

Information Network of Kansas Board Meeting Minutes

November 2021 INK Board Meeting November 4, 2021

Opening

A meeting of the INK Board was called to order via online videoconference in Microsoft Teams at 10:01 a.m. by INK Board Chair Tom Sloan with the following members present:

Lori Blake, representing the Kansas Association of School Boards
Mark Burghart, Secretary of Revenue
Kate Butler, representing the Kansas Bar Association (*arrived at 10:48 a.m.*)
Jennifer Cook, representing the Secretary of State
Jim Haugh, representing the Secretary of Commerce
Vicky Ortiz, representing the Kansas Library Association
Kristy Wilson, representing the Kansas Association of Insurance Agents
Glen Yancey, representing the Executive Branch Chief Executive Technology Officer

Others Present

Sheila Shockey, Principal and Founder, Shockey Consulting; Tim Shultz, INK Board Counsel; Susan Mauch, Goodell, Stratton, Edmonds & Palmer, LLP; 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 as published included the draft minutes for the September 2, 2021 and October 6, 2021 INK regular board meetings, the October 2021 Network Manager Report, and the INK Board Travel Expense Reimbursement Policy. However, Friend indicated at the start of the meeting that the October 6, 2021 minutes should be removed as they were not yet complete and had been omitted from the packet. The Consent Agenda also included contract for an over-the-counter fee service (KanPay Counter) to allow government agency constituents to pay for government services using credit cards at government agency locations and receive confirmation of payment for the City of Wakefield, Garnett Public Library, and Phillips County Road & Bridge Department.

Action Taken: Secretary Burghart moved to approve the Consent Agenda as modified (not including the minutes or contracts). Ortiz seconded. No further discussion. The motion was approved unanimously.

Sloan asked for a separate motion to approve the contracts that had been listed on the Consent Agenda.

Action Taken: Haugh moved to approve the contracts. Cook seconded. No discussion. The motion was approved unanimously.

Regular Agenda

Regular Business

A new contract had come up for the Behavioral Sciences Regulatory Board (BSRB) that Jones and Friend had asked to add to the agenda. Jones began regular business by explaining the contract and situation.

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INK does payment processing for license renewals for BSRB, but that board works with a different vendor for payment processing on initial licensing. They had a problem and turned to INK to see if they could take over that payment processing and it needed to be up by tomorrow. Jones continued, saying it was a standard INK payment processing contract like they would do with anyone else, it was just rushed to have it up and going so soon.

Action Taken: Blake moved to approve the contract. Secretary Burghart seconded. No discussion. The motion was approved unanimously.

1) INK Strategic Planning

The Board heard a presentation on possible approaches for strategic planning from Sheila Shockey, Founder/President, Shockey Consulting <*A copy of the presentation is attached to these minutes*>.

After she departed the meeting, the board then entertained the questions that Shockey had asked at the end of her presentation, with Sloan asking Friend to repeat each for discussion by the group. Friend restated the first question:

“What would you like to determine as part of this process?”

Yancey responded that he was interest in a vision for what the future looks like for INK: What is the business model? Where are the growth opportunities? He continued, saying that if we look at what INK has done over the last two decades, what do we envision it doing over the next two decades? Do we see it just continuing as it is? Do we see it existing in a different space, in terms of how it drives citizen engagement? Does it become more of a data sharing environment? What presence or role does it have in driving social media interaction? He'd like to have a more concrete vision of what they think INK looks like in 3-5 years so that we can develop a roadmap with steps to get to that point. He said that now we kind of tend to drift along with the processes we have in place and do administrative work around those processes, but he doesn't have a clear sense of what we think the future holds for INK.

Cook added that she agreed with Yancey on all of those points and said it would be good to have a sense of what INK's role is, where INK fits in in terms of what we can provide to our customers, and also, if we've identified that, how can we be more proactive about where we are heading?

Blake then responded that she concurs with what both Cook and Yancey just said. In addition, she thinks the Board needs to be sure that they are providing some clarity and scope of work for INK's paid staff and contractors so that they can independently make decisions without the Board having to always be the intermediary. She continued, observing that if the Board has a well-defined strategic plan, mission, and vision, that enables our paid staff to be more effective. Sloan then said that he thought the Board should take advantage of the futuristic stuff that Shockey referred to reading – if the Board goes with them – and that it figures out what kind of technologies are going to be out there, that are on the horizon, that we might want to make sure that KIC are aware of and thinking about.

Friend stated that because the state – and local government – are within INK's scope of customers, that is, they are the primary customer audience for *providing* information, he thought it would be helpful for the Board to really get a good understanding of how the state wants to integrate and how INK is supposed to integrate with them and their planning and initiatives. He continued, saying that INK is a tool of the state, so when the state does planning and technical architecture, and INK goes out to talk with an agency, they have

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an understanding of what sort of initiatives the state has an at “Enterprise” (statewide, centrally orchestrated policies and initiatives) – data management or security or whatever that is and how INK can be part of that strategy so that we are rowing together. That’s varied over time and used to be more integrated. So talking with the state about how they think that might work as one of INK’s stakeholders could be helpful. Define the shared planning or directional role. It’s just conversations as part of engagement. Yancey said that he would like to see that, but by looking at the mechanisms by which the statutes around shared planning and cooperation are achieved – are there better ways they can achieve that?

Friend then stated the second question:

“Who should be involved and how engaged do you want them?”

Yancey responded first, stating that there are some potential primary stakeholders. Potentially a representative from the Legislature. Maybe it is that the Chief Information Technology Officers (CITOs) from all three branches are involved – that’s one way to get all of the branches involved. Also, members of the Information Technology Executive Council – there are some state and local and county representatives there. He wanted to make sure there was some external stakeholder involvement. Blake said she totally agreed that the stakeholders needed to be engaged and that there is going to be some varying levels. Some are obviously current INK customers, and some of that information can just be collected through a survey and some of that background work by whoever the Board hires to do that. Having an active, engaged dialog with the people that Yancey mentioned and the Board is what helps it define that vision. And, it is a great opportunity to encourage additional participation and engagement with INK’s work.

Jones added that he would be happy to participate in the process – understanding that he is a contractor – including what he is seeing in other states, or if it helps with the process, engaging somewhere like the Center for Digital Government or one of the other states in providing at least limited information to the Board about what they are seeing on where the future lies, emerging trends, etc. There are 28 other states looking at the same approaches in the states as the future arrives.

Sloan said that as we are meeting with agencies, we are asking them what they do now and what their aspirational goals and objectives are. That stimulates a pretty good conversation. He would like to see if we can have some of those same types of conversations with non-state agency partners – basically, what does Shawnee County need or what does Rooks County need or envision they might need? To that same extent, maybe as Yancey said, the three CITOs because the courts are trying to become more efficient with cross-county collaboration and INK may be able to help there, too.

Friend then notes that when Shockey put up the INK statute on the slide, she talked about seeking advice from the general public, subscribers, and professional associations. From an orientation standpoint, all the people or many of the people the Board has talked about today, when someone says INK provides services to them – often, INK actually provides services to the public on their behalf.

He continued that, saying that he agrees completely with everything that’s been said and all the people and groups identified. But, the users of information through INK are INK subscribers, which we used to make about \$600,000/yr. from, the vendors – the other people who are the customers for our state information, the users – that to him is where a big growth area is. Those are also customers who pay INK a lot of money – 50% of INK’s funding comes from people who want records – so he thought it was important to engage them somehow. He said he understands that might be a little complex but that upstream marketing of data is

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core to INK's mission. So, he thinks that some of those parties cited in the statute should be considered:

- The general public
- Subscribers
- Professional Associations
- Academic Groups
- Institutions and individuals with knowledge in the area of public information access, etc.

Certainly not just state customers but the people who are customers for the information INK provides on their behalf. Sloan said he thought the members all agreed with that.

The final question posed on Shockey's slide was:

"What is the desired final result/product?"

Yancey responded "A report, a presentation, and a roadmap." When he thinks of a roadmap, he thinks of a calendar that lays out what activities will be performed. That is, he said, start with what your destination is and calculate how long it is going to take to get there based on the activities you're going to pursue, then you lay out that roadmap and you resource it. Because you may have to identify whether we have all the resources we need in-house, or do we need other resources to help us achieve the tasks on the roadmap.

Sloan said he thought Yancey summed it up. Ultimately the Board would decide, but having the roadmap, who was responsible, timelines, budgets if that's appropriate, all that goes into the recommendations.

Friend explained that he'd heard some discussion of the procurement process. While INK was exempt from state procurement rules, he indicated he would be glad to contact other people, like Wichita State, to see what they might have to offer, he had just run out of time since the last meeting. Sloan asked the Board what they wanted to do. Burghart responded that they came highly recommended and he also did not want to keep pushing this off. He would really like to get started and he felt comfortable moving with them, although he understood that others might have a different view on that. He added that from his own personal perspective, given what was ahead with involvement with the Legislative process in the coming months, he wanted to make sure that they had all of the resources available to provide input into the process as well as they are a major player as far as financing the organization.

Sloan asked if there were other comments – if any objected to going with Shockey Consulting. Yancey responded that it is difficult to evaluate without understanding what cost they are proposing. What he would like to see is defining the engagement in more detail with them, getting the cost proposal, and then seeing if there's sticker shock. If the Board thinks it is reasonable, then they can go with it. But he agrees with Burghart that they are "burning daylight" in farmer's parlance. Sloan asked Friend if he could get with Shockey and get an outline of what was talked about, get together a more formal proposal, which Friend could then send to them for an electronic vote. Friend responded that Shockey seemed to act like she could get a proposal to the Board reasonably quickly – he could then facilitate something like a phone meeting, as they had some issues with open meetings and email in the past. Sloan said he would like to have this resolved within two weeks – Friend responded he would let her know that as that would help. Burghart added that his level of interest here is higher as there is also a chairman here who is not new to these types of contracts, so with his guidance, he has confidence that this group will work well.

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Action Taken: None.

2) Board Member Nominations

Friend began by summarizing how the INK nomination process works. Wilson's appointment expired on September 30, but the by-laws allow her to continue to serve until replaced. He had contacted Wilson who was interested in being renominated (she had served only seven months) and the association she represents, the Kansas Association of Insurance Agents, agreed. He solicited several other potential nominees from other associations and now has a slate of four that – he would be looking for a motion – would be nominated by the Board and submitted to the Governor's office for review and selection. The potential slate is Andrea Kraus, representing the Kansas Oil and Gas Association (KIOGA) – he believed she was the association president right now. She had sent a resume, but he did not want to forward it as the rest of the candidates had not provided it. The next proposed nominee would be Tanner Johnson, representing the Community Bankers Association of Kansas. He is the CEO/President of Swedish American Bank in Courtland, Kansas. Friend noted that this user association position on the Board was one that had been devoted more to business, just as the one when Sloan came on had been focused on groups association with agriculture, water, and the environment. The fourth nominee was Jeff Martin, representing the Kansas Bankers Association, from Kansas Heritage Bank. The motion he was asking for from the Board was to approve the list of nominees he had just gone over for the user association position on the Board, then have Friend forwarded that list to the Governor's office for evaluation and appointment.

Sloan asked the Board if there were any comments or questions. Hearing none, he indicated he would take a motion to approve and forward the list of nominees as presented by the Executive Director.

Action Taken: Cook moved to approve the list of nominees and submit it to the Governor's office for selection and appointment, seconded by Haugh. There was no discussion. The motion was approved unanimously.

3) INK Board Counsel – Internal Transition

Note: *Butler joined during this discussion at 10:48 a.m.*

Tim Shultz, current INK Board Counsel, told the Board that he has enjoyed his time working with the Board, but November 18 would be his last day with his firm – he would be going “in-house” with a client. He wanted to introduce the Board to Susan Mauch who would be stepping into the role of Board Counsel. She has been practicing for over 28 years and does a lot of board representation and consulting. Mauch introduced herself, saying she looked forward to working with the Board and with Friend. She had been practicing in Topeka, as Shultz had said, for right at 29 years. She does have experience in this area and has regularly advised public entities as well as non-profits and she do a lot of general counsel work, employment law, and general civil defense. She continued that she had been taking the last few weeks to get up to speed – Shultz had been helping her out on that and they had a call recently with Friend. She appreciated the opportunity and was looking forward to it.

Sloan asked if the members had any comments. Hearing none, he welcomed Mauch to INK and thanked Shultz for his service.

Action Taken: None.

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4) Executive Session: Attorney Consultation, Security Measures, Personnel Matters

Sloan asked for a motion to go into Executive Session. Friend noted that since the process the Board had been following was for him to insert the motion into the minutes as required by the open meetings act, and because there were several topics, he had sent a draft of the motion to Counsel to review but had not heard back. Friend explained the motion, Sloan said he thought everyone was familiar with the process and called for a motion / vote.

Action Taken: Yancey moved that the meeting of the Information Network of Kansas Board of Directors be recessed for a closed executive meeting beginning at 11:00 a.m. for three purposes - pursuant to K.S.A. § 75-4319(b)(2) for consultation with an attorney for the public body which would be deemed privileged in the attorney-client relationship involving the Kansas Open Meetings Act; K.S.A. § 75-4319(b)(2); personnel matters of non-elected personnel involving the Executive Director, and K.S.A. § 75-4319(b)(12); and security measures related to information systems and records provide through INK and that the Information Network of Kansas Board of Directors resume the open meeting at the current Microsoft Teams video conference at 11:30 a.m. and that this motion, if adopted, be recorded in the minutes of the Information Network of Kansas and be maintained as a part of the permanent records of the Board and that the board members in attendance, their proxy representatives, Friend, Shultz, and Mauch attend. Seconded by Cook. Motion passed unanimously.

The Board returned from Executive Session at 11:30 a.m. The members then agreed to return to Executive Session for 10 more minutes.

Action Taken: Haugh moved that the meeting of the Information Network of Kansas Board of Directors be recessed for a closed executive meeting beginning at 11:32 a.m. for three purposes - pursuant to K.S.A. § 75-4319(b)(2) for consultation with an attorney for the public body which would be deemed privileged in the attorney-client relationship involving the Kansas Open Meetings Act; K.S.A. § 75-4319(b)(2); personnel matters of non-elected personnel involving the Executive Director, and K.S.A. § 75-4319(b)(12); and security measures related to information systems and records provide through INK and that the Information Network of Kansas Board of Directors resume the open meeting at the current Microsoft Teams video conference at 11:42 a.m. and that this motion, if adopted, be recorded in the minutes of the Information Network of Kansas and be maintained as a part of the permanent records of the Board and that the board members in attendance, their proxy representatives, Friend, Shultz, and Mauch attend. Seconded by Butler. Motion passed unanimously.

The Board returned from Executive Session at 11:42 a.m.

Action Taken: Yancey moved that the Board nominate members to establish a subcommittee to work with the Executive Director to engage with the Department of Administration to identify an appropriate hiring process for the candidacy that we are proposing to establish and to identify what can be used as part of the state hiring process to establish this position to ensure that the position would have state benefits. The subcommittee will report back to the Board at its next monthly meeting on what the logistics for this process are.

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Discussion: Friend asked if there hadn't been something in the discussion about the position description itself as well. He wanted to get the right scope.

Yancey added to the motion that the subcommittee would also work with the Executive Director to review the draft position description and to make enhancements and amendments to that as appropriate.

Seconded by Blake. Approved unanimously.

Sloan asked if there were volunteers for the subcommittee. Yancey said he would serve, as did Cook and Butler. Sloan continued that they would leave it to the committee to decide who was in charge and work with Friend as well as whatever board members they needed to move forward and thanked them for volunteering to serve.

5) Grant Program: Proposal Evaluation / Possible Policy Revisions

Friend began by noting that he realized they were short on time. He then recounted the two questions that had been posed to the grant requesters from Kansas State University on behalf of the Board and that were also included in their packet of meeting materials:

- 1) Please validate that the 32% fringe benefit rate shown in the grant is correct and provide an explanation of its composition and any other information you feel relevant to understanding it.
- 2) Please provide detailed information about how you plan to fund and support the application over time, assuming

He then noted that their response was also included in the materials that were sent out. In reverse order, he understood from them that with regard to sustainability, they felt that they were under contract with the Kansas Department of Revenue to make ongoing changes anyway and to put them into the app was not that expensive, anyway. They do not recommend fees for access and believe they can maintain the application in the future regardless of changes. They also addressed the idea of what it might take in terms of adding authentication. He added that they stated that the percent for fringe benefits used was their standard rate. He concluded that normally this proposal would be considered in December once the November grant window had closed, but the program was currently being promoted as if anytime was okay, and he asked for clarity from the Board on whether he should keep doing that or not.

Sloan asked Friend if the 32% for benefits was separate from any overhead that INK wouldn't pay. Friend said this was correct. He added that KSU had taken the novel approach of framing the amount they were foregoing in the grant for overhead as "match", so this is why he was pretty certain that this didn't include that. Sloan asked if there were comments or questions from the members. Hearing none, he asked if the members wanted to approve the request, not approve it, or wait until the following month.

Action Taken: Yancey moved to approve the grant request as they have satisfied all the requirements the Board has asked of them and there was clear public benefit to the work. The motion was seconded by Haugh. Sloan asked if there were any discussion.

Friend responded to remind the members that the new process for awarding the grants involved

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developing and executing a contract. So, if what they want to do as part of the motion is authorize him to work with Board Counsel to put in place a contract and execute it – otherwise there could be a timing issue, like, say, it wasn't ready until December 9 and there had to be a special meeting. He added that it is up to the Board, but it didn't use to be the case, so it needs to be considered. Sloan noted that it was similar to what had gone on with KU and Friend confirmed that. So, Friend wanted to confirm that the motion authorizes him to secure and execute any supporting agreements needed to put the grant in place.

Action Taken: The motion was approved unanimously.

6) 2021 Business Plan Initiatives: State Home Page Refresh Status

Jones told the Board they had been working on completing the home page and putting in additional changes based on feedback from various individuals including the Executive Director. He then provided a brief summary of the sections included in the site. He was unable to display the presentation so deferred to Friend to do so who also had difficulty displaying it to the member. *<However, Jones followed the outline of the presentation in his discussion and so a copy is attached to these minutes>.*

Sloan asked if there were questions for Jones. Sloan asked if Jones had a date where he was going to go live with the new home page. Jones responded that he did not, and he would explain why. They really need to talk with the PIOs to make sure they are comfortable with content for their specific agency as well as the elected officials and the Department of Administration. Friend responded that he felt that by the middle of the month they should be ready to reach out and get on the Secretary of Administration's schedule. As far as facilitating getting feedback from the CIOs, she had offered in that meeting that when she was okay with that, she was happy to facilitate that outreach to them. Friend said that the reason he was hedging a bit was that he had been out last night to look at it and there are always a few things left to change – they might also run it by Yancey as he was at the meeting and saw it. He felt like by the following Friday (12th) they could reach out to the Secretary – he confirmed with Jones who agreed. Friend said the deal was that there had been a lot of changes, but they needed to be in sync – he wanted to make sure she didn't come back with the same issues she had before.

Sloan asked if they were going to give deadlines for the PIOs. Friend said while that would be his intent, the conversation he remembered with the Secretary – he said he was paraphrasing – was her saying something to the effect of “The Governor's office is busy, so you need to target what specifically you want from them. But, when it comes time to reach out to the PIOs, I (meaning her) can get them to get back to you.” In other words, she can send a targeted email and make sure that they get INK what it needs. Friend added that, if anything, the site has less detail, so they should have less issues with that.

Sloan asked the members if there were any other questions. Seeing none, they moved on to the next agenda item.

Action Taken: None.

7) Network Manager Report

Jones acknowledged the meeting was short on time, so he provided a quick report. They had launched Telegov for the Department of Revenue's motor vehicles section and were working with their tax group. They also launched Phase 1 of the changes for KBI. These were all the highlights at present. Sloan asked if there were any questions for Jones. There was no further discussion.

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Action Taken: None.

New Business

Sloan asked the Board members if they wanted to discuss having Friend pursue a license for Zoom to use for meetings. Friend told the Board that it had been discussed a little in the run up to the start of today's meeting. The situation is that it costs around \$400 a year because the state requires it to be a Government version so it is more secure. However, INK saved \$4,900 from last year's mileage budget that could be used for this. It is a "nice to have" – he's not explicitly demanding it, but he couldn't purchase it without Board approval as it is not in the INK budget. Sloan said that some of the members have difficulty with Teams, including Friend (who laughed and agreed).

Action Taken: Yancey moved that the Board take advantage of purchasing a year license for Zoom for Government and see if that solves some of the connectivity and video issues that they have. Secretary Burghart seconded. The motion passed unanimously.

Sloan asked if there were anything else under New Business. Friend said that there was one other item. The Board meetings had used to run 10 a.m. until Noon (2 hours) in person, but had been shortened when they went online as part of the response to the pandemic. However, they were coming into a new year and he needed to send out meeting announcements so wanted to bring that to the attention of the Board in case they wanted to go back to two-hour meetings. Sloan noted that he and Friend had talked about it before and two hours probably made more sense. Even if Friend ended up scheduling it for an hour and a half, he could still reserve two hours.

Action Taken: None.

Adjournment: Blake moved to adjourn the meeting at 12:09 p.m. The motion was approved unanimously.

Information Network of Kansas, Inc. - INK

Strategic Plan



AWARD WINNING PLANNING

UNPARALLED GOVERNMENT EXPERIENCE

Many of our world-class planners bring the unique perspective of being former government staff members who have developed and implemented strategic and business plans.

EXPERTISE WITH BEST PLANNING PRACTICES

We have a long history of working effectively with staff, elected officials, and the public to develop policies and programs consistent with best practices including transparency and public information.

RECOGNIZED FOR EXCELLENCE

Our creative community engagement techniques, innovative ideas, unique perspectives, and visionary plans have been recognized as outstanding by the Kansas and Missouri Chapters of the American Planning Association as well as national awards.

STRATEGIC FORESIGHT

DATA-DRIVEN DECISION-MAKING

We use data-rich tools to show the interconnection between technologies, society, economy, and government to make data-driven decisions and strategies rooted in strategic foresight.

DATA VISUALIZATION TECHNIQUES

We convey data and information through highly visual infographics and maps to provide stakeholders and decision-makers with the information they need to participate in a meaningful way.

FUTURIST INSIGHT

We help organizations analyze emerging trends to broaden the understanding of how to be better prepared for the future and take advantage of the opportunities presented.

FORESIGHT INFORMATION HUB

We host an online information hub and discussion forum that allows people to read, share, and discuss articles about various topics through a strategic foresight lens.



FACILITATION

Labor Profiles

<p>Meet Daniel: Daniel grew up in Lee's Summit with his parents and two siblings. He received his Bachelor's Degree in Nursing from Avila College and has since been licensed as a Registered Nurse. Despite getting a job with Children's Mercy Hospital in Kansas City, Daniel wanted to stay near his family in Lee's Summit.</p> <p>Gender: Male Age: 31 Race / Ethnicity: Asian Residence: Lee's Summit, MO Education Attainment: Bachelor's Degree Occupation: Registered Nurse Employment Sector: Health Care Employer: Children's Mercy Hospital Location: Kansas City, MO Employment Status: Full-Time Annual Wage: \$70,461 Commute: 22 miles (25-30 minutes), one-way by car</p> 	<p>Meet Judy: Judy was born and raised in Lee's Summit. She and her husband, Steve, still live in Lee's Summit, on the south side of town. After their two children were in grade school themselves, Judy went back to teaching full-time. Luckily, she got a job near her home at Summit Lee's Middle School after it opened in 2000.</p> <p>Gender: Female Age: 58 Race / Ethnicity: White Residence: Lee's Summit, MO Education Attainment: Bachelor's Degree Occupation: 7th Grade Math Teacher Employment Sector: Education Services Employer: LS R-7 School District Location: Lee's Summit, MO Employment Status: Full-Time Annual Wage: \$43,061 Commute: 10-minute walk, 3 minutes by car</p> 	<p>Meet Chris: Chris and his wife, Jessica, moved to Lee's Summit with their daughter to both work for Quest Diagnostics. Jessica is a Medical Records Analyst in Lee's Summit, while Daniel works as a courier for the company's Lenexa location. Daniel hopes to be able to move up the ladder within the company with his experience in logistics.</p> <p>Gender: Male Age: 42 Race / Ethnicity: White Residence: Lee's Summit, MO Education Attainment: Associates Degree Occupation: Courier Employment Sector: Transportation Employer: Quest Diagnostics Location: Lenexa, KS Employment Status: Full-Time Annual Wage: \$36,442 Commute: 24 miles (25-30 minutes), one-way by car</p> 
<p>Meet Sofia: Sofia recently graduated from Blue Springs South High School and is now enrolled as a part-time student at Metropolitan Community College. Longview. She lives with her family in Blue Springs, but since most of her time is spent in Lee's Summit, she has taken up a part-time retail position to offset her tuition and expenses.</p> <p>Gender: Female Age: 19 Race / Ethnicity: Hispanic / Latinx Residence: Blue Springs, MO Education Attainment: High School Diploma Occupation: Sales Associate Employment Sector: Retail Employer: Old Navy Location: Lee's Summit, MO Employment Status: Part-Time Hourly Wage: \$10.48 Commute: 8 miles (10-15 minutes), one-way by car</p> 	<p>Meet Doug: Doug commutes to Lee's Summit to work from his home in Independence, where he lives with his wife. The cost of living in Independence allowed Doug to own a home that he would otherwise not be able to afford in Lee's Summit. He has been in the manufacturing industry for years and is looking forward to retiring to the Ozarks.</p> <p>Gender: Male Age: 61 Race / Ethnicity: White Residence: Independence, MO Education Attainment: Some College, No Diploma Occupation: Injection Mold Operator Employment Sector: Manufacturing Employer: IPL Plastics Location: Lee's Summit, MO Employment Status: Full-Time Annual Wage: \$37,643 Commute: 16 miles (20-35 minutes), one-way by car</p> 	<p>Meet Tiffany: Tiffany and her husband, Derrick, just moved to the Kansas City region from Ohio due to job transfers. They both have demanding jobs and, despite the commute, they decided to move to Lee's Summit to take advantage of the quality of life it provides their three young children and family unit when they aren't working.</p> <p>Gender: Female Age: 40 Race / Ethnicity: Black / African American Residence: Lee's Summit, MO Education Attainment: Graduate Degree Occupation: Senior Accountant Employment Sector: Professional Services Employer: Goering \$ Granatino Location: Overland Park, KS Employment Status: Full-Time Annual Wage: \$58,812 Commute: 19 miles (20-35 minutes), one-way by car</p> 

SKILLED FACILITATORS

We lead neutral discussions that involve managing multiple perspectives and personalities.

BRAIN SCIENCE & PSYCHOLOGY

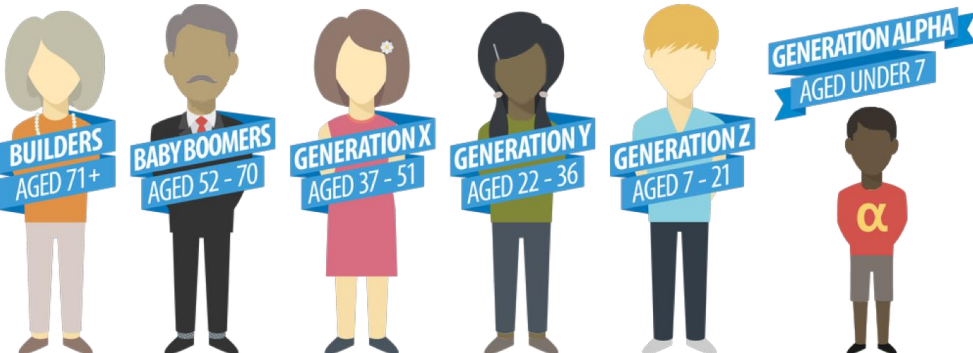
We facilitate effective learning environments through information design, data visualization, and deliberative dialogue.

STORYTELLING & COMMUNITY PROFILES

We use storytelling to help participants understand big concepts and relate to various types of individuals in the community.

TRANSGENERATIONAL THINKING

We use transgenerational thinking techniques to discuss diverse views and show interconnections for better decision-making.



STAKEHOLDER ENGAGEMENT

CREATIVE ENGAGEMENT TECHNIQUES

We use targeted techniques, provide a variety of formats and tools, and offer multiple engagement opportunities to bring people together to get involved, provide feedback, and build community consensus.

INCLUSIVE ENGAGEMENT STRATEGIES

We bring together stakeholder groups inclusive of diverse interests and backgrounds, including typically “hard-to-reach” audiences, for better decision-making.

FLEXIBLE & ADAPTABLE APPROACH

Whether it's establishing stakeholder interviews or hosting a virtual workshop to accommodate social distancing measures, our innovative engagement strategies are flexible and adaptable to changing conditions.

Meet Our Team



Sheila Shockey
Principal-in-Charge



Molly Saunders
Organizational Strategist



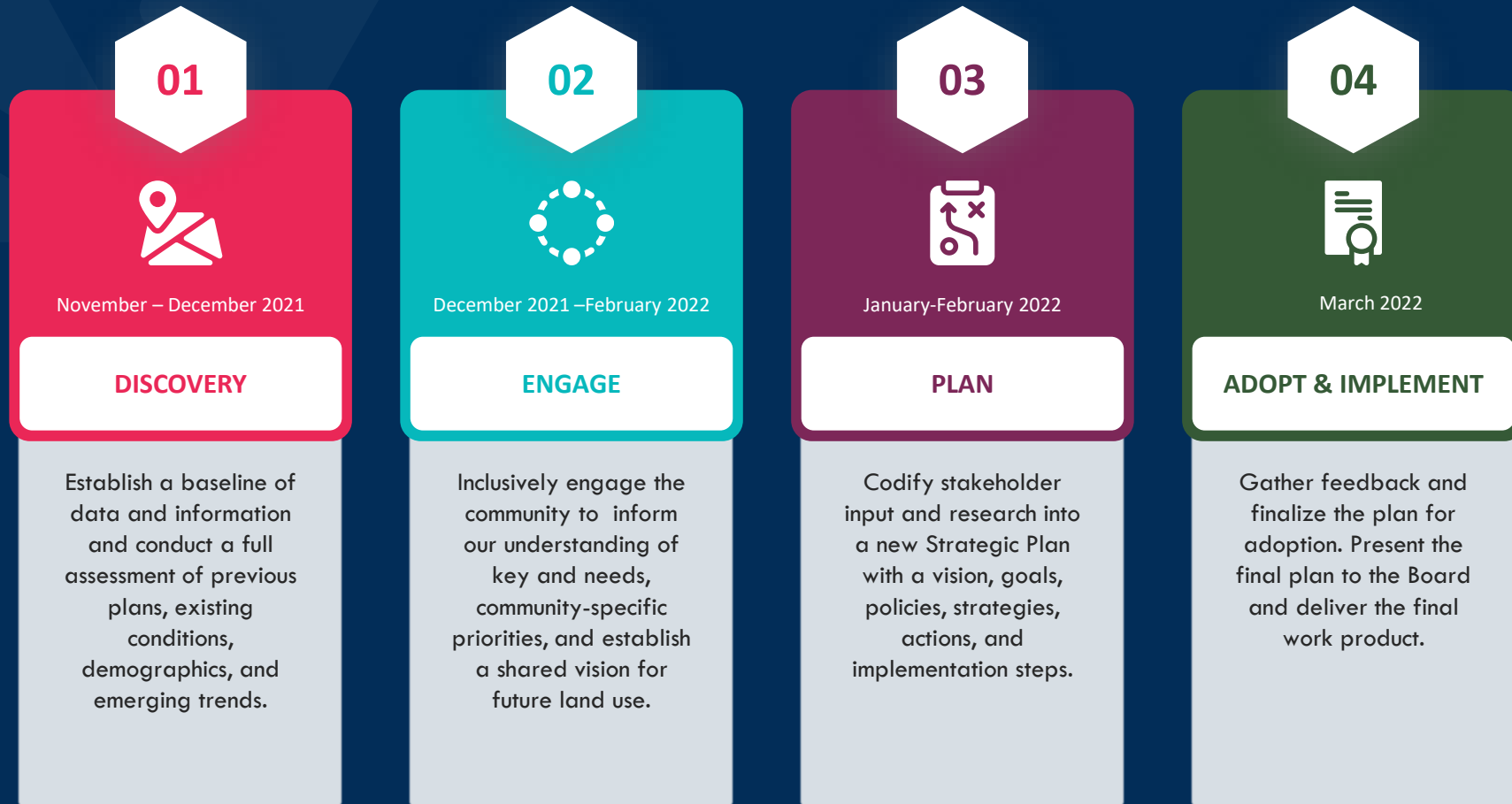
Taylor Vande Velde
Stakeholder Engagement



April Snay
Stakeholder Engagement



Project Overview



Fee Range \$20,000 to \$75,000

SHOCKEY STRATEGIC PLANNING ROADMAP



WHAT IS STRATEGIC PLANNING?

A vision describes the desired future in idealistic and aspirational terms.

STRATEGIC PLANNING designs the path we will take to realize the organization's vision. Strategic planning defines a vision and creates a framework to put it into action.

THE FUTURE STARTS HERE

STRATEGIC FORESIGHT

As our world changes, **STRATEGIC FORESIGHT** is the key to identifying the right path. We use data, forecasting, and local and national trends to help your organization anticipate forces that may assist or impede it from achieving its vision. With strategic foresight, you can create a proactive plan that is adaptable to future conditions.

WHY NOW?

We live in a changing world. Bring your organization together by focusing on tomorrow, creating a common vision.

"The only thing that is constant is change."

- Herclitus

MISSION

MISSION describes the organization's reason for existing and who it serves.

VISION

VISION creates a vivid mental picture of the community's desire. A **VISION STATEMENT** inspires & energizes.

GOALS

GOALS are our long-term desired outcomes and move the community toward achieving the vision.

Goals answer the question: What do we want?

STRATEGIES

STRATEGIES provide direction toward a goal and move the community toward the strategic vision.

PERFORMANCE MEASURES

PERFORMANCE MEASURES are created by specific, quantifiable metrics to evaluate our progress toward our stated goals.

ACTION PLAN

ACTION PLAN defines the tasks, timelines, measures, and accountability.

"Vision without execution is hallucination."

- Thomas Edison



Shockey





WHITE PAPER

Governments leading through change

How analytics and AI are helping agencies face unprecedented challenges

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Big Data in the Public Sector : Applications and Benefits

Manisha Sahu | Aug 11, 2021 | Big Data



Commentary

Open data: Accountability and transparency

Matthew S Mayernik

Abstract
The movements by national governments, funding agencies, universities, and research communities toward "open data" face many difficult challenges. In high-level visions of open data, researchers' data and metadata practices are expected to be robust and structured. The integration of the internet into scientific institutions amplifies these expectations. When examined critically, however, the data and metadata practices of scholarly researchers often appear incomplete or deficient. The concepts of "accountability" and "transparency" provide insight in understanding these perceived gaps. Researchers' primary accountabilities are related to meeting the expectations of research competency, not to external standards of data deposition or metadata creation. Likewise, making data open in a transparent way can involve a significant investment of time and resources with no obvious benefits. This paper uses differing notions of accountability and transparency to conceptualize "open data" as the result of ongoing achievements, not one-time acts.

Big Data & Society
July-December 2017: 1-5
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Consumer Privacy

Big Data

BACKGROUND

Analysis of large data sets can yield valuable insights, but when personal data

BIG THINK

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THE PRESENT — JUNE 28, 2016


How governments are responding to the public's demand for more data transparency

Innovative use of blockchain tech, data trusts, algorithm assessments, and cultural shifts abound.

Harvard Business School HBS Online Online Business Certificate Courses

Big Social Problems Require Big Data Solutions

Big Data for Social Good will show you how to use the tools of modern data science to analyze important social questions, ranging from improving equality of opportunity to tackling racial disparities to improving our education system. Using real-world data and policy interventions as applications, the course will teach core concepts in economics and statistics and equip you to tackle some of the most



Developing the Story of INK – Past, Present, Future

Existing Plans Review

Existing plans and policies will be explored to determine progress to-date, stakeholder validation, and plan alignment.

Environmental Scan

SWOT Analysis

Perform an environmental scan looking at demographics, financial, organizational, economic and provide a snapshot of where INK stands today in terms of Strengths, Weaknesses, Opportunities & Threats.

Critical Questions & Trends

Emerging trends will be explored to address critical issues and better prepare for the future.

Engaging Stakeholders is part of your statutory duties

INK Purpose and Duties (KSA 74-9304, 74-9301)

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

Engagement Methods

Board Workshops

We ask the hard questions, provide the hard facts and data, so you can make the hard decisions about your organization's future.



Best Practice Panels

Here others who have been in your shoes, are innovating and are looking at new models of governance, new services, and changes in government transparency.



Stakeholder Interviews & Online Surveys

Gather in-depth feedback specific to key stakeholder groups such as potential customers, customers, and vendors.



Discussion

- **What would you like to determine as part of this process?**
- **Who should be involved and how engaged do you want them?**
- **What is the desired final result/product?**

2021 Business Plan Initiatives: State Home Page Refresh Status and Other Activities

November 4, 2021

INK Board Meeting

State Home Page

Item G3 Expand contact information on Kansas.gov to include, integrate, or improve access to a directory of state agency help desk / 800 numbers and contacts for the public.

Item G4 Enhance INK Social Media Directory. Work with the state's public information officers and the Governor's office to enhance INK's social media directory and look for ways to support their work on social media.

Item EB 5 Increase use of Web Analytics

- Focused on Refining the main sections of the website
 - Front Page
 - Government
 - Services
 - Business and Industry
 - Natural Resources
 - Transportation and Roads
 - Education and Training
 - Public Safety and Justice
 - Travel and Recreation
 - Jobs and Unemployment
 - Taxes and Finance
 - Voting and Civic Engagement
 - FAQs

Key Considerations

Providing context without impacting agency messaging

Focusing on “typical” users of the Kansas.gov site

Considering how the site might evolve

Best practices from other states

Accessibility

Next Steps



Further review by the
INK Executive Director



Discussion with
Department of
Administration



Final review by agency
PIOs



Launch



Regular updating of
the website



Further expansion of
the website as needed

Other Business Plan Activities

E4 Department of Corrections Data. Continue to work with Department of Corrections to identify data frequently used by external parties and identify / implement a reusable platform that can be used to provide this data.

EB6 Gather / Develop materials in support of the 30th Anniversary of INK

E3 Assess Data from new Kansas Judicial System

Other Activities - Outreach

- Department of Corrections – Initial presentation has led to four possible initiatives. Further investigation occurring with each.
- Ongoing discussions with:
 - Department of Agriculture
 - Fire Marshal
 - Board of Technical Professions
 - Board of Healing Arts
- Other discussions
 - KDOL
 - KDHE – Water
 - Kansas Water Office
 - Board of Tax Appeals (Further work on current website and possibly a new website with other projects possible)
- **Development Phase 1 Lessons Learned**
- **Develop Phase 2 Plan**

Agency Outreach – Next Steps

Continue

Continue discussions with Phase One agencies

Refine

Refine projects that are developed as part of this first phase

Assist

Assist agencies with understanding and preparing INK grant applications as necessary

Develop

Develop Lessons Learned presentation for INK Board along with recommendations for Phase 2.

Prepare

Prepare plans for Phase 2