

Information Network of Kansas Board Meeting Minutes

December 2022 Regular INK Board Meeting December 1, 2022

Opening

A meeting of the INK Board was called to order in the Department of Revenue Secretary's conference room on the fourth floor of the Mills Building in Topeka, Kansas at 10:02 a.m. by INK Board Chair Tom Sloan. The following other members were present:

Lori Blake, representing the Kansas Association of School Boards (*via Zoom*)

Kate Butler, representing the Kansas Bar Association

Mark Burghart, Secretary of Revenue

Jim Haugh, representing the Secretary of Commerce

Andrea Krauss, representing the Kansas Independent Oil & Gas Association

Glen Yancey, representing the Executive Branch Chief Executive Technology Officer (*via Zoom*)

Others Present

Duncan Friend, Executive Director, Information Network of Kansas; Miranda Carmona, (substituting for Susan Mauch, INK Board Counsel); Molly Saunders, Shockey Consulting (*via Zoom*), Logan Britton and Audrey Marchek, Kansas State University (*via Zoom*), Nolan Jones (*via Zoom*), James Adams and Ashley Gordon, Kansas Information Consortium, LLC.

Consent Agenda

The consent agenda included the draft minutes for the November 3, 2022 regular Board meeting and the November 18, 2022 INK special Board meeting, the November 2022 Network Manager report, a KanPay payment processing contract for services for the City of Glasco, and a contract with JJ Keller for purchase of KDOR vehicle records.

Action Taken: Secretary Burghart moved to approve the items on the Consent Agenda. Seconded by Butler. No discussion. The motion was unanimously approved w/Burghart recusing himself.

Miranda Carmona, from Goodell, Stratton, Edmonds & Palmer, LLP introduced herself and indicated she was sitting in for Board Counsel, Susan Mauch, who had a trial the following Monday and could not attend.

Regular Agenda

Regular Business

1. Strategic Planning update (Action Plan)

Friend noted that Saunders would lead this part of the meeting, but there was a copy of her presentation in the board packet. Saunders went over the one-page summary and indicated they had added performance indicators to it. Her goal was to walk through the materials and explain each element and confirm the Board agreed with the language she had obtained from them and documented for the Mission, Vision, Goals, and Strategies, and explain the performance indicators. There was one change in the strategies that she would address later. *<A copy of her presentation is attached>*

Saunders asked for feedback from the members on the performance indicators. Krauss asked if INK was doing any kind of customer satisfaction surveys. Friend responded that they were, they wanted to make them more robust. He then deferred to Gordon to answer the question as she was the most involved. Gordon explained that they had several avenues to obtain this, both formal and informal. They allow customers / the public to comment after using a service to explain what their experience was and how it might be improved. She reviews those. There are post-project surveys aimed at the government partners once a project was completed. There is also a survey they send to their subscriber base, usually about once a year. Krauss asked if the outcome of the surveys was ever provided to the Board. Gordon responded that it was from time-to-time and can be. Friend noted that one of the elements in the action plan was to increase management reporting to the Board. Later, Butler discussed some

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changes to a performance indicator proposed under the Financial perspective to clarify its financial emphasis vs. customer emphasis, changing “increase the effectiveness of the grant process in ensuring the highest benefit to customers” to “Increase the effectiveness of grant awards in ensuring the highest benefit to customers.”

Krauss then asked what was meant by “maturity” in the proposed performance indicator “Increase the maturity of financial processes.” Friend responded that they were using generic terms to allow for some more detailed indicators below this, so it was a good question. It was essentially something like a “maturity model”, maybe have auditors or someone look at it, like “Do we have the right accounting policies in place?” like investments. He continued “Are we effectively understanding and managing the resources that flow through INK?”. Krauss suggested “Increase the effectiveness of financial processes”, noting that she did this for a living and had not heard the term maturity used in that context. Saunders noted that some of the measures would be an accumulation of multiple data points, more of an index of different pieces of data.

Saunders continued through the rest of the document discussing strategies and performance indicators. She noted that one thing that came up in the discussions with Friend and Jones was that there wasn’t really anything in the strategies about evaluating contractor relationships and performance, yet that was even in the Executive Director’s job description. She added that it is the Board’s document, so they won’t just “slip it in”, but proposed one under Internal Processes and asked if the members were okay with that: Develop / Institute process to regularly evaluate all contractual relationships.” There was no feedback on this and Saunders said she would assume that it was okay to include. In a subsequent section under Governance, Sloan asked what the performance indicator meant that stated “Increase sponsorship of INK strategies by the Board”. Friend responded that, for example, Yancey works for an agency, Secretary Burghart has an agency, and there are representations from associations. So, as far as “eating our own dog food” and using INK services, this would be part of it. He also thought that there was another aspect that involved connecting INK and sponsoring it with the state, whether it be trying to get awareness in the Governor’s office, and the Board having an identity to the state in those relationships. Secretary Burghart added that it was “Promoting”, which Friend agreed with, as well as “using”.

Saunders said other than a couple of tweaks to some of the Financial performance indicators, this was pretty much final. What would happen next would be that – the Board has this document as a quick reference – and there will be a strategic planning document that has more narrative and details that lay out how they came to this and provide context on what it means. She then moved on to talk briefly about the Action Plan and its relationship to the Strategic Plan. The former is really tactical and driven by staff to achieve the goals in the strategic plan, and is limited by the resources available. It is a living document and would be updated on a regular basis, where the strategic plan is there to guide without a lot of changes, whereas the Action Plan has timelines associated with it. And, it can be used by the Executive Director to report on status of tasks that are occurring to accomplish the goals in the strategic plan. She ended by saying that a lot of work had gone into developing the Action Plan by Friend and Jones. Later in the discussion, Krauss noted that one thing she did not see in the plan was a schedule for Friend to report back to the Board on his progress on the various action items. Monthly might be a bit excessive, so she wondered if they were looking at quarterly – Friend interjected to say that quarterly was his intent. They had set it up so that quarterly they would talk about what was going on with Business Plan initiatives. He gets that some of these just pertain to him, but the approach would be to place the current year items in the Business Plan and then report quarterly on them there. Saunders closed by saying the goal was to get the complete draft of the Strategic Plan out by the middle of the month, with feedback to her by the end of the month and the document ready to consider at the January meeting. Sloan thanked her for her work on this.

Action Taken: None.

2. KSU Grant Resubmission – Mapping the Kansas Beef Supply Chain

Friend introduced Dr. Logan Britton from KSU and his associate Audrey Marchek, a research assistant. Sloan asked him to move forward and tell the Board whatever he thinks they should know about the project.

Britton and then Marchek discussed the project, emphasizing, for example, that any sensitive data would be aggregated with detail not available to the public. He then said he would yield to the Board to answer any

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questions they had. Sloan asked the members for questions and both he and other members asked numerous questions regarding various aspects of the project, including about what they brought to the project that an organization like Department of Agriculture didn't already have; how the project would continue after the 18-month funding be requested had ended; how the investigators were going to get the various parties – backgrounders, cow-calf producers, etc. to participate – and how they would know who to contact and the response rate needed; to what degree the resulting data would be public; and similar questions.

After Dr. Britton and Marchek left the Zoom session, the board deliberated briefly and arrived at a general consensus that while they saw benefit in the work that was proposed, they had several concerns, including the limited amount of data that would be available to the public - and thus, its lack of alignment with the INK mission - and about sustainability of the project beyond the proposed grant period, coupled with what appeared to be lack of full endorsement of the project by some key stakeholders.

Action Taken: Krauss moved that the Board decline the request. Yancey seconded. Sloan asked for discussion. There was none. The motion was approved unanimously.

3. 2023 INK Business Plan

Jones made a presentation on the background of the Business Plan process and overview of the main elements that would be in the 2023 version – it was not due until close of business on December 1 and then planned to be distributed to the Board later in the month. *<A copy of the presentation is attached.>*

Action Taken: None.

4. Q3 Financial Reports

Friend provided a brief walk-through of the Q3 INK Financial reports, noting that he had not yet convened the Finance Committee, so they had not had a chance to review them. Friend portrayed the overall condition of INK from a financial perspective as good. Sloan asked when the funds received from record sales from the courts was likely to go away and Friend and Jones responded very shortly. 40 courts recently moved over to providing no-charge records. There were no further questions and the Board acknowledged receipt of the statements.

Action Taken: None.

5. MizeCPAs Accounting Services – Proposed 2023 Fee Increase

Friend discussed the letter in the packet that had been received from MizeCPAs requesting a 10% increase in fees. He stated that they had actually gone several years without an increase, but then had approved one last year as well. He felt like they provided good value for the money being charged, but noted that – as was included in the draft of the new strategic plan – the relationship should be evaluated on a periodic basis, along with all of those with contractors. He recommended approval of the increase.

Action Taken: Haugh moved to approve the increase requested by MizeCPAs. Krauss seconded. There was no further discussion. The motion was approved unanimously. (Burghart was not present.)

6. Update on INK Office Space

Friend quickly recapped the status of the offices being opened up at KDOR. He was in touch with the facilities manager there and they had both been to look at INK's current office to decide what Herman Miller (prefab office furniture to build cubicles with desks and shelving) might be reused, and they had also been over to KIC offices to look at some chairs – which he obtained – and other office furniture that was going to be disposed of. Both Gordon and Adams, as well as Jones have been very helpful with that. There is a help desk ticket on moving the network and phone. Currently, KDOR is still working to put things in place to get the boxes in the offices moved, as well as construct somewhere to handle the storage of files. Krauss asked if he had even a general estimate of what kind of timeframe it would be until he could move in. Friend said he has pressed for that, but he was hoping that by January they would have something. What he thinks has to happen is that they have to figure out how IT in their building is separate on the network, but they have a ticket open to move the phone and PC connection.

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Getting the boxes out is the number one thing, but he has been waiting on other people. Once cleaned out, they will set up the Herman Miller and then they should be good from the IT perspective. Sloan mentioned that they'd previously approved having Friend get a new computer. Friend responded that they'd asked him to go get estimates, but, while he did that for a phone, his priorities have been on strategic planning and other tasks. So, he doesn't have an estimate, he will ask and hopes to have something for the January meeting.

Action Taken: None.

7. Committee Reports

Position Description and Hiring Logistics Committee

Yancey asked Friend to give an update on Syndeo. Friend related that the committee met directly with them, then the next day, the key was to get Workers Comp going so he filled out the form and had Mauch review it. This took about a week – she has a lot of other things going – then he sent it to Syndeo. Syndeo came back and wanted some proof that even though Friend was a state employee, he was covered by Workers Comp. So, he spent considerable time getting an attestation from the state that was sufficient for them. Yesterday, they sent him an email that asked him to sign a document indicating INK had never had any Workers Comp claims. Friend didn't know that for a fact, but he was pretty sure. He conferred with Mauch and she wanted him to do due diligence. So, Friend did do this and talked with the state, made a note to file, and then he will sign and send it back. He planned to make the start date as 1/1/23 to turn over to the implementation team. He will review with Mauch, but Syndeo indicated it would be substantially different. Krauss added that one of the things that would need to be done after getting the contract signed would be to develop the Personnel policy manual, something that really needed to be done before they hired someone. He assumed they'd have something for the January meeting.

Yancey had no real update since the last special board meeting. The next step once the contract is signed is to begin recruitment – so his question for the Board is whether they wanted the committee to continue with the recruitment process. He can't speak for the other members, but he's OK with that if that's what the Board desires. Butler said she felt it was fine. Yancey said what he would anticipate was a fairly broad effort using some recruiting services that he has used in the past for IT staff. He will put together a list. He then explained the process of working with them. He would also share that with organizations like NASCIO (the state CIOs association). Friend said that he might add, for the group, that Syndeo offered these services as well. He continued that, if he were asked, he didn't think pursuing just an IT focus would be helpful, as there's a lot of management activity here as well. So, he could help bridge that to an MPA listserv or other places that could do that, too. Krauss asked him to send out the final version of the position descriptions. Yancey said that he would bring a list of proposed job sites for them to list the position to the next Board meeting.

Action Taken: None.

Policy and Procedures Committee

Blake said that they would get that document back by the end of the month and the Board would have the opportunity to review it. Friend noted that he met with Cindy Miles from the Nonprofit Chamber and she thought it would be back to the committee in another week or so.

Action Taken: None.

Officer Nominating Committee

Yancey noted they have received only one notification of interest and he asked members to let them know if they were opposed to being drafted, otherwise they might pick their name.

Action Taken: None.

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After conferring with Sloan, Friend then noted that Blake had indicated she was going to need to resign when the officers were elected in January, even if a replacement had not yet been appointed by the Governor's office. However, in inquiring of the Governor's office yesterday, they indicated that they had just sent a name to the Governor and that an appointment could come as soon as Friday (the next day).

Friend said he would provide an orientation to the new person, but it also had an impact on the Policy and Procedures committee and the Finance Committee – as it should be noted that the Vice-Chair also performed the Treasurer duties.

He asked if something needed to be done with regard to the Treasurer duties. Sloan said that in an exchange among the Executive Committee, they agreed that they could go a month with just Friend handling that until the election.

8. Network Manager Report

Jones reported that they are working with the Governor's office on potential changes to her website with regard to the outcome of the election. Telegov has been working great – over the year there have been over 190,000 appointments made through that. They are basically wrapping up projects for the year. Friend added that while the Board had approved work with KDOR on what had been phrased as a delinquent tax portal, it had the possibility of doing more. And, it has now been decided that they will start with taxes in general, vs. delinquent. So, it will be a significant resource load for them, and the deadline is critical.

Sloan asked where things are on the new Kansas.gov. Jones explained that it had been sent over to the Department of Administration to review. Once they receive their approval, they should be able to launch as soon as possible. He asked if there was anything they should be doing to encourage them – Jones was waiting on finding out what conversation had occurred this morning. Friend said that the site was submitted to them on 10/21.


Sloan then asked for an update on Amber Alert. Adams and Jones provided an update – paperwork had been submitted that morning for access to FEMA's environment. Friend noted that the contract required KBI to provide a project plan within 120 days of the signing of the contract. Also, he had paid for the employee's salary through the beginning of the year as per the grant.

Action Taken: None.

New Business

None.

Adjournment: Haugh moved to adjourn the meeting at 12:10 p.m. The motion was approved unanimously.



INFORMATION NETWORK OF KANSAS
BOARD OF DIRECTORS – STRATEGIC PLANNING
DECEMBER 1, 2022

MEETING PURPOSE

1

MEETING PURPOSE

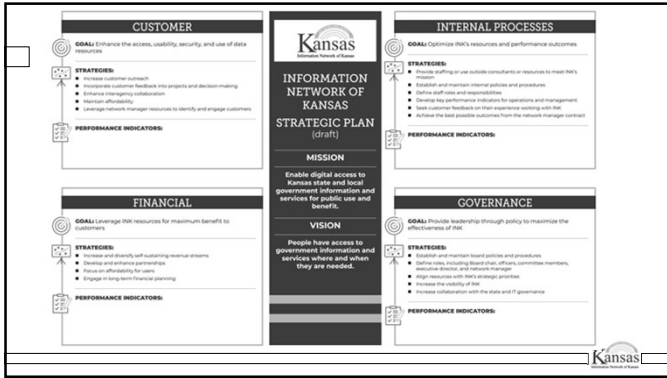
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- Review and finalize the Strategic Plan Framework
- Receive the Action Plan

2

THE STRATEGIC PLAN FRAMEWORK

3



4

WHAT IS THE STRATEGIC PLAN FRAMEWORK

- The Strategic Plan Framework defines the mission and vision for INK and establishes the Board of Director's goals.
 - Mission - why the organization exists**

5

WHAT IS THE STRATEGIC PLAN FRAMEWORK


- The Strategic Plan Framework defines the mission and vision for INK and establishes the Board of Director's goals.
 - Mission - why the organization exists

INK Mission:
Enable digital access to Kansas state and local government information and services for public use and benefit.

6

WHAT IS THE STRATEGIC PLAN FRAMEWORK

- The Strategic Plan Framework defines the mission and vision for INK and establishes the Board of Director's goals.
 - Mission - why the organization exists
 - **Vision – describes the organization's future in aspirational terms**




7

THE STRATEGIC PLAN FRAMEWORK

- The Strategic Plan Framework defines the mission and vision for INK and establishes the Board of Director's goals.
 - Mission - why the organization exists
 - Vision – describes the organization's future in aspirational terms


INK Vision:
**People have access to government information and services
 where and when they are needed.**



8

WHAT IS THE STRATEGIC PLAN FRAMEWORK

- The Strategic Plan Framework defines the mission and vision for INK and establishes the Board of Director's goals.
 - Mission - why the organization exists
 - Vision – describes the organization's future in aspirational terms
 - **Goals – describe the long-term desired outcomes that make progress toward the vision**




9

THE STRATEGIC PLAN FRAMEWORK

- The Strategic Plan Framework defines the mission and vision for INK and establishes the Board of Director's goals.
 - Mission - why the organization exists
 - Vision - describes the organization's future in aspirational terms
 - Goals - describe the long-term desired outcomes that make progress toward the vision

INK Goals:


- **Customer:** Enhance the access, usability, security, and use of data resources
- **Financial:** Leverage INK resources for maximum benefit to customers
- **Internal Processes:** Optimize INK's resources and performance outcomes
- **Governance:** Provide leadership through policy to maximize the effectiveness of INK



10

THE STRATEGIC PLAN FRAMEWORK


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 - Goals - describe the long-term desired outcomes that make progress toward the vision
 - **Strategies - describe the general approach to reaching a goal**



11

WHAT IS THE STRATEGIC PLAN FRAMEWORK

- The Strategic Plan Framework defines the mission and vision for INK and establishes the Board of Director's goals.
 - Mission - why the organization exists
 - Vision - describes the organization's future in aspirational terms
 - Goals - describe the long-term desired outcomes that make progress toward the vision
 - Strategies - describe the general approach to reaching a goal
 - **Performance Indicators - provide information/data that shows progress (or not) toward a goal**



12

CUSTOMER

GOAL: Enhance the access, usability, security, and use of data resources

STRATEGIES:

- Increase customer outreach
- Incorporate customer feedback into projects and decision-making
- Enhance interagency collaboration
- Maintain affordability
- Leverage Network Manager resources to identify and engage customers
- Anticipate changing customer needs and innovate through new technologies

PERFORMANCE INDICATORS:

- Increase the amount, type, and use of government data used by the public
- Improve customer satisfaction with INK Services
- Expand communication with current and prospective INK customers



13

FINANCIAL

GOAL: Leverage INK resources for maximum benefit to customers

STRATEGIES:

- Increase and diversify self-sustaining revenue streams
- Develop and enhance partnerships
- Focus on affordability for users
- Engage in long-term financial planning

PERFORMANCE INDICATORS:

- Increase the maturity of financial processes
- Increase the diversity of revenue streams
- Increase effectiveness of grant process in ensuring highest benefit to customers



14

INTERNAL PROCESSES

GOAL: Optimize INK's resources and performance outcomes


STRATEGIES:

- Establish performance expectations for the Network Manager and monitor results
- Develop Key Performance Indicators for operations and management
- Seek customer feedback on their experience working with INK
- Provide staffing and use outside consultants or resources to meet INK's mission
- Develop / institute process to regularly evaluate all contract relationships
- Establish and maintain internal policies and procedures
- Define staff roles and responsibilities

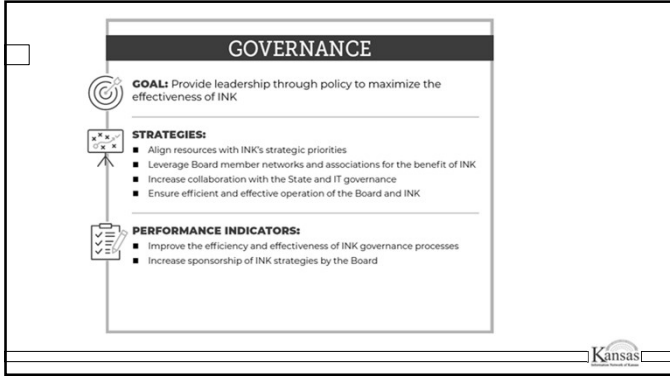
PERFORMANCE INDICATORS:

- Increase the performance of INK operations
- Improve processes to reduce risk and ensure consistent results

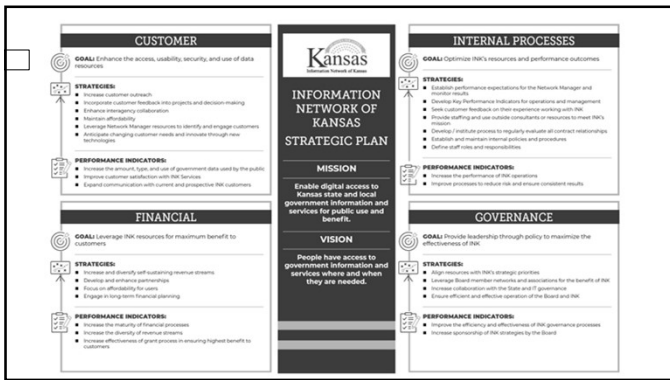
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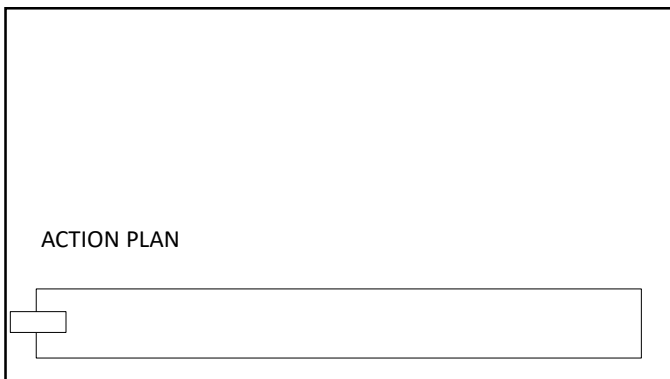
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16




17



18

STRATEGIC PLAN FRAMEWORK VS THE ACTION PLAN

STRATEGIC PLAN	VS	ACTION PLAN
<ul style="list-style-type: none"> ▪ Established by the Board of Directors ▪ Outlines the vision for the future – defines "What" the organization is/will be – without resource constraints ▪ A long-term (3-5 year) outlook ▪ Sets priorities that are used for decision-making and resource allocation ▪ A method for tracking progress & performance of staff and contractors 		<ul style="list-style-type: none"> ▪ Developed by staff ▪ Tactical in nature; establishes "How" the goals and strategies will be accomplished ▪ Limited by the resources available ▪ Regularly updated ▪ Timebound ▪ A tool to communicate activities undertaken to accomplish the Strategic Plan



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ACTIONS TO COMPLETE IN 2023

- Reconfirm **reporting and performance requirements per Network Manager contract** and finalize reporting method for Executive Director and Board (*Internal Process*)
- **Review and improve existing customer feedback processes** but with better reporting to the ED and Board (*Customer*)
- **Implement revised Position Descriptions** as developed by Personnel Committee (*Internal Process*)
- Seek to **convene State Data Review Board** and work to expand catalog approach and access to catalog of state data for use in working with agencies to identify opportunities to expand access (*Governance*)
- Engage consulting assistance to develop Board member handbook, including board policies and procedures and defining roles and relationships among board, committees, Executive Director, and Network Manager (*Governance*)
- Projects - Continue post-project surveys, increase management reporting to ED/Board (*Customer*)
- Invest in assisting state with update of technical architecture to better understand installed base of applications, technology, and technical direction (*Customer*)
- Work with KIC/Tyler to determine contracting / financial approach to offering additional services (*Financial*)


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NEXT STEPS

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NEXT STEPS

- Shockey Consulting will develop a full strategic plan document for the Board's review in mid-December
- Board members can send feedback to Molly or Duncan until December 31
- The Board will formally consider the Strategic Plan for approval at their January meeting



2023 INK Business Plan
*Purpose, Process,
Approach*

INK Board Presentation
December 1, 2022

1

Annual Business Plan is Required by INK Statute & Network Manager Contract

KSA 74-9305 (b)(4): The Network Manager "shall **yearly update** and revise the Business Plan of INK, in consultation with and under the direction of INK."

➔

Network Manger Contract: "4.1 KIC shall develop a proposed **Annual Business Plan** ("Business Plan") for the Network, in consultation with INK staff, and shall deliver the Business Plan to INK **not later than December 1** of each year."

2

Annual Business Plan and INK Operations

- INK provides day-to-day services to at least 36 state agencies, four elected officials, the Judicial Branch, and 400+ local government organizations, primarily payment processing, along with thousands of paying subscribers.
- The Annual Business Plan ~~does not~~ address the maintenance, meetings, projects, help desk tickets and phone calls, programming of annual enhancements and upgrades, financial management, billing, or administration, nor the resources for ongoing technical and security work.
- The majority of contractor (KIC) resources have historically been dedicated to this work.

Instead:

- The Annual Business Plan is the primary document governing the allocation of vendor resources to new initiatives. These initiatives are primarily created by the INK Strategic Plan.

3

Elements of the Business Plan

(From Network Manager Contract)

- Summary of current operations and modifications;
- Projection of the addition of DPEs (Data Providing Entities), Agencies and subscribers and users to the Network together with a description of changes necessary to facilitate those additions;
- Hardware and Software to be added to maintain and augment the Network;
- List of all 3rd-party Software packages which are held by KIC and used as part of the INK Network;
- List of all employees, levels of compensation by functional category, projected minimum staffing levels required to support projected operations;
- A proposed budget for operation of the Network;
- Recommendations on any fee adjustments, with reasons and potential impact;
- The Business Plan may state performance expectations.

4

The 2023 INK Business Plan will include the following topics

- Brief overview of the INK statutory mission as the foundation for the INK Business Plan with special emphasis on the ongoing development of the INK Strategic Plan
- The Plan will address the strategies and action items for each of the following goals:
 - Customer - Enhance the access, usability, security, and use of data resources
 - Financial - Leverage INK resources for maximum benefit to customers
 - Internal Processes - Optimize INK's resources and performance outcomes
 - Governance - Provide leadership through policy to maximize the effectiveness of INK
- Special focus will be placed on Action Items targeted for completion in 2023

5

Approval of the Annual Business Plan

(From Network Manager contract)

"4.2 The Business Plan proposed by KIC shall be reviewed in detail by the INK Board which may make or request KIC to make any changes in the Business Plan the INK Board deems necessary or appropriate within network resources. **The Business Plan shall become effective when it is approved and adopted by the INK Board on the date specified by the INK Board for effectiveness. Any changes to the approved Business Plan must be approved by the INK Board.**"

The Network Manager contract does not contain explicit provisions requiring KIC to provide a certain level of resources to the Network.






6

Strategic Planning and the INK Business Plan

- The INK Business Plan is driven in large part by higher order strategies and goals in the INK Strategic Plan.
- The Action Items targeted for 2023 will be reported on through the INK Business Plan reporting process.
- Quarterly Business Plan updates will be provided to the INK Board.

7

Next Steps

-  The proposed 2023 INK Business Plan will be submitted to the Executive Director by close of business on December 1st
-  After internal review, the plan will be distributed to the Board within 5-7 days for review
-  The proposed plan will be presented to the INK Board in January in detail for discussion (and possible approval)
-  As received, input from the INK Board will be gathered and the Business Plan revised to incorporate that feedback.
-  If necessary, a revised Business Plan will be presented to the INK Board in February for approval.

8
