

STATE OF WISCONSIN **STRATEGIC IT PLAN**



2016

TABLE OF CONTENTS

Message from the CIO	Page 1
Looking Back	Page 2
eGovernment	Page 2-5
Security	Page 5
Optimization	Page 6
Lean Government	Page 6
IT Workforce	Page 7
Focusing on the Future	Page 7-9
2016 Strategic Goals, Strategies, and Objectives	Page 10
The Digital State	Page 10
Citizen Engagement	Page 12
Operational Effectiveness	Page 14
Security and Continuity of Operations	Page 17
Workforce and Talent Management	Page 19

Introduction

Message from the CIO



As I looked back on my introduction for the 2014 Statewide Strategic IT Plan, I realized that much of what I stressed then still applies. The state agency IT community understands that, in order to provide essential support for Governor Walker's goals, we must continue to build partnerships, strengthen the security of information, and enhance our operational efficiency. The basic challenges haven't changed. What is clearly different is the improved position we are in to address those challenges.

Our fully implemented enterprise resource planning system, STAR, gives us the foundation for cost-effective shared services and data-driven decision making. Our progress in developing enterprise security strategies, as well as public- and private-sector teams that work together to respond to cyber disruptions, expands our ability to protect critical public services. Our focus on optimizing the state's IT infrastructure and leveraging cloud opportunities enables entirely new levels of flexibility and value in service delivery. Our development of new and innovative eGovernment services brings government up to speed with the demands of citizens' daily lives.

These are the more readily identifiable areas of progress the enterprise has made since 2014. But there are two more initiatives I want to highlight. The common thread that unifies our efforts is connectedness. Customers and citizens have to be connected, consistently and comprehensively, to take full advantage of our advancements in government service delivery. The state's recently signed contract for network services provides broadband communications sufficient to meet the increasing requirements of government, education, health care, and public safety. Knowing that we will have an accessible and secure network for the future is a major step forward for Wisconsin.

Likewise, this advanced network supports a significant productivity tool: unified communications (UC). Agencies are currently participating in a UC rollout, which provides an integrated platform for phone services, instant messaging, video conferencing, and additional collaboration tools. UC also brings presence technology, where colleagues and customers can quickly see the availability and best way to contact an individual. This is a simple-sounding concept that has dramatic potential to improve productivity in government organizations, and we are well on our way to delivering the capabilities.

By 2018, I expect many of the major initiatives outlined in this plan to be underway and on a path toward producing tangible results. We will position state government to deliver reliably efficient and transparent services, through which connected citizens can often help themselves. It is a privilege to be a part of this effort and to work with my many talented enterprise colleagues to make this change happen.

David Cagigal
Chief Information Officer

A LOOK BACK 2014-2016

LOOKING BACK

Anyone who read Wisconsin's 2014 Statewide Strategic IT Plan would have come to one overriding conclusion: the state information technology (IT) community had a lot on its plate, not the least of which involved implementing an enterprise resource planning (ERP) system on an aggressive schedule. This called for a level of interagency coordination and cooperation rarely seen before. Looking back, the fact that Wisconsin successfully deployed its ERP system (STAR – State Transforming Agency Resources) on schedule might be most notable not only for the upgraded functionality now in production – which is truly significant – but for what the achievement says about Wisconsin's ability for productive enterprise engagement. With its commitment to cross-agency leadership and governance, attention to change management, and use of dedicated subject-matter experts, STAR provided a blueprint of best practices for achieving a challenging and ambitious enterprise goal.

The Information Technology Executive Steering Committee (ITESC) – which consists of the State CIO and deputy secretaries of cabinet agencies – approves all enterprise IT initiatives and ensures they align with the Governor's priorities and agency business goals. Meanwhile, the Agency CIO Steering Committee (ACSC) provides recommendations and support to the ITESC as both groups work to advance the enterprise vision for IT expressed by Governor Walker in his executive order that established the ITESC. This governance model has proven very effective, particularly for STAR implementation. The ITESC's guidance of STAR and its emphasis on minimizing customizations to the off-the-shelf software was essential in maintaining the project's aggressive schedule.

In addition to what the state accomplished with STAR, there were also many other innovative initiatives completed in the same timeframe, exemplifying Governor Walker's resolve that state IT organizations work to enable high-quality, cost-effective services for state residents and businesses.

EGOVERNMENT

The state's eGovernment Program maintained its momentum. More than 3 million people have visited Wisconsin.gov since its re-launch in spring 2014; in 2015, the visitors totaled about 1.8 million. In partnership with the state's self-funded portal vendor, agencies have launched 66 new services and avoided expenses of \$21 million in development and resource costs that otherwise would have been incurred. Nearly 15 million transactions were processed with these services.

Transforming Government

With STAR, the State of Wisconsin has the foundation in place for enterprise-driven analysis and strategic planning. STAR went live for finance and procurement on Oct. 1, 2015, and was deployed for human capital management in mid-December 2015. Instead of 140 disparate administrative systems across dozens of agencies, the state has one efficient, transparent and modern enterprise-wide system. Agencies can better monitor and track spending, streamline human resource and procurement efforts, and more effectively manage payroll and other administrative systems. The state initiated savings through the decommissioning of legacy systems and maximizing contracts through strategic sourcing, and gained efficiencies through process improvements for all ongoing and future initiatives.



The One Stop Business Portal is the product of a successful collaboration across many agencies and offices and mitigates the pain points that in the past hindered the establishment of new Wisconsin businesses. The web process is now broken down into three simple steps, with a dashboard clearly indicating which step the user is on. Emails confirm completion of each step and convey clear instructions for moving forward. The system interacts with multiple state agencies in order to provide authentication, prefills fields by reusing information across separate departments, and reduces the chances of data entry errors. The portal also provides a single site for links to all the resources, education, and funding available to new business creators. Over 4,000 accounts have been created using the One Stop Business Portal.

The Department of Workforce Development's Job Center of Wisconsin is a comprehensive public labor exchange system that features job seeker and employer matching functionality, as well as real-time data on employer demand for positions. The mobile-friendly site includes MyLMI, a customizable Labor Market Information page, where a user can see where jobs in a selected occupation are concentrated on a statewide map. Citizens can also search by occupation and then select a county to view available jobs, search an occupation's salary level by geographic location around Wisconsin, and find education and training programs by occupation and location. Employers can likewise see where the candidates in a selected occupation are concentrated on a statewide map.



Go Wild – the Department of Natural Resources' (DNR) online license sales system – is another good example of the kind of citizen-centric application the eGovernment Program is generating. Launched in March 2016, Go Wild allows customers to purchase licenses, tags, and other DNR products through easy access on mobile devices. The system secures licensing and registration information and enables customers to use a variety of methods for providing proof of purchases. No fee increases were part of this upgrade and revenue from license sales helps Wisconsin manage its natural resources and preserve the recreational opportunities customers expect. Go Wild has over 800,000 users.

The Department of Transportation's My511 native mobile app delivers up-to-the-minute traffic and road conditions, winter advisories, closure information, construction updates, user-specific traffic alerts, message boards, and live freeway camera images. My511 allows the user to choose custom routes through the state to accommodate road construction, closures, and weather-related conditions. Because travelers are most likely to need this information while they are on the road and not near a computer, this app has greatly helped citizens become more informed in order to react to changing conditions. Since launch, My511 has been downloaded 28,336 times.



The Department of Justice's new Wisconsin Online Record Check System (WORCS) is a user-friendly, convenient, and fast way for individuals or organizations to submit criminal background checks and retrieve results online from the centralized criminal history (CCH) database. The CCH database contains detailed information of arrests, arrest charges, prosecution, court findings, sentences, and state correctional system admissions and releases.

In January 2016, the Wisconsin Elections Commission (formerly the Government Accountability Board) launched WisVote, a new statewide voter registration system that helps Wisconsin's 1,853 municipal clerks and 72 county clerks administer elections. The project, which was completed on-time and under budget, has resulted in significant cost savings and fewer problems compared to the previous system. In addition to containing basic voter registration data, WisVote also interfaces with a variety of other systems to ensure its data is accurate and up-to-date. Using records from the Department of Corrections, the Department of Health Services, and the Department of Transportation, the WisVote system can compare data from several different sources to determine if a voter's information needs to be updated or deactivated. Having already been used in two statewide elections, the new system has received praise from numerous county and municipal clerks regarding its overall flexibility and ease of use.



The combined efforts and support of the State of Wisconsin, the eGovernment Business Management Team (EBMT), Information Technology Executive Steering Committee (ITESC), and Wisconsin Interactive Network (WIN) over the past three years have resulted in launching 66 new services and a cost avoidance of more than \$21 million. The Wisconsin suite of more than 55 mobile apps has greatly increased citizen engagement, with customers downloading mobile apps more than 400,000 times. All apps are provided at no charge.

17
cabinet
agencies

161
metrics

Performance.Wi.Gov

eGovernment projects also help citizens better understand Wisconsin state government's priorities and progress toward attaining specific goals. Creating a user-friendly transparency website was one of the key deliverables of the state's eGovernment program. Governor Walker requires each major state agency to report publicly on key performance measures and the resulting dashboards are all now available in a single location on the Agency Performance Dashboards website. Each performance measure from an agency includes current and previous data, graphics for quick reference, and a description of the data being measured. With access to quarterly updates on this website, constituents can see the long-term progress agencies are making toward providing more efficient and effective services.

The Department of Revenue (DOR) implemented a creative variety of software-based solutions to detect and prevent tax refund fraud. The system stopped \$63 million in fraudulent and erroneous refunds and credits in 2016. DOR also took over administering the state's unclaimed property program in 2013 and integrated it into the tax processing system in 2015. DOR's auto-matching against income tax information resulted in returning \$17.2 million worth of property to 32,311 individuals.

\$17.2
million
returned to
taxpayers

32,311
refunded
taxpayers

The Department of Corrections (DOC) worked with the Department of Justice (DOJ) to build the Justice Gateway. The new functionality ensures that offenders are correctly identified by a state identification (SID) number in the Computerized Criminal History at DOJ and in the Wisconsin Integrated Corrections System at DOC. SID and DOC numbers are linked via the finger print process. Photos and alias names were also added. The system allows local law enforcement direct access to DOC information utilizing industry standards. The project team was recognized nationally and received the best of NIEM (National Information Exchange Model) award in 2014. The Best of NIEM is awarded to projects that demonstrate how intergovernmental collaboration and innovative technology deliver results that improve performance, increase efficiency, and support government transparency.

SECURITY

A cornerstone of Wisconsin's approach to fortifying security involves fostering an understanding of the interconnectedness of the public and private sectors throughout the state. In October 2015, the state organized the 3rd annual Wisconsin Cybersecurity Summit, which brought together national and international cybersecurity experts to share their knowledge regarding challenges for the state and how the public and private sectors can form partnerships to combat the threat of cyber-attacks. This collaborative approach toward cybersecurity yielded a tangible result when a team of state and local government representatives and private-sector critical infrastructure owners and operators produced the Wisconsin Cyber Disruption Response Strategy. This document provides a framework to detect threats and respond to and recover from a significant cyber disruption to Wisconsin's critical infrastructure.



Within the Department of Administration, Division of Enterprise Technology (DET), a National Institute of Standards and Technology (NIST) framework was created through the collaboration between industry and government. The framework consists of standards, guidelines, and practices to promote the protection of the state's critical infrastructure. The prioritized, flexible, repeatable, and cost-effective approach of this framework helps the state to manage cybersecurity-related risks.

OPTIMIZATION

Working with its agency partners, DET finished transitioning all agency servers and associated infrastructure assets into the state data center. This made it possible for DET to provide to customers IaaS (Infrastructure as a Service) and PaaS (Platform as a Service) for IT infrastructure services in order to reduce costs and complexity and produce a resilient, simplified architecture. For fiscal year 2016, this transition has produced estimated savings of \$4.4 million and cost avoidance of \$1.8 million due to the decommissioning and non-renewals of servers and license agreements.

Now, the enterprise is taking on optimization, which will generate further operational efficiencies through the continued implementation of a shared services model that utilizes enterprise standards. An optimized enterprise environment will produce streamlined processes and architecture, drive down overall IT infrastructure costs, and provide faster and more agile IT services for agencies. Meanwhile, server virtualization remains a key strategy for saving money on both hardware costs and energy consumption. The state's data center is now 96 percent virtualized, its highest level yet.

LEAN GOVERNMENT

In 2012, Governor Walker issued Executive Order #66, which directs cabinet agencies to implement Lean Government and report their progress. Lean Government, like the private-sector discipline from which it emerged, is a continuous improvement philosophy. Employees and subject matter experts work together in analysis exercises – such as value-stream mapping – designed to eliminate duplication and waste and increase operational efficiencies. A Lean team's detailed examination of status quo processes and potential improvements typically yields practical recommendations for streamlining and enhancing services.

IT organizations in Wisconsin are not only providing technical support and data analysis tools for driving Lean projects – they are taking on Lean projects of their own, and emphasizing an enterprise approach. For example, in the fall of 2015, an interagency team of IT professionals lead a Lean project to streamline the approvals and billing of operational service requests. Its recommendations are expected to save considerable time for DET to obtain the necessary approvals for service requests and the information needed to complete billing tasks. A follow-up interagency team is analyzing DET service request intake processes, with the goal of reducing the amount of time needed to get requests to the correct workgroup by using intake triage methods. Efficiently handling service requests is the heart of an IT service delivery organization, and this Lean team is developing an intake process that will be repeatable, efficient, and nearly 100 percent accurate.



**Transition to
Simplified
Architecture
\$4.4 million
savings**

**Cost avoidance
of \$1.8 Million**

FY16 - estimated results



**503 Process
Steps Eliminated**

**16, 389 Staff
Hours Repurposed**

**\$4,428,151
Cost Avoidance**

**665 Days Lead
Time Reduction**

**76 Projects
Completed**

State Lean Results in FY16

IT WORKFORCE

DET has had encouraging results with its Internship Program. By enhancing DET's presence on area campuses through participation in job fairs, advisory boards, and networking opportunities, DET has hired 22 interns in the last two years. Five were eventually hired as full-time employees and one is working full time at DET as a contractor. Seven interns are currently working in DET. As DET interacts with talented students pursuing IT careers, the division wants to raise awareness of opportunities in the public sector.

Each day DET staff tirelessly work to deliver on DET's vision of being customers' service provider of choice. In order to cultivate a culture of continuous improvement in customer service, DET has adopted the INSPIRE Model of Communication. Using the INSPIRE model, DET engages employees with a customer service vision, provides DET managers and supervisors with guidelines for achieving success, and circles back with employees to determine specific steps for how to deliver on the vision. In 2015, more than 280 DET staff attended internal customer service workshops. With DET managers and supervisors collaborating with staff, the INSPIRE communication model was used to create specific customer service processes. The recent 2016 survey of DET customers showed improvement in each category measured compared to the 2015 results. DET customers commented on consistent enhancements to service delivery transparency, project management process improvements, and overall communication.



**22 interns hired
from 2014 - 2016**

**5 interns hired as
FTE since 2014**

**7 interns currently
working at DET**

CONCLUSION

The state has come a long way in two years. We took major steps toward turning long-term strategic goals into reality, for the benefit of customers and taxpayers. With an integrated administrative platform that provides superior efficiency and transparency, along with an innovative eGovernment program and citizen-centered applications, Wisconsin is in a position to transform state government. A secure IT infrastructure and a focus on our IT workforce moves the State of Wisconsin forward and looking toward the future.

FOCUSING ON THE FUTURE

Many of the examples presented in the Looking Back section – e.g., implementing an ERP system, consolidating infrastructure services, enhancing enterprise security frameworks, and building our IT workforce – describe not ends in themselves, but efforts to lay the groundwork for the truly transformational initiatives envisioned by the state government’s IT community.

The fact is that the government’s relationship to citizens has changed in fundamental ways. Citizens expect increasingly transparent, convenient, and cost-effective services available through mobile platforms. This is what they can get from private-sector merchants, and customers – quite rightly – expect the same level of responsiveness from government organizations as well. There are both customer-service and cost imperatives driving state agencies to change the way they interact with each other and, ultimately, citizens. Enterprise approaches on the back end that produce seamless, easy-to-use services on the front end – services designed around the needs and busy schedules of citizens, not on the processes and organizational structures of government agencies. This is what the future of IT looks like in Wisconsin.

The state IT community has identified five key strategic goals that will be essential in achieving our vision for the future of government service delivery:

1. The Digital State

- Modernize legacy applications and infrastructure to reduce costs, meet the needs of stakeholders, and improve service delivery to citizens.
- Transform enterprise IT culture and business practices by continually generating and implementing innovative technology solutions that provide value, while establishing a strategic framework for evaluating and prioritizing these innovation initiatives.

2. Citizen Engagement

- Increase and enhance the portfolio of eGovernment services to generate greater participation by citizens and organizations.
- Implement technologies with a “mobile-first” approach.
- Expand broadband access to connect citizens, businesses, organizations, and government entities.

3. Operational Effectiveness

- Optimize operational efficiency through continued implementation of a shared services model that utilizes enterprise standards to support agile, innovative management of IT services.
- Use Lean government principles to generate ideas and solutions for eliminating duplication and waste within processes.
- Strengthen the partnership between the Division of Enterprise Technology and state agency customers by sustaining a culture of open communication and collaboration.
- Establish a performance management program to measure and monitor the effectiveness of enterprise IT services.

4. Security and Continuity of Operations

- Cultivate a security awareness culture within Wisconsin state agencies by providing continuous training and educational opportunities.
- Develop an effective vulnerability management program to mitigate security risks and ensure IT systems are configured appropriately and securely.
- Create a Cyber Disruption Response Plan to use as a guide for training, response and recovery of operations and to protect the state's cyber infrastructure, both public and private.
- Deploy an IT disaster recovery strategy to ensure the continuity and resilience of IT services.

5. Workforce and Talent Management

- Develop a targeted talent-sourcing strategy to attract and retain a workforce that closes the gaps between necessary skills and existing talent.
- Cultivate a proficient workforce to meet current and future technology skill-set needs while promoting professional growth and enhancement of leadership and other non-technical skills.
- Formalize an effective succession-planning process for attracting, developing and retaining future leadership talent within the state IT community.
- Establish an employee-recognition program to highlight the success of state IT employees and emphasize their contributions to the enterprise.

The more detailed sections below provide specific strategies and objectives for each of these five strategic goals. Much of the immediate effort will involve crafting project charters and action plans for the specific activities outlined, and doing so through enterprise participation. Drafting and agreeing on those documents is challenging and sometimes painstaking work, but the time invested initially in collecting agency input and generating enterprise buy-in will undoubtedly accelerate the overall process of achieving our future vision.

2016 STRATEGIC GOALS, STRATEGIES AND OBJECTIVES

Our strategic goals are broad intentions that will enable the State of Wisconsin IT community to accomplish its mission and realize its vision. Strategies will be developed to focus our efforts toward that goal. The Division of Enterprise Technology will collaborate and partner with state agencies to develop and implement specific initiatives in support of the objectives within these strategies.

1. The Digital State - Transform government for the digital age

In order to meet the demands of agency partners and citizens, it is essential that the State of Wisconsin enterprise IT community reimagine and implement a digital technology strategy to create an intuitive, agile, and sustainable IT organization. To accomplish this goal, the state will develop a comprehensive modernization plan to upgrade current technologies and an innovation strategy to help enhance these improvements. By working more effectively across organizational boundaries and employing a “digital-first” approach, the state will be able to reduce operational costs and better serve Wisconsin’s citizens moving forward.

1.1. MODERNIZATION – *advance and align existing legacy applications and infrastructure to meet the needs and expectations of our stakeholders, reduce costs, enhance security, and improve citizen service delivery.*

OBJECTIVES

- Utilize the STAR functionality to include a business intelligence solution and modules for recruitment and hiring, employee performance management, strategic procurement, and other important services.
- Deploy an enterprise document management solution to automate STAR processes and reduce paper.
- Coordinate application portfolio assessments across all state agencies to determine what current applications require significant reinvestment.
- Develop a comprehensive modernization plan to better anticipate the cost of these efforts.
- Establish a procedure to prioritize which applications should be modernized first so that an appropriate amount of funding can be made available each year.

The state has an inventory of over 1,500 applications and with an estimated 60% of this inventory needs reinvestment due to outdated technology.

1.2. INNOVATION – *transform enterprise IT culture and business practices by continually generating and implementing emerging technology solutions that provide value and meet the needs of our stakeholders, while establishing a strategic framework to evaluate and prioritize these initiatives.*

OBJECTIVES

- Establish a Business Intelligence Collaboration Center to organize a community of state agencies who will work together on the justification, development and management of new, shared business intelligence services, including public-facing data visualizations.
- Develop an IT innovation charter to establish a strategic framework that details the governance, direction, and expectations of an innovation program, to include:
 - A mechanism to solicit and accept innovation ideas from employees and the public.
 - A program to evaluate and prioritize innovation ideas and projects.
 - Key metrics that demonstrate the value and impact of the innovation program.
- Use modern web-based application development platforms to accelerate the delivery of technology solutions while reducing costs and providing a quicker return on investment for agencies.
- Transform our paper-based business processes, workflows, and priorities to foster a culture of digital innovation.
- Analyze and recommend improvements for sharing data securely between agencies to reduce the number of redundant data collection processes that exist.

2.

CITIZEN ENGAGEMENT - Promote active citizenship through accessibility and the enhancement of services

We are currently in the midst of one the biggest software and hardware revolutions we've ever witnessed. With processing power, storage, and bandwidth increasing dramatically, smart phones and tablets are becoming our main personal computer. As a result, customers, employees, and other stakeholders are bringing and using their smart phones and tablets everywhere, which impacts how they interact with government and other organizations on a daily basis. By employing a citizen-centric approach to technology solutions, the State of Wisconsin will strive to make government services more accessible and transparent to everyone.

2.1 eGOVERNMENT - *increase and improve the portfolio of electronic services provided by the state to drive greater participation by citizens and organizations.*

OBJECTIVES

- Continue with the development and delivery of public-facing transactional services such as One Stop Business Portal Phase II with the inclusion of Annual Reports filing, as well as completing and enhancing a variety of services including Department of Safety and Professional Services Licensee Monitoring, Hunting and Fishing Licensing, and Prescription Drug Monitoring.
- Expand the current content and services available on Wisconsin.Gov to meet the needs of site visitors.
- Implement a mobile citizen participation platform, Gov2Go, to help citizens efficiently interact with government.
- Make technology a key component of citizen engagement by employing citizen-centric information management approaches, adopting a data-driven approach to citizen experiences, and leveraging available data to create a single digital identity for citizens.

Implementing the Gov2Go citizen-centric mobile platform through the State's Self-funded Portal contract in Wisconsin will allow citizens to more easily engage with their government. Instead of having dozens of online services and mobile applications on constituents' devices – one for each agency they need to interact with – they would instead have a single application that gave them one, simplified view of their interactions with government. Gov2Go would prompt users to complete a transaction, such as a vehicle registration renewal, tax payment, and annual business filing, or to share hunting season dates, then use stored information to speed up and simplify the transaction process. Gov2Go presents a view of government personalized to the user and will become the user's primary interface to government.

WIRED FOR SUCCESS

Broadband Forward!

In July 2016, Governor Walker launched Broadband Forward!, a Community Certification Program, which jump-starts the broadband expansion process in Wisconsin by eliminating obstacles to infrastructure improvements and streamlining the process for approving local broadband investments. To compete in the global economy, our businesses, schools, and households need fast, reliable Internet access.

2.2 BROADBAND ACCESS - enhance and expand Wisconsin's electronic communication network to connect citizens, businesses, organizations, and other government entities.

OBJECTIVES

- Implement bandwidth upgrades for schools and public library systems in order to support faster speeds and fiber optic last-mile connectivity, with the goal of providing community-based Internet access at more than 344 libraries and 2300 schools.
- Develop a roadmap and state plan to leverage existing assets for the national First Responder Network (FirstNet), which may include 911 call centers.
- Modernize equipment in state offices for higher speed and reduce multi-tenant locations to single routers.



2.3 MOVE TO MOBILE - implement technologies with a "mobile-first" approach to provide citizens and organizations greater access and broader options in how they connect with government services and information.

OBJECTIVES

- Create mobile-first standards for the development of new and modification of existing applications and services, including responsive website design.
- Develop a strategy for the potential support of the "Internet of (Secured) Things."
- Discover opportunities to gain efficiencies and improve service through a mobile workforce.

3.

OPERATIONAL EFFECTIVENESS - Strengthen the enterprise through the optimization of people, processes, and technology and by creating a culture of excellence and accountability

With DET providing IT services to state agency customers, and agency IT organizations in turn serving their business area customers, nothing is more central to our mission than optimizing that service provision and establishing sustainable mechanisms to measure our effectiveness. Operational excellence is, and will continue to be, a paramount goal for the state IT community.

Recent developments have advanced our progress toward that goal and have made measuring our activities more workable. Establishing one primary state data center and implementing an enterprise technical reference model provided the foundation for enterprise shared services. Now, that foundation can be enhanced through optimizing IT infrastructure assets and resources, incorporating Lean government principles, strengthening the partnership between DET and its agency customers, and developing a program to measure and monitor the performance of enterprise IT services.

The state's embrace of both private and public cloud solutions provides additional flexibility for business areas. Meanwhile, STAR and business intelligence tools allow for the generation of more meaningful and detailed service-provision information. The enterprise intends to leverage those tools and work collaboratively to deliver IT services that are cost-effective, secure, and reliable.

The benefits of optimization are clear: the state can standardize on fewer platforms and better accommodate the expected growth in necessary storage and backup software. By eliminating duplicative infrastructures, money will be saved through server decommissions and license non-renewals. The total estimate of savings and cost avoidance for this biennium due to the Optimization program is \$12.7 million. Meanwhile, enterprise security will be significantly enhanced by the single view of people and devices that are the outcomes of optimization and domain migration.



3.1 OPTIMIZATION - *promote operational efficiency through continued implementation of a shared services model that utilizes enterprise standards to support agile and innovative management of IT services.*

OBJECTIVES

- Continue the consolidation of infrastructure, platform, and security services into an enterprise solution.
- Migrate users and desktop accounts from agency domains to the standard enterprise environment to enable single sign-on for enterprise applications and further cloud expansion.
- Define a plan to transfer applications from agency domains to the standard enterprise domain to provide a standardized identity system and to leverage enterprise security.
- Identify all multi-agency locations to which IT services are supplied and find opportunities to share infrastructure at those sites.
- Advance the ability of state agencies to use a cost-effective, integrated cloud-based solution.

3.2 LEAN GOVERNMENT - *create sustainable mechanisms for generating ideas and developing solutions to increase operational efficiencies and customer satisfaction by eliminating duplication and waste within our processes.*

OBJECTIVES

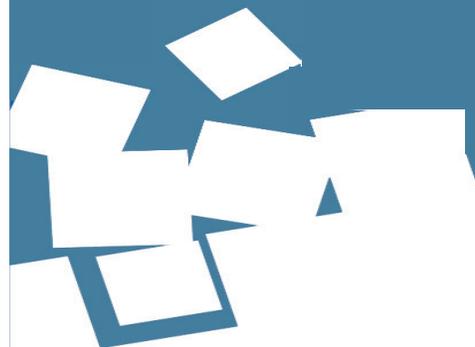
- Survey internal and external stakeholders to identify process improvements opportunities.
- Ensure training is available to staff that focuses on Lean methodology, performance metrics, and change management.



Leveraging the Cloud

In February 2016, the Information Technology Enterprise Steering Committee (ITESC) approved an overarching cloud policy for the enterprise, in which the Division of Enterprise Technology (DET) serves as the broker for cloud services utilized by the enterprise and individual agencies. DET contracts for the appropriate cloud services and, utilizing DET management processes, bills agencies accordingly for those services used. As the cloud broker, DET can provide seamless, cost-effective service offerings, whether the underlying infrastructure for those services resides on premise at the state data center or within a public cloud. This approach is designed to achieve consistent, systematic, cost-effective, and secured migration from on-premise to cloud services when the cloud provides optimal solutions.

The cloud policy is having an immediate positive impact for the enterprise. DET is managing a rollout of cloud-based Unified Communications (UC) functionality to state agencies, which will transition from analog to Voice over Internet Protocol (VoIP) telephone technology. UC will integrate computer and mobile devices with telephone services. Establishing an enterprise service for UC will leverage buying power and streamline support. DET is the enterprise service provider for the underlying architecture and support services and is working in close collaboration with agency customers to make certain the VoIP services brokered by DET provide efficient and effective solutions to agency business needs.



3.3 SERVICE EXCELLENCE AND ENGAGEMENT - *strengthen the partnership between the Division of Enterprise Technology and enterprise agencies by fostering a culture of open communication and collaboration and by providing excellence both in the delivery of services and in customer satisfaction.*

OBJECTIVES

- Create, update, document and share standards and processes that support consistent service delivery.
- Cultivate and strengthen existing customer relationships by developing mechanisms to facilitate outreach and information sharing with stakeholders.
- Develop mitigation strategies and standard protocols for customer and employee recommendations to improve service delivery and quality.
- Continue and expand the INSPIRE Communications program within the Division of Enterprise Technology.

The Customer Model

We create a positive customer experience when we engage and....



3.4 PERFORMANCE MANAGEMENT - *establish a program to measure and monitor the performance of enterprise IT services to ensure the realization of strategic, operational, and financial goals.*

OBJECTIVES

- Develop an IT Performance Governance policy.
- Define IT Key Performance Indicators and metrics by determining the critical success factors that support and align to enterprise and agency business objectives and strategies.
- Create meaningful performance dashboards and scorecards with metrics and indicators that focus on the customer experience, service delivery, infrastructure and application availability, project management, financials, and staff utilization.
- Construct and implement a communications plan to ensure timely and frequent reporting of performance results and plans of action to leadership, employees, and stakeholders.

4.

SECURITY AND CONTINUITY OF OPERATIONS - Protect the enterprise through robust security and continuity programs

Manage Vulnerability

The goals of Vulnerability Management are:

- Test the reporting and tracking capabilities of Security Center
- Obtain and deploy a scanner for testing
- Prove the tools and architecture are sustainable and repeatable to implement in other agencies
- Develop and implement a Vulnerability Management Program that utilizes consistent assessment and reporting tools for the enterprise

The State of Wisconsin will continue to focus on maintaining a secure technology environment and culture. We will shape, design, evaluate, and drive opportunities related to enhancing IT security by raising awareness of security threats and vulnerabilities to the state.

4.1 EDUCATION, AWARENESS, AND TRAINING - *cultivate a security awareness culture within Wisconsin state agencies by providing continuous training and educational opportunities.*

OBJECTIVES

- Implement a monthly security training program using the STAR Enterprise Learning Management System.
- Hold cyber response team training and exercises for state and local government members of the Wisconsin cyber response teams, private-sector utilities, and the Wisconsin National Guard Computer Network Defense Team.
- Host an annual statewide Wisconsin Governor's Cyber Summit each October.
- Recognize and market October as cybersecurity awareness month to highlight IT security and privacy awareness, education, and training.

4.2 SECURITY - *promote an evolutionary change through the development of an effective vulnerability management program to mitigate risks and to ensure State of Wisconsin IT systems are configured appropriately and securely.*

OBJECTIVES

- Create a formal Vulnerability Management Program.
- Employ the cyclical practice of identifying, classifying, remediating, and mitigating vulnerabilities, especially in software and firmware to mitigate the risk of compromise associated with known vulnerabilities.
- Implement specifically designed software tools that collect system configuration data and assist in the assessment of the information collected in order to identify where vulnerabilities exist and to remediate identified vulnerabilities.
- Engage in a Multifactor Strategy with authentication that combines two or more credentials to create a layered defense that makes it more difficult for an unauthorized person to access physical locations, computing devices, networks, or databases.
- Execute a Network Access Control (NAC) initiative to develop an enterprise level implementation strategy for network protection, which will identify and control who and what connects to the state network.

NAC is a method of enhancing security by restricting the availability of network resources to only those endpoint devices that comply with defined security policies. Depending on the security profile of a user's device, NAC can restrict the data and systems available to the user, as well as employ anti-threat applications such as firewalls, antivirus software and spyware-detection programs. NAC will identify and control who and what connects to the state network. There are many devices that connect to the state network every day.

4.3 WISCONSIN CYBER DISRUPTION RESPONSE PLAN - *use the Cyber Disruption Response Plan as a guide for training, response and recovery of operations, and for addressing probable cyber disruptions in order to protect the state's cyber infrastructure, both public and private.*

OBJECTIVES

- Identify the core capabilities necessary to address the threat environment and sustain the security and resilience of our state during a cyber event.
- Reduce the probability of failure through cyber hygiene, system monitoring, and information sharing.
- Diminish the consequences of failure through mitigation activities, access/identity controls, and training and exercises.
- Minimize the reaction and restoration times when failure occurs through cyber teams and resources.
- Form a governance structure to construct and refine this plan from Critical Infrastructure and Key Resources (CIKR) sectors.

The plan provides a description of roles and responsibilities, tasks, integration, and actions required to protect the state's cyber infrastructure, both public and private. The strategies promote our commitment to securing cyberspace and protecting the Wisconsin citizens who rely on Internet technologies in their daily activities. The governance authority, the Wisconsin Cyber Security Plan Working Group, serves as a forum of subject matter experts specifically charged with the responsibility to prepare for, respond to, and recover from cyber disruptions that could impact the state.

4.4 IT DISASTER RECOVERY (ITDR) - *deploy a strategy to ensure the continuity and resilience of enterprise IT services.*

OBJECTIVES

- Compile current state business impact analyses (BIA) to understand recovery point and time objectives for applications and services.
- Create a plan to address the gaps between BIA expectations and current IT recovering capabilities.
- Identify and engage plan owners and stakeholders in the development of ITDR application and infrastructure continuity plans, including dependency mapping.
- Utilize the state's continuity software program to document ITDR plans for all applications and infrastructure.

5.

WORKFORCE AND TALENT MANAGEMENT - Attract, develop, and retain IT professionals to ensure stability of enterprise operations now and into the future

The State of Wisconsin recognizes that in order to be a high-performing agile enterprise it must attract, develop, and retain a capable and engaged workforce. Through the development of a strategic and comprehensive workforce planning methodology, the State of Wisconsin IT community will be better able to align workforce skills to enterprise and agency goals, create a pipeline of talent to ensure goals are met, and cultivate an environment that establishes the State of Wisconsin as an IT employer of choice.

5.1 RECRUITMENT AND RETENTION - *within our overall strategic workforce planning methodology, the State of Wisconsin IT community will develop a targeted talent-sourcing strategy to attract and retain a workforce that closes the gaps between necessary skills and existing talent.*

OBJECTIVES

- Identify workforce risk due to turnover and retirements of staff within critical positions.
- Analyze and evaluate current and future technology skillset needs to focus our recruitment resources.
- Research and discover new channels for improved marketing and outreach efforts.
- Partner with the Division of Personnel Management to modernize recruitment and hiring practices.
- Continue and enhance the IT Internship program.
- Develop an employee retention strategy focused on understanding drivers for employee satisfaction and commitment to the State of Wisconsin IT community.

5.2 EMPLOYEE TRAINING AND DEVELOPMENT - *develop and retain a skilled workforce to meet current and future technology skill-set needs while promoting professional growth and enhancement of leadership and other non-technical skills.*

OBJECTIVES

- Create a formal and comprehensive development program that includes both technical, professional and personal growth in order to improve productivity, morale, and retention.
- Assess and track abilities of individual employees in order to target professional and technical development activities.
- Develop an educational series that focuses on providing best practices and lessons learned for IT project teams, sponsors, and stakeholders.
- Provide on-the-job training for legacy technologies.
- Train and develop managers to effectively coach, mentor, and motivate staff.

5.3 SUCCESSION PLANNING - to ensure continuity of leadership and support within the state IT community, it is essential that the Division of Enterprise Technology and agency partners formalize an effective process for attracting, developing, and retaining future leadership talent.

OBJECTIVES

- Complete position impact and risk assessment analysis for key leadership positions to prioritize and focus succession activities.
- Identify competency, skill, and success factors of leadership.
- Build a pipeline of talent by identifying future skill and role requirements.
- Develop a knowledge transfer program.

5.4 EMPLOYEE RECOGNITION - establish a program to recognize the success of state IT employees, allowing the State of Wisconsin to highlight their value as individuals and their contributions to the enterprise.

OBJECTIVES

- DET will work with partner agencies to better understand recognition initiatives that exist within the statewide IT community.
- Develop a values-based recognition program under the guidance of the Division of Personnel Management.





