February 2020 Board Meeting
February 6, 2020

Opening
A meeting of the INK Board was called to order at 10:10 a.m. on Thursday, February 6, 2020 at 700 SW Harrison, 2nd Floor Conference Room, Topeka, Kansas by Board Secretary, Lucas Goff with the following members present:

Mark Burghart, Secretary of Revenue
Patty Clark, representing the Secretary of Commerce (*by phone starting at 11:00 am*)
Jennifer Cook, representing Secretary of State
Gregg Wamsley, representing the Kansas Library Association (Board Treasurer)
Glen Yancey, representing the Executive Branch Chief Executive Technology Officer (*by phone*)

Others Present
Suzie Schmitz, PayIt; John Yeary, Chief Counsel, Department of Administration (and Board Counsel, INK); Duncan Friend, Information Network of Kansas; Nolan Jones, Ashley Gordon, and James Adams - Kansas Information Consortium, LLC.

Consent Agenda
The consent agenda for the meeting included the draft January 9, 2020 INK Board meeting minutes, the January 2020 INK Network Manager report, along with requests from the following organizations for KanPay counter services (a fee service): City of Woodbine, City of Almena, Chase County Register of Deeds, Washington County Sheriff's Office, and Washington County Sheriff's Office – Jail.

Action Taken: Secretary Burghart moved to approve the consent agenda, seconded by Cook. There was no further discussion. The motion was unanimously approved.

Regular Agenda

1) Public / Agency / Legislative Relations Update

Friend noted that this agenda item had been added to the Board agenda to keep the Board apprised of specific efforts at outreach. Recently a lot of the Board's time had been focused on the KBI project, so they just wanted to catch things up. He continued that there were always marketing efforts going on, but this was for other things. He then deferred to Jones to begin.

Jones spoke briefly about the plans for a Technology Showcase to be held in the Capitol Rotunda in association with the next Board meeting on March 5. They had worked with Representative Pittman (D-Leavenworth) to arrange for space. The Board members were invited to attend at the Capitol. Jones talked about some of what they planned to display (Security, Business One-stop, Amazon Echo/new technologies, and payment processing). He said that OITS may also have a table as well, and the Governor's office was supportive of the showcase as well. Friend noted that they had also agreed to have a table on INK's history – they were coming up on its 30th anniversary and he felt it was important to help promote and explain the model and its success. Secretary Burghart asked if the project that had recently been funded with Seaman School District could be featured and Friend agreed that it should be.

Friend then discussed having met with the Director of the Kansas Water Office who is also the current head of the state Geographic Information Systems (GIS) Policy Board to talk about INK and also the grant program. This had occurred prior to the last Board meeting, but since then, he had a second meeting with their head of policy for the Water Office about the grant program and opportunities there. They were interested and had some interesting ideas about getting information out about flooding and about their water conservation efforts. As had been mentioned at the last meeting, INK / KIC had sent someone out to their Water Technology Expo in Garden City as a result of that meeting.

Friend then talked about having met with the head of teacher accreditation and licensure at the State Department of Education about some opportunities there – he gave some examples - both explaining INK and the grant program. Friend then deferred to Goff to talk about another meeting they had for outreach. Goff continued that because he represented the Kansas Association of Counties and that organization had some transition of the last year-and-a-half, he wanted to sync back up with them to see how he could best represent their interests to the Board. He noted that Jones, he, and Friend had met with the state head of Geographic Information Systems after the last Board meeting. In turn, Goff had scheduled a meeting for after the Board meeting today with himself and Friend with the new KAC Executive Director to talk about the vision of the INK Board and discuss the needs for the counties and where hopefully INK services could be expanded. Friend added that, with regard to the previous meeting, he knew that Goff had a deep GIS background and that the Board had a granting relationship with that community for a number of years. He said it was possible they might see a presentation from them in the near future.

Action Taken: None.

2) Board Member Recruitment update

Friend distributed a nomination letter to the Board and discussed the current situation with his efforts to recruit board members. He had come to the Board in July for direction on what they might like to see in the way of the remaining open spot for a statewide user association. Their preference had been precision agriculture and this letter represented a candidate for that with deep experience recommended by the startup and precision ag community. However, while he had contacted a set of other organizations, he had difficulty getting nominations for the other two individuals to fill out the slate of three for the Governor's office. So, he asked the Board's guidance on whether he should approach the Governor's office / Appointment's Secretary with this individual and ask for guidance, or if they had ideas on what Friend should do additionally in the way of further recruitment.

Secretary Burghart suggested it would be appropriate to contact the Appointments Secretary as he was likely contacted by many people interested in serving and could provide guidance on next steps. Friend said that if he found out something specific with regard to next steps on the nominee, he would contact the Board via email.

Action Taken: None.

3) Revisions to INK Expense Approval Process/ By-laws

Friend directed the members to their packet of materials to a copy of the current INK By-laws. He noted that while he believed he the members have likely seen them, he provided some background. They were originally passed in 2007. Friend always understood that was the current version, but in doing a lot more research recently – hist transition to this job had been pretty quick – he found that they had been updated in 2010. Friend continued that the purpose in reviewing the By-laws was to go through and make the changes

necessary to reflect the elimination of the Board Treasurer position and move those duties to the Vice-chair position, as the Board had voted to do at the last meeting. He then directed the members to where those changes had been made in the document, and noted several other things he had found. Before moving forward, he asked Yeary if he had any comments and he indicated he did not so far.

Friend continued, noting some minor corrections to clarify the provisions. He noted that he had clarified the use of "corporation" in the document. While Inc. is in the statutory name – Information Network of Kansas, Inc. – he stated that no articles had been filed and that they were not operated as a corporation, so he had changed the word to "organization" in his revisions. Secretary Burghart asked Friend to confirm that INK did not have any Articles and Friend responded that he was correct, nothing that he was aware of. Friend did say there was quite a bit of discussion on this topic, and the statute is different now from when it was originally passed. He noted that the Board at one time went so far as to get a separate FEIN for INK. He continued that it would be hard to express this in shorthand, but there was a considerable time where that went on, they tried to identify if they were tax exempt, and they were – it is a state entity. Then, much later, when the former Executive Director Hollingsworth attempted to move from being paid through the state payroll system due the abolishment of Kansas, Inc., he attempted to reactivate it so that payroll withholding could occur. He found he couldn't do that unless INK started filing a tax return, which it did. But, the Board eventually stopped that. So, he is not aware that there are any articles, there are none in the files that he has seen and they are not filed with the Secretary of State.

There was also a provision about an Executive Committee. Because Friend had not been aware of the 2010 revisions to the By-laws, he only knew of the Executive Committee function as the officers getting together to review the agenda for 15 minutes or so a week in advance of the upcoming Board meeting. However, he saw now that there was a provision that addressed it, so that is where it came from. It didn't appear that committee could actually act in the stead of the Board, given the statutory need for five affirmative votes of the Board for action, unless the Board specifically made a motion about some set of actions they could take. So, he wasn't sure if it should remain in the By-laws or what its function truly was. But, for the interim he adjusted it to remove the Board Treasurer position from that group. Friend asked Yeary to weigh in on this.

Yeary said it was just something that could be considered. He has seen by-laws that have more specific duties. If it is not needed, or done in practice, then it could just be changed to match what it is doing now, reviewing the agenda, for example.

Friend continued, saying that, then, that was "Part 1", but "Part 2" was provisions about the Finance Committee. While they had been convened recently, for example, to address investing idle funds. He had been around the board when this committee was established, but it had quit meeting and he remembered that even when Scott Hill had been Board Treasurer, it only met as needed. But, he did remember a time when it was a standing committee.

Friend said that, in this case, it may well be helpful to have. However, he had not yet talked to Gaumer about it as he was going out of town (and unable to attend this meeting). So, he was not sure what the Board's pleasure would be – either to approve just the changes he had made and wait on the rest of this to get a recommendation from the Vice-chair, or make some additional changes. He asked for the Board's guidance.

Yeary then pointed out an item to the Board indicating a majority of the Board present for a duly called and held meeting shall be considered an act of the Board. He felt that was potentially problematic as, for example, a majority of a quorum in attendance at the meeting today (6) would be four, but the statute says

that "five members of the Board shall constitute a quorum and an affirmative vote of five members shall be necessary for any action taken by the board." Yeary recommended the section be changed to match the statute.

Friend asked the Board, in addition to that change, if they wanted to take action on all of this, or just this change and those related to the elimination of the Board Treasurer. Goff confirmed these options. Secretary Burghart suggested that the Board fix what they know is incorrect now and then they could make further amendments down the road as needed.

Action Taken: Secretary Burghart moved to accept the change offered by Yeary and the others incorporated by Friend in the edited version presented and to allow Wamsley to continue in his previous role until such time as the transition of the duties to the Vice-chair is completed. Cook seconded the motion. There was no further discussion. The motion passed unanimously.

4) Professional Services Contracts: Audit and Accounting Services

Friend explained the contracts included in the packet for approval. Two were related to the annual audit – one was the financial audit, the other was an agreed-upon procedures audit of INK contracts, both with Berberich Trahan and Co. These contracts are for the same amount they have been the last couple years. The other was a new contract – the other one had expired, so essentially a renewal – with the Board accountants, Mize Houser. This had not increased in five or more years, so at about 3% annually, it includes an increase of about 14%. It also had a change to remove some provisions about payroll processing that were never exercised, but were also not reflected in the current rate.

Secretary Burghart asked how long INK has been dealing with these two firms. Friend indicated it had been for a long time. He apologized as he felt he should have had exact numbers, but he would say about seven or eight years with Berberich Trahan. He assumed the question that led to was the idea of rotating them which was considered a good practice. And, there is also a smaller level of rotation, for lack of a better term, of them changing the partner/manager in charge of the audit – which has happened with Berberich Trahan. Friend said that he had brought rotation up with the state's Chief Financial Officer and she did agree and recommend rotation. So, Friend had brought this to the Board at the time to seek their opinion. However, Secretary Williams, then Secretary of Revenue at the time who had an accounting background took the position that for the amount of money involved, versus the advantage of their experience and knowledge of INK business, he didn't think it was worth it, and the Board agreed. He agreed it was a standard practice. Secretary Burghart noted that both firms were very reputable, but he wanted to make sure that, as a public instrumentality, they were not required to do an RFP on something like this. Yeary remarked that the statute for INK does not require that – Friend indicated they were exempt from procurement regulations, of course. Friend said it was a good question. He thought that Mize Houser the accountants had been here a similar amount of time and they did bring a lot of experience and history. He ended by noting that neither were the only people they had perform either accounting or auditing, however. The contract pays them about $150 more a month to do these duties – there is less check processing than previously, but Friend stated he feels that they will be valuable and he will need some extra time as they start doing a financial review.

Action Taken: Wamsley moved to approve the contracts. Secretary Burghart seconded the motion. There was no discussion. The motion was approved unanimously.

5) Network Manager Report - Includes KBI project status update

Jones updated the Board on the status of the KBI Scrap Metal project and discussed the risks which were in line with what had been briefed previously. Some upcoming legislation that had to do with submitting pictures, even if it passed, would have no impact on the project itself. Friend noted to Yancey on the phone that the risk matrix had been updated. Friend asked if KBI's take was that things were progressing OK with the legislation. No one has been bringing up any issues as part of the testimony on the bill. His understanding that there was not. He briefly discussed other initiatives that they had undertaken during the month, including a series of 16 videos featuring people asking the archivist at the Historical Society; the status of WebFile and Homestead Tax application – he showed a picture of a billboard that they had purchased for marketing the application - Goff also indicated the materials he received for marketing moved very quickly.

Note: Clark joined the meeting by phone at this point (10:56 am).

Jones then played a video excerpt of a TV news report that showed Friend presenting a "giant" check to the Seaman School District for the grant they had recently received, to which Friend had been invited by the teacher.

Action Taken: None.

6) 2020 Business Plan Overview

This section of the meeting was divided into two parts: The INK Board expense budget, which was referenced in the INK Business Plan – Friend showed where the two dovetailed in the high-level budget in the back of the proposed 2020 INK Business Plan. So, the supporting detailed budget was presented here; and, the 2020 INK Business Plan itself and the initiatives included. A copy of the detailed budget and the presentation made during the meeting are attached for reference. Friend explained the budget, highlighting differences, including against actual from the previous year, and Jones reviewed the initiatives in the proposed Business Plan that had been previously distributed to the Board in December, with dates added in the one distributed before this meeting.

Action Taken: Goff made a motion to approve the 2020 INK Expense budget, including a $760,000 allocation for grants for the year. Wamsley seconded. There was no discussion. The motion was approved unanimously.

Action Taken: Cook moved to approve the 2020 INK Business Plan. Wamsley seconded. There was no discussion. The motion was approved unanimously.

New Business

Goff asked if there was any new business. Friend told the Board that he would be needing to take some time off during this next month to complete work on his dissertation as he was down to the deadline, but he would work with Kite on the specifics of that. He would still be available via email and connected.

Adjournment: Wamsley moved to adjourn. Secretary Burghart seconded. Approved unanimously. The meeting adjourned at 12:07 pm.

INK Board Calendar Year 2020 - Expense Budget for Approval *(DRAFT 2/6/20)*

Category	Description	2020 Proposed Budget	Inc/Decr from 2019 Budget	2019 Budget (rev. 3/7/19)	2019 Actual	Actual variance from 2019 Budget
Board Expenses						
Hospitality / Meetings	Board meetings and retreats (includes board mtg. food / approx. $500 estimate for retreat, if desired)	$2,000	-$3,000	$5,000	$1,536	-$3,464
Private Car Mileage	In-state travel reimbursement for travel to meetings and for Exec. Director	$9,000	$0	$9,000	$7,162	-$1,838
Professional Services						
Professional Contracts	Audit Services - 2020 Financial/Contractual Audit: Berberich Trahan	$24,000	$0	$24,000	$21,000	-$3,000
Professional Contracts	Legal Services: DofA Office of Chief Counsel	$5,000	$0	$5,000	$0	-$5,000
Professional Contracts	Accounting Services: Mize CPAs Inc.	$16,000	$1,000	$15,000	$13,389	-$1,611
Professional Contracts	NEW - PROPOSED - Professional Consulting (For Strategic Planning / Operational Review support) - TBD	$0	$0	$0	$0	$0
Administration						
Office Space Rental	INK Office - Landon State Office Building - Rm 114	$9,442	$2,200	$7,242	$7,242	$0
Office Supplies	Incl. Copier paper, printer toner, staples, etc.	$100	$0	$100	$402	$302
Postage	Occasional, as required	$50	$0	$50	$0	-$50
Printing	Significant printing, as needed, for Board meeting, presentations, etc. (incl. business cards)	$150	$150	$0	$106	$106
IT Services	Email *(from $18.70/mo. (Apr-Jun) to $21.40/mo (SFY20) to $26.70/mo (SFY21)*	$290	-$160	$450	$241	-$209
IT Services	Desktop License / Hardware, Software Support / Phone	$1,600	$670	$930	$997	$67
Payroll Admin	Annual fee for payroll processing	$230	$230	$0	$200	$200
Furniture and Equipment	Remaining budget from office move (April 2019) - incomplete	$2,416	-$584	$3,000	$584	-$2,416
Depreciation	Non-cash expense, eliminated from budget. Threshold now matches State threshold of $5,000.	$0	-$500	$500	$0	-$500
Teleconferencing	Primarily in support of Board and committee meetings	$200	$0	$200	$147	-$53
Miscellaneous	Other minor unplanned expenses, as incurred	$250	$0	$250	$234	-$16
Salary	Executive Director (includes employer share GHI,KPERS). *Increase reflects potential 2.5% state COLA in July*	$145,643	$6,408	$139,235	$72,363	-$66,872
Salary	Project Manager (includes employer share GHI, KPERS)	$0	-$118,500	$118,500	$61,425	-$57,075
Meals and Lodging	2 trips @$60/day meals	$0	-$120	$120	$0	-$120
Meals and Lodging	2 trips @$150/day Lodging	$0	-$300	$300	$0	-$300
Software Escrow *(per contract)*						
Code Escrow	NEW - PROPOSED - Code escrow costs quarterly copy of software/documentation per contract (*Iron Mountain Estimate: $2,700 initial setup, $2,150 annual, $6,000 basic verification service - KIC may pay this*)	$11,000	$11,000	$0	$0	$0
Consultant	DID NOT PERFORM - For INK Disaster Recovery Test *(Analyze, Plan, Document, Execute)*	$0	-$15,000	$15,000	$0	-$15,000
Avamar Hosting	OITS Hosting - PERFORMED THROUGH END OF JUNE 2019	$0	-$15,000	$15,000	$14,244	-$756
Avamar Recovery Environment	Codero (4 mo.'s @ 893.80) - STOPPED SERVICE END OF APRIL 2019	$0	-$3,580	$3,580	$3,575	-$5
Rubrik Recovery Environment	DID NOT PERFORM - Proposed - One time procurement of Rubrik Appliance for INK DR	$0	-$40,050	$40,050	$0	-$40,050
Rubrik Annual Maintenance	DID NOT PERFORM - First year annual maintenance on Rubrik Appliance for INK DR	$0	-$10,255	$10,255	$0	-$10,255
		$227,371	-$185,391	$412,762	$204,847	-$207,915

Estimated Revenue from Operations (*2020 Business Plan*)	$875,012.00
Current CDs (*CoreFirst, Kaw Valley*)	$2,000,000.00
Money Market (*UMB*)	$523,043.75
Checking on 12/31/2019 (*Kaw Valley*)	$2,161,578.95
2020 Interest (*"Liberal" estimate based on 2019, similar rates, and limited granting during year*)	$120,000.00
Grant balances payable (Legislature (est. $133,900); KSHS ($193,899); Seaman ($21,289.45))	-349,088.45
Current balance sheet designation for Kansas Business Center / One-Stop	-437,027.63
Proposed INK Expense Budget - 2020 (above)	-228,000.00
Net - Estimate planned 2020 balance	4,665,518.62
Proposed Grant Pool basis: 60% of planned income after expenses ($875K + $120K - $228K = $767K x .6 = $460K)	460,000.00

Kansas
Information Network of Kansas

INFORMATION NETWORK OF KANSAS

2020 Business Plan

1 Introduction

Information Network of Kansas: The Gateway to Kansas Government Information

Unlike any other Kansas institution, INK has a mandate to expand the kind, amount, and utility of Kansas government information available to the public, business, and other organizations. Over its history, the built-in flexibility and incentive structure of its unique public-private partnership has been so successful that, after its establishment in 1990, it spawned similar organizations in over half the states. While the INK operation has remained relatively small, these national efforts fueled the creation of the Kansas-based parent company now traded on Wall Street that employs over 200 people in Kansas alone.

Over the last 29 years, INK has come to serve a key role in the electronic delivery of government services in Kansas. Over half of all Kansas State agencies and over 300 local government agencies depend on INK to provide secure, innovative, and dependable electronic government services to support their operations, increasing efficiency and lowering the barriers to engaging government, while using a self-funded model that does not rely on taxes. In fact, through its grant program, INK has provided over $6 million in funding over the last 18 years to government agencies for innovative projects that contribute toward its statutory mission

INK's role, however, is not limited solely to expanding the availability of government information in Kansas. In service of increased transparency and collaboration in service delivery, the *Information Network of Kansas Act* (K.S.A. 74-9301, et. seq.) charges our organization with expanding the base of users of this information and seeking advice and expertise from the public, service subscribers, businesses, associations, and academia on their information needs and innovative ideas for how to improve access to and filing of information. In turn, INK is charged with using this information, along with the expertise of its private partner, to provide advice to the Secretary of Administration, the Office of Information Technology Services, and state agencies on the provision of data to the public.

At the center of these responsibilities lies perhaps the biggest innovation, a nine-member board made up of both government agencies and representatives of user groups who guide the organization, setting strategy and, each year, approving a Business Plan that sets out the work of INK in achieving its mission, then working with the INK Executive Director and Network Manager to ensure its effective execution. The Board provides a vital link between the perspectives of government data and service providers and users of the Network and their constituencies, enabling them to take a broad view in their decision making that considers the current and emerging needs of stakeholders from both inside and outside government.

This Business Plan summarizes INK's goals and related initiatives for calendar year 2020, along with information about the organization, its resources, budget and operating environment, including both challenges and opportunities. Under the terms of the contract, it will be used for ongoing progress reporting throughout the year.

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2 Statutory Mission

The goals in this business plan are based directly on the Information Network of Kansas Act. While the statute includes specifics about the mechanics of INK operation, the following list of responsibilities make up the primary goals of the organization. They are condensed only to make them easily understandable for use in setting the direction outlined in the sections that follow:

- Provide a gateway to Kansas public information
- Expand the amount, kind, and utility of information available
- Expand the base of users of Kansas government information
- Improve access technologies
- Seek advice from the general public, network subscribers, and other parties in accomplishing its mission
- Advise the state (Secretary of Administration, OITS, and Agencies) on citizen and business access to data
- Provide oversight of the Network Manager

Each of these mission objectives and our plans for achieving them are discussed below. We have also included several objectives identified in the 2019 INK Business Plan that were not fully accomplished during the past year. Some of these will continue to be pursued in 2020 but are not being included as part of the tracked objectives for this year.

2.1 Provide a Gateway to Public Information

For many individuals, the primary way they interact with the government is through websites and online services. This interaction is constantly evolving and expanding. However, there are other ways this interaction occurs.

As shown in the diagram below, citizens and business connect with government through an ever-increasing number of channels. Only a few years ago, nearly all interaction occurred through only three channels – in-person, on the telephone, or through the mail. Now, users expect to not only connect to the Kansas government through those methods but also through mobile apps, social media, email, home assistants, and online chats with new channels emerging on an ongoing basis.

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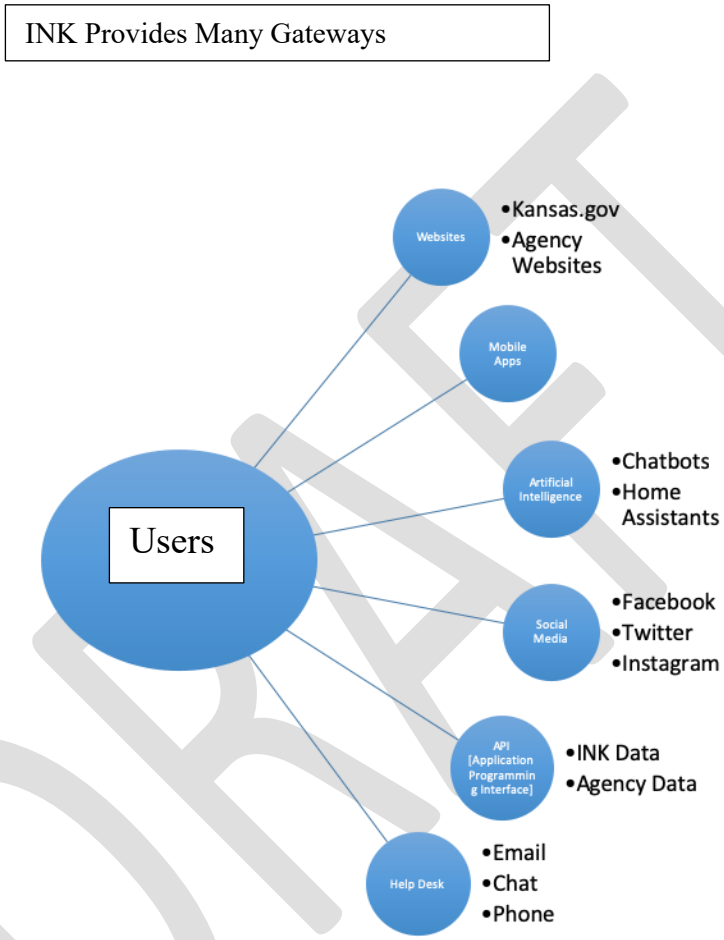
Diagram 1. User Interaction with Government



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At the center of all these access points is the user. These users are focused on accomplishing their objectives - not on trying to navigate government processes or technology.

Technologies and approaches that we anticipate using in 2020 to accomplish the mission of providing a gateway to Kansas Public Information include:

- Kansas.gov and Agency Websites
- Social Media
- Mobile
- Chatbots
- APIs
- Directories
- Home Assistants

Each of these gateways present opportunities to better serve government's users.

2020 Objectives

Expand types of gateways

- Mobile. Implement at least two services on a mobile platform that allow a user to perform an action with an agency such as renewing a professional license. September 1st
- Mobile. Implement at least three information services on a mobile platform. For example, information about voting. September 1st
- Directory. Create a comprehensive public-facing directory of official state social media accounts to help users connect with government and publicize it across the gateways we provide. July 1st
- Conduct an outreach to state agencies to identify what API's are currently available to the public. Using this data, create a webpage identifying these API's for use by other entities. July 1st

Enhance primary gateway (Kansas.gov)

- Perform in-person user testing with 5-7 users of different occupations / roles of the Kansas.gov website. Solicit feedback from at least two groups of eight private sector individuals regarding the current Kansas.gov website that includes INK subscribers and one group of state agency staff that includes web accessibility expertise. Using the feedback gathered from these groups to improve the usability of the Kansas.gov gateway and make changes as needed to improve the usability of the website. June 1st with changes implemented by November 1st.

2019 Objectives

In 2019, we had several objectives dependent upon moving to a new office. That move has been delayed. However, we still anticipate accomplishing these objectives but now in 2020. These include:

- Implement a dedicated media room for use by agencies in the new office.
- Implement a dedicated research and development room in the new office.

We now expect that the office move to occur in the third quarter of 2020.

2.2 Expand the amount, kind, and utility of information available

Government data is increasingly valuable to citizens, businesses, and agencies. To maximize the potential benefits of this data, we need to partner with government to improve our understanding of what data is being collected, what data is or is not available to others by practice, policy, or statute, and what data has value to citizens, businesses, and agencies that is not currently available – as well as ways to make it more usable to them. INK is well positioned to collaborate in this work.

Core to understanding the value of data is user engagement. Understanding the information needs of various user groups will help prioritize the type and amount of information to be delivered, the best form to do so, and which data would provide the greatest benefits. Examples of such benefits include:

- Private Sector
  - Data that assists with improving safety. For example, data that may indicate whether a commercial driver has a new infraction on his or her driver history record.
  - Data that can be used to improve operations. For example, data that helps a farmer determine current soil moisture levels. Drone data might be used to for this kind of service.

    - Data, that when used in conjunction with other data, may facilitate a new understanding of an issue. For example, workplace injury data that combined with NAICS code, could potentially be used to better understand risks associated with a specific type of injury.
- Government
    - Data that can assist with an agency's mission. For example, NAICS code data collected by one agency could potentially be shared with another agency to better understand industries that are growing or declining.
    - Improved customer service. Sharing information between agencies has the potential to enhance customer service. For example, reducing the need for individuals to provide the same information multiple times.

2020 Objectives

- Develop a pilot program to:
    - Identify data being collected by a government organization and assist in understanding its security classification and the access policies that apply to it.
    - Identify which data sets are currently being made available to outside users and, to the degree possible, how those groups are using it.
    - Identify additional external users who could benefit from access to the data sets that are currently being made available, as well as those that are not.
    - INK and the pilot organization would examine any potential, costs, risks and benefits of providing the datasets and potentially work with the organization and customers to make one or more data sets available. Pilot completed by August 1st and Review completd by October 1st.
- Further enhance the Kansas Business One Stop (KBOS) by identifying opportunities to collect and share data between agencies. Throughout 2020.
- Implement at least one online service through a social media platform. This will be approached as a proof of concept to evaluate the demand for such a gateway as well as identify potential challenges such as security, privacy, and usability. September 1st

In addition to these efforts, INK will explore opportunities in specific domains of data, including:

- District Court Data – With the transition to a new system, this may present opportunities to provide new or aggregated data sets to the private sector, providing "value-added" services to subscribers or other parties. INK is currently pursuing a non-disclosure agreement with the Office of Judicial Administration and their vendor providing the backend system to determine if there is data that can be used or combined and would be of value to the private sector. These efforts will include market research and contacting / convening INK subscribers from communities currently using this data - and prospective ones - to understand their needs and potential opportunities. June 1st
- Commercial Vehicle Permits and Related Data. Throughout 2020
- Agricultural Data. Throughout 2020
- Department of Corrections Data – There is a wide range of users of this data including higher education. We are currently in pursuing a project to make Department of Corrections data more easily accessible, with an eye towards potentially using this platform to provide other agency data available in a similar fashion. June 1st

- One objective of the 2019 INK Business Plan was to develop a drone related project. We did not accomplish this in 2019 due to higher priority activities. We will continue to look for opportunities involving drones in 2020 but do not anticipate undertaking any projects involving drones during the upcoming year.

(see additional initiatives included in *Section 3 – Marketing Plan* below)

2.3 Expand the Base of Users of Kansas Government Information

Increasing the number of users of INK services and expanding on the services available to those users is core to the mission of INK. There are several approaches that INK will take in 2020 to pursue increasing the base of users for Kansas government information. These approaches include:

- Surveying potential users of government services to identify unmet or perceived unmet needs. This survey will gauge how well users of government services understand what services are currently available as well as the users preferred method of accessing these services. For example, determining whether individuals prefer to renew a professional license via paper, phone, online, or through a mobile app. September 1st
- Survey subscribers regarding their satisfaction with the current services they are obtaining and solicit feedback on enhancements. August 1st

2020 Objectives

- Develop an online survey regarding current online government services and users' thoughts on those services including whether the individual was aware of the service. September 1st
- Survey current online service subscribers on their satisfaction with the services they are receiving and what enhancements they would like. August 1st
- ~~Based upon discussions with agencies, develop and release at least five new online services.~~
- Expand the metrics collected by INK including users of data and types of data being accessed. This will be done in conjunction with the Executive Director. For example, data regarding driver history monitoring. August 1st
- Begin using these metrics to measure and report on efforts to improve the base of users. October 1st

2.4 Improve Access Technologies

Even after nearly 29 years of providing online services to the State of Kansas there remains many paper forms being used by agencies. We continue to look for opportunities to take these paper-based systems and make them electronic. Similarly, we are seeking opportunities to provide payment processing solutions for government agencies at the local and state level. Improving access to technologies for those with disabilities is also an important objective of INK. Many emerging technologies present both opportunities and challenges for providing government services to those with disabilities.

2020 Objectives

- Meet with the Kansas Commission for the Deaf and Hard of Hearing. Explore ways that INK can better serve the deaf and hard of hearing community. This may include providing more information regarding services available to this community, enhancing technologies that are being used such as the Amazon Echo or chatbots, or provide new online services. March 1st

- Meet with the Kansas Association for the Blind and Visually Impaired. Explore ways that INK can better serve the blind and visually impaired community. This may include providing more information regarding services available to this community, enhancing technologies that are being used such as the Amazon Echo, audio readers, or provide new online services. March 1st
- Work with government agencies to identify public-facing paper-based processes for which there is significant benefit to both government and the customer of moving them online. From this list of opportunities, identify and initiate two projects to provide and/or improve electronic access. This will be accomplished in concert with the review of opportunities for expanding data access above. This will be conducted throughout 2020
- Expand involvement with the Kansas Partnership for Accessible Technology, including solicitation of opportunities to contribute and use expertise from the state's accessible technology community. June 1st

2.5 Advise the State (Secretary of Administration, OITS, Agencies) on Citizen/Business Data Access

Providing advice and guidance to the State is a key benefit provided by INK. With 29 years of experience in providing data and services to citizens and businesses, INK has a great deal of information to draw upon to assist the State in achieving its goals.

2020 Objectives

- Assist the State with the development of the Strategic Information (SIM)Plan, including possible funding through INK as has occurred in previous iterations, to ensure effective integration with overarching strategic planning for information management at the State. September 1st
- Prepare a document for consideration by the State on potential approaches for identifying, cataloging, and using data collected by state agencies based on the experience / outcomes from the pilot initiative for data inventorying in Section 2.2. December 1st

2.6 Seek advice from the general public, subscribers, professional associations, academic groups, institutions and individuals with knowledge of and interest in areas of public information access, gateway services, add-on services & electronic filing

The success of the services INK provides are dependent upon those services meeting the needs of our users. Obtaining feedback from those individuals and groups is vital to ensuring that we adapt to the needs of these constituencies. User feedback also provides valuable insights into potential new services that can be provided by INK. Focus groups, surveys, and customer suggestions are great tools for obtaining this data.

2020 Objectives

- Conduct at least three focus group events to solicit input on existing or potential new services that are provided by INK. August 1st
- Conduct at least one survey of users of a specific service to identify opportunities for new or enhanced services. Including:
    - No charge services
    - Fee services August 1st

2.7 Oversight of the Network Manager

INK can most effectively perform its mission when the Network Manager is optimally conducting its activities. The Executive Director of INK provides guidance to the Network Manager. During 2020 the Executive Director will work with the Network Manager to review processes and to identify opportunities for improvements along with validating reporting requirements and associated measures.

2020 Objectives

These "operational reviews" will consist of an overview of existing processes, controls, decision making and reporting, as well as alignment with INK strategic objectives conducted with the participation of the Network Manager, Executive Director, and key operational management and staff, to include the following areas:

- Business Development March 1st
- Financial Reporting April 1st
- Payment Processing April 1st
- Help Desk / Customer Service May 1st
- Communication Processes (including Press Releases and Social Media) July 1st
- Marketing/Branding July 1st
- Legal and Contractual Processes August 1st
- Project Management October 1st
- System Development Lifecycle October 1st
- Technical Architecture December 1st

3 Marketing Plan

Even the best online government service won't be successful unless potential users know about the service. A primary goal with INK's marketing programs is to ensure Kansas individuals, businesses, and agencies know about the services we provide. We also want to educate Kansas agencies about the services we are capable of providing to them.

Events

Providing agency leaders with the opportunity to learn more about INK and the services we do and can provide is critical to achieving INK's mission.

In 2020 we will be hosting our fourth annual INK Technology Showcase. This annual event will occur in late November. We will endeavor to get agencies involved in this year's showcase with the goal of educating each other regarding the technologies that they are using to improve services. We would like to include agency participation this year. This is an opportunity to showcase IT initiatives being pursued by various agencies as well as INK activities.

Attending association conferences is also one of our best ways of connecting with those who use or could be using payment processing, along with other INK services. These include:

- Kansas Association of Counties
- Kansas County Treasurer's Association

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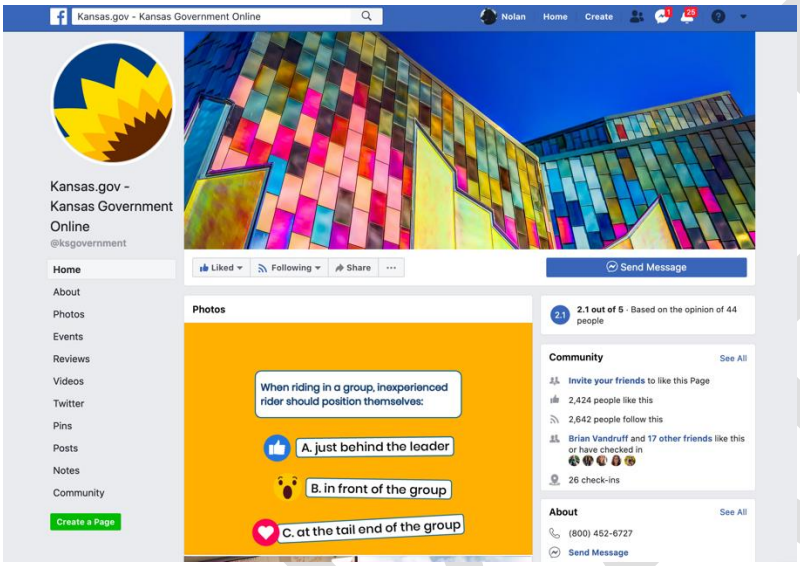
- City Clerk and Municipal Finance Officers Association
- Kansas Association of School Board Officials
- League of Kansas Municipalities
- Kansas Association of Paralegals

Social Media

Social media is increasingly the primary platform that is used by individuals to obtain information and to interact with businesses and government. We will continue to carefully expand our use of social media as a platform for reaching individuals.



Providing social media training to government agencies was an identified objective in the 2019 INK Business Plan. This training program did not occur. However, we anticipate continuing to promote a social media training program to the State PIO's in 2020. We are not going to make this a 2020 objective at this time as we are uncertain as to the State's social media plans for 2020.

Marketing Materials

We will be rebranding in 2020 to emphasize INK. This is important for a number of reasons including helping us educate agencies on the valuable services and expertise we can provide to them and to help new and existing customers understand INK's mission as the state's gateway to public information.

One of the 2019 Business Plan objectives was to rebrand the Portal. Some elements of this have already occurred. The remainder will occur in 2020 as noted below.

2020 Objectives

- Conduct two events that create agency interaction with INK Second Quarter and Fourth Quarter
- Conduct a Fourth Annual INK Technology Showcase with participation by agencies Fourth Quarter
- Rebrand as INK July 1st
    - New booth
    - New marketing materials

- Conduct at least three service marketing campaigns. Specific campaigns to be determined by working with agencies served by INK. Througout 2020
- Identify three online services currently provided by INK on behalf of government organizations that have less than full participation of the targeted communities (such as licensing applications) and develop and execute plans with those organizations to increase service adoption. Second and Third Quarters

4 Customer Service Plan

INK has two key customer bases. These include:

- Users of the services we provide on behalf of government agencies including individuals and businesses.
- Government organizations that we assist with performing their mission. This includes websites, data administration, payment processing, and online services.

INK provides customer support through phone calls, online chats, emails, and direct messaging through social media.

For our agencies and large business customers we have implemented an online ticketing system called JIRA. Those entities can submit a ticket that is then processed through our automated system. This solution provides INK with more details of issues or enhancement requests which in turns allows us to more effectively resolve those matters.

2020 Objectives

- Further expand the JIRA ticketing system into agencies. Throughout 2020
- Continue to explore how chatbots can be used to provide intelligent 24/7/365 assistance to users of INK services. Throughout 2020
- Survey individuals who contact the Help Desk to gauge satisfaction, and whether or not they would refer other people to INK August 1st
- Survey subscribers to gauge satisfaction September 1st

5 Technology Plan

For 2020 we do not anticipate any significant changes to the core technologies we are using. We have made great strides in the past few years with increasing system stability, reducing planned maintenance impacts to production systems, and otherwise ensuring that when users access systems these systems are operational and secure.

We will continue to make incremental improvements to our technology platforms. We are placing special emphasis on process improvements to further increase uptime and to harden systems against security threats.

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Mobile
Mobile technology will be a key element of our 2020 technology initiatives. As mobile devices become the primary way many individuals access the internet and government services, it's critical that we make mobile technology an integral element of the services we provide.

Cloud
In 2020 we anticipate further exploring the potential to leverage the cloud for hosting. We have no plans at this time to migrate any existing systems to a cloud infrastructure. Most likely, with the approval of the INK Board along with an amendment to the Master Contract, we would leverage the cloud for some website hosting, and potentially, mobile application deployment.

As an element of the 2019 INK Business Plan, an objective was to have one of our employees obtain AWS certification. Due to health issues, this employee was unable to obtain this certification in 2019. However, we do anticipate that he will obtain this certification in 2020.

Innovation
We will continue to explore emerging technologies that may benefit the users of INK systems. These include home automation systems, drone technologies, and artificial intelligence.

Security
The State of Kansas is nearly continuously under attack by outside entities that seek to obtain sensitive data, ransom access to government websites, and to generally disrupt government. One of the most critical responsibilities of INK is to prevent these bad actors from achieving their objectives. Continuously adapting to the changing security landscape and aggressively addressing vulnerabilities are ongoing activities for INK.

6 Staffing

The Network Manager is currently staffed at 26 individuals. INK has one employee, the Executive Director. We are currently considering adding one more developer. If we can secure projects that generate additional revenue, we will be adding additional development staff.

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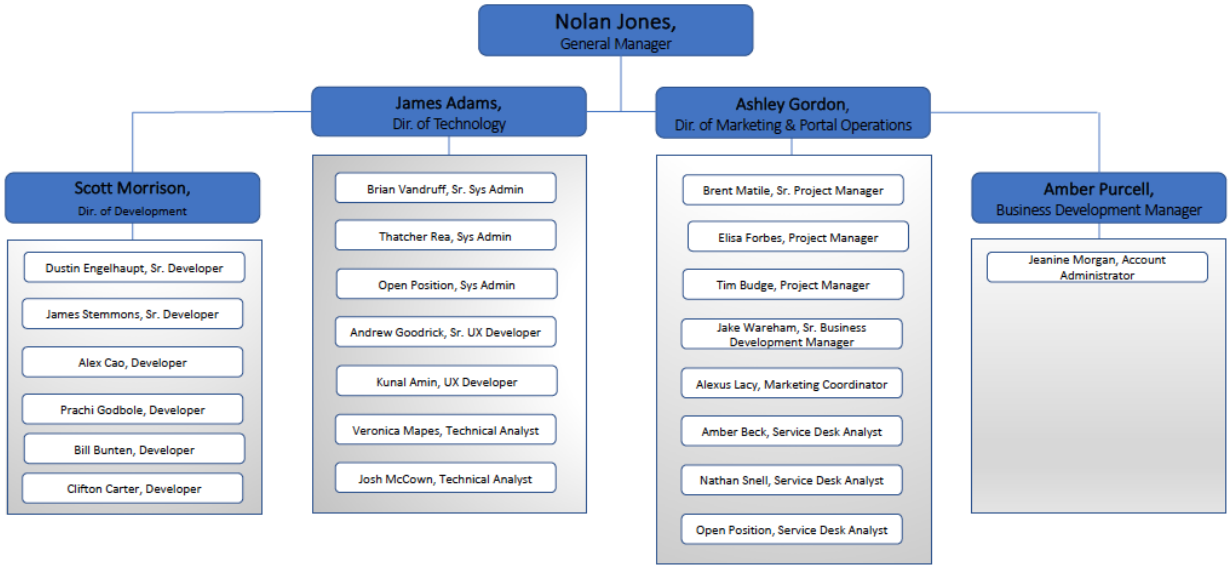

7 Financial Plan

See Appendix

8 Fee Adjustments

The Network Manager is not proposing any fee changes at this time. We anticipate discussing potential fee increases with several agencies in 2020. All fee changes have to be approved by the agency as well as the INK Board.

9 Conclusion

INK is a significant provider of services to the State of Kansas. From administering Amber Alerts to securely processing tens of millions of dollars for government agencies, INK is a critical component of the electronic service delivery infrastructure used by the state to serve both citizens and business. 2020 presents a number of opportunities for INK to provide further assistance, a variety of tools at its disposal to bring to bear and a mission to do so. This includes providing innovative online services, providing grants to agencies to assist them with projects, and providing subject matter expertise.

We are looking forward to a very promising 2020.

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Portal Financial Plan

	2020 Portal Budget
Portal Gross Receipts	$432,439,716
Agency Fee Submissions	$424,411,447
Portal Costs	$2,194,853
Portal Net Revenue	$5,833,416
Network Manager	$4,958,404
Retained Earnings (INK)	$875,012
INK Expenses	<TBD>
Portal Net Income Before Grants	<TBD>
Existing Grant & Restricted Fund Balances	<TBD>
Net change in Cash Position	<TBD>

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