objectives**
 - Acquisition
 - Attack market and capture greater market share
 - Penetration
 - Penetrate existing target audience
 - Retention
 - Win over and keep existing target audience
- **Tactics**
 - Retention
 - Monitor and annually recover Avamar system (James)
 - Prepare and conduct annual disaster recovery test. (James)
 - Perform Avamar recovery (Jim)

5. Maintain a highly *Secure* environment to attain compliance to applicable industry standards.

Government partners and the public expect the technology infrastructure will be secure, tested and that the investment can be utilized well into the future.

- **Requirements**
 - Risk Assessment – Perform an annual risk assessment of the portfolio and platform.
 - Data Loss Prevention – Maintain appropriate physical and system security measures to prevent unauthorized access.
 - Be compliant with state government and national industry standards.
 - Privacy – Ensure private customer data is properly managed and secured.
 - Security Management – Maintain physical and virtual security of the network.
- **Objectives**
 - Acquisition
 - Attack market and capture greater market share
 - Penetration
 - Penetrate existing target audience
 - Retention
 - Win over and keep existing target audience
- **Tactics**
 - Retention
 - Perform application security scans prior to code deployments. (James)
 - Participate in annual exercise to retain Cybertrust accreditation. (James)
 - Perform quarterly PCI scans (James)
 - Launching to the public and additionally internal and external security scans are performed quarterly and annually on the system.
 - Collaborate with State Chief Information Security Officer (CISO) in building a stronger relationship, further demonstrating our value and strengthening our security expertise footprint in the state of Kansas. (James)
 -

6. Accomplish *Benchmarks* to measure the progress toward the completion of established metrics with associated timelines.

A plan is only as good as its proven accomplishments.

▪ **Requirements**

- Establish benchmarks to ensure ongoing compliance with plan.

▪ **Objectives**

- Acquisition
 - Attack market and capture greater market share
- Penetration
 - Penetrate existing target audience
- Retention
 - Win over and keep existing target audience

▪ **Tactics**

- Retention
 - Track resource hours dedicated to development, support and maintenance of portal services and internally maintained Web sites. (Wayne)
 - Monitor “high” and “critical” support tickets daily (M-F) of portal services and internally maintained Web sites. (Wayne)
 - Explore tracking mechanism for a minimum of 10 portal services to track and monitor adoption rates. (Shane)
 - Explore Help Center Knowledge/CRM software solution. (Shane)
 - Track and monitor revenue and expenses monthly. (Shane)
 - Apply google analytics tracking to a minimum of 10 portal services and internally maintained Web sites that do not already use this tracking mechanism. (James)
 - Apply Survey Gizmo surveys to a minimum of 10 portal services and internally maintained Web sites that do not already use this tracking mechanism. (James)

PORTAL MARKETING PLAN

The Network Manager marketing team will expand the depth and breadth of INK services by focusing their efforts to acquire, expand and retain customers by following the efforts below to drive adoption and awareness of INK services to appropriate target audiences.

Target Audience:

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

1. Primary: State Government

- Agencies and associations (i.e. Partners)
- Business Community
- Citizens

2. Secondary: Local Government

- Agencies and associations (i.e. Partners)
- Business Community
- Citizens

Approach:

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

1. Acquisition Campaign

- Objective: Generate awareness and grow number of entities within each target audience utilizing service with Kansas.gov.
 - Utilize Kansas.gov portal site promotions to drive awareness of portal services, partner campaigns or events.
 - Implement marketing campaigns to drive adoption and awareness of the Kansas.gov “the entity”, Property Tax, KanPay, KanSite, KanPay Counter and SSL certificates.
 - Launch a minimum of 10 press releases for new and seasonal services throughout the year.
 - Attend a minimum of 7 local trade shows and conferences to drive adoption and awareness of local government offering (KanPay Counter, KanForm, KanSite, KanPay, Property Tax), Kansas.gov (the entity) and Kansas County District Court Record Search service.

2. Penetration Campaign

- Objective: Generate awareness to further encourage existing entities within each target audience to try additional services with INK.
 - Collaborate with existing “top-tier” partners to implement a minimum of 2 marketing best practices to drive awareness and adoption to portal service provided.

3. Retention Campaign

- Objective: Generate awareness to further encourage existing entities within each target audience to continue utilizing services with INK.
 - Participate in a minimum of 5 annual awards to generate recognition at a state and national level.
 - Provide project reports to demonstrate the value provided to our existing “top-tier” partners.

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- Provide service statements to demonstrate the value provided to our existing “top-tier” services.
 - Provide agency statements to demonstrate the value provided to our existing “top-tier” partners.
 - Deliver post-project surveys to continue to focus on partner appreciation efforts.

PORTAL CUSTOMER SERVICE PLAN

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

APPROACH

1. Methodology

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

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

- Phone
- E-mail
- Voicemail
- Online Live Chat

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

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

2. Tools

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

PORTAL TECHNOLOGY PLAN

Prior efforts within the organization have provided a single development platform. The platform has been extended through the development of common, standardized components and technologies. A project archetype will serve as the initial base for each new project. This archetype includes a standard tag library and presentation layout that ensures a common, standards-based look and feel. This template includes views, which target mobile, as well as desktop platforms and provides a consistent experience in all supported environments. In 2014, we will explore shared plug-ins used to enhance projects will provide live content control, interface with the corporate database and common checkout services, application status control and a single authentication service.

The KIC portal services are fully hosted in the NIC Corporate Data Center. A replicate network exists at the secondary facility. All portal services and internally managed Web sites can execute in either location and controlled by the global traffic manager.

Key objectives for 2014 are as follows:

- Collaborate with State Director of IT Accessibility in building a stronger relationship, further demonstrating our value and staying abreast of accessibility requirements.
- Monitor and annually recover Avamar system
- Prepare and conduct annual disaster recovery test.
- Perform Avamar recovery (Jim)
- Perform application security scans prior to code deployments.
- Participate in annual exercise to retain Cybertrust accreditation.
- Perform quarterly PCI scans
- Launching to the public and additionally internal and external security scans are performed quarterly and annually on the system.
- Collaborate with State CISO in building a stronger relationship, further demonstrating our value and strengthening our security expertise footprint in the state of Kansas.

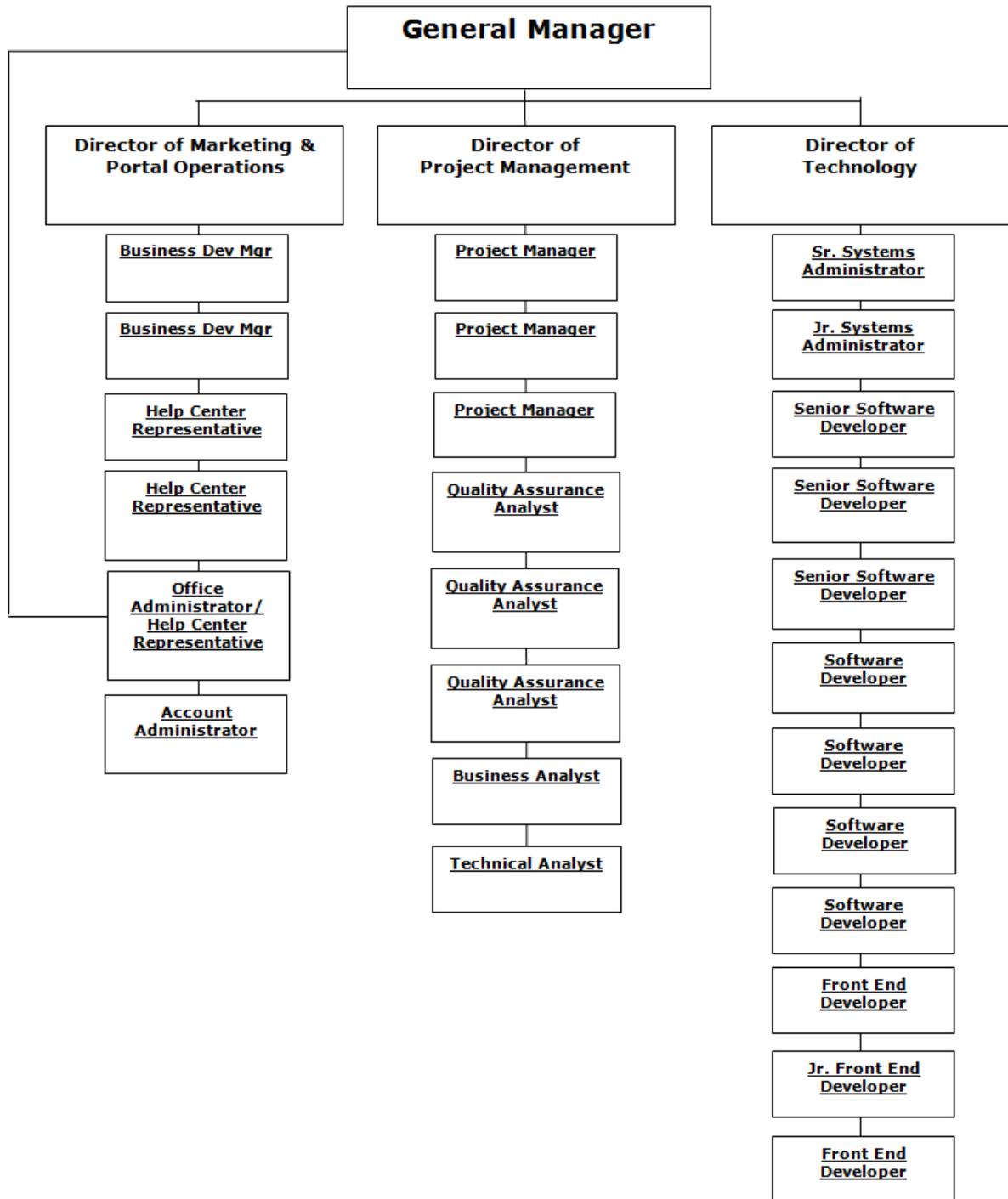
Hardware and Software Listing (current network list will be provided to INK Executive Director under separate confidential cover)

PORTAL STAFFING PLAN

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

Total employee count = 30

Open positions = 2 (2 Software Developer)



12-Month Staffing Plan

KIC does not plan to hire additional staff in 2014.

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

PORTAL FINANCIAL PLAN

In aligning with strategy #3, “Demonstrate expanded data *Distribution* mechanisms to agencies and associations, business community and citizens,” INK must expand the service delivery method to increase the service availability of government applications and services.

FINANCIALS

- Implement a minimum of 4 large KanSite (dotCMS) instances.
- Launch a minimum of 3 KanForm instances to new partners.
- Launch a minimum of 15 KanPay Counter instances to new partners.
- Launch a minimum of 6 KanPay (CCP) instances to new partners.
- Launch a minimum of 12 KanForm instances to existing partners.
- Launch a minimum of 5 KanPay Counter instances to existing partners.
- Explore GovDelivery’s e-mail & text communication solutions that could benefit new and existing partners.
- Explore Call Experts’ after-hours customer service for KanPay (CCP) services to better serve the constituents of Kansas.
- Outreach to the Kansas Secretary of State for the development of the Business Identify Theft service.
- Outreach to the Kansas Wildlife, Parks and Tourism for the development of online hunting license renewals.
- Outreach to the Kansas State Board of Education for the development of NIC Education (EDConnect).

Portal Operating Budget

See Appendix A: 2014 INK Budget Summary

GRANTS

INK provides grant awards that support their mission. The INK Board has developed eight specific statutory and strategic objectives which are used to rate each grant proposal. The INK Board annually reviews and assigns measurable criteria and a percentage weight to each objective to emphasize the Board's direction and focus.

Annual grant amount availability is determined by INK's annual budgeting process. Grant applications can be found at www.kansas.gov/board/INK_Grants.html.

Grant applications are considered under the following primary categories:

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

A subcommittee has been developed to review and rate each grant application received. The members of the committee consists of the three Chief Information Technology Officers for the three branches of government, one member of the INK Board and the Executive Director and Network Manager serve as support staff to the subcommittee.

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

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

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

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

For 2014, the INK Board of Directors has allocated **\$XXX,XXX** to grant availability.

EXISTING GRANTS

Infrastructure: \$300,000 of the INK Board of Director's retained earnings has been reserved for the purchase of the outsourced equipment of the network manager in the unlikely event INK should have to absorb the portal development function.

RESTRICTED FUNDS

Restricted Funds are funds the INK Board has designated for specific purpose or to support existing or multi-year initiatives for the current fiscal year. These funds are discretionary and are reviewed annually. For 2014, the INK Board has designated the following Restricted Funds.

Kansas Business Center: The INK Board of Directors has allocated \$500,000 toward the support of the development of a cross agency application to assist Kansas businesses with the online ability to register and maintain business filing requirements with the state. Ten percent or \$50,000 of this amount has been designated for industry expert seminars and education for the benefit of INK and the state enterprise.

PKI/IDENTITY MANAGEMENT PLAN

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

A successful identity management program is a combination and interdependence of three areas: policy, business process, and technology. The program consolidates the pertinent identity information about individuals from across the state enterprise and makes that information available, in appropriate and policy-guided ways, to services and applications. It also allows for the integration of services and authority management that can grant, change, or rescind access based on status or affiliation with the institution. Critical for security architectures, identity management provides the mechanism for validating the authenticity of a user's electronic identity credential.

The Three-Legged Stool

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

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

The INK Board of Directors has continued to be a strong supporter of an identity management program for the state of Kansas. INK serves as the Registration Authority for the state and maintains the financial accounts of the initiative. With over **400** digital certificate holders, the state is well positioned to implement an enterprise solution for enterprise identity management.

The State operates a Managed PKI Infrastructure through a contract administered by the Kansas Secretary of State. INK is a voting member of the Information Technology Executive Council (ITEC) which is responsible for the Certificate Policy. INK is also a member of the Information Technology Identity Management Group (ITIMG), a subcommittee of the ITEC responsible for policy recommendations, and regulation recommendation to the Kansas Secretary of State for the Kansas Administrative Rules and Regulations. In 2009, the ITIMG and the Kansas Secretary of State contracted with VeriSign and for a two year contract with two (2) two year renewals. At the end of 2012, the ITIMG and the Kansas Secretary of State exercised its first two year renewal option. The current contract ends on December 31, 2014.

This locally hosted solution provides Kansas with greater flexibility for application customization. This enhanced capability provides the benefits of control over the web pages presented to subscribing users, which provides an enterprise common look and feel, provides for the generation of separate signature and encryption keys, continues the state's relationship with an outsourced Certificate Authority and provides the system's built-in functionality to be "bridged" to the federal government. "Bridging" means that Kansas certificates will be accepted by federal agencies as adequate proof of identity to access systems, upload information or provide reliable proof of identity for electronic information messaging, subject to specific additional requirements of higher levels of security access specific federal agencies may require.

INK will continue as the Registration Authority (RA). The RA manages the electronic creation and revocation of all Kansas digital certificates for the state. The two largest group of certificate holders utilize their certificates to securely upload Voter Registration information to a database managed by the Kansas Secretary of State. In 2009, the Kansas Biosecurity Research Institute, Kansas State University and the Wolf Creek Nuclear Facility have issued electronic credentials from Kansas' PKI Infrastructure and have successfully piloted the acceptance of Kansas digital certificates with the federal government.

In 2014, it is anticipated the Digital Signature program will generate \$21,600 in gross revenues. Of that amount, \$17,304 is provided to the Network Manager to support customer service analysts, billing analysts and other Registration Authority functions and duties. The remaining amount is retained by INK, on behalf of the ITIMG to pay for monthly recurring infrastructure support costs and future PKI contract renewals.

Throughout 2014, INK will assist agencies in their plans to provide and implement a higher level of authenticated electronic identification.

CONCLUSION

2014 brings change and opportunity. INK anticipates significant improvements in the methods and processes by which Kansas serves its citizens. INK will continue to expand its role in supporting Kansas government while adhering to its statutory mission. Throughout 2014, INK will continue to position itself as a solutions provider to legislative leaders and agency executives to provide a cost-effective, highly-functional and flexible solution to assist in the difficult decisions facing our citizens, our state and our national economy.

APPENDIX A: 2014 PORTAL BUDGET SUMMARY

	<u>2014 Portal Budget</u>
Portal Gross Receipts	474,075,177
Agency Fee Submissions	465,529,799
Portal Costs	2,598,004
Portal Net Revenue	5,947,374
Network Manager	5,055,268
Retained Earnings	862,106
INK Expenses	403,185
Portal Net Income Before Grants	491,421
Existing Grant & Restricted Fund Balances	1,273,330